



Cabinet

Date:	Thursday, 14 April 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. CHANCELLOR OF THE EXCHEQUER'S BUDGET 2011 (Pages 1 - 6)
4. ANNUAL GOVERNANCE STATEMENT 2010/11 (Pages 7 - 24)
5. CONTRACTS REVIEW (Pages 25 - 28)
6. LOCAL GOVERNMENT RESOURCES REVIEW (Pages 29 - 34)
7. MERSEYSIDE PENSION FUND - SHAREHOLDER VOTING (Pages 35 - 58)

8. DELIVERING THE CORPORATE PLAN (Pages 59 - 66)
9. COMMITTEE REFERRAL - COUNCIL EXCELLENCE OVERVIEW & SCRUTINY COMMITTEE - LOCAL GOVERNMENT FINANCE SETTLEMENT 2011-13 (Pages 67 - 72)
10. COMMITTEE REFERRAL - AUDIT COMMISSION PROGRESS REPORT (Pages 73 - 118)

CORPORATE RESOURCES

11. AUDIT AND RISK MANAGEMENT COMMITTEE - ANNUAL REPORT (Pages 119 - 130)
12. FINAL CARBON BUDGET 2011/12 (Pages 131 - 140)
13. PROPOSED EXTENSION OF FACILITIES MANAGEMENT CONTRACT FOR THE CHESHIRE LINES BUILDING (Pages 141 - 144)
14. BYRNE AVENUE RECREATION CENTRE, ROCK FERRY (Pages 145 - 150)

CORPORATE RESOURCES AND CHILDREN'S SERVICES AND LIFELONG LEARNING

15. CHILD POVERTY STRATEGY AND ACTION PLAN (Pages 151 - 156)

CHILDREN'S SERVICES AND LIFELONG LEARNING

16. REPORT OF THE ANTI-SOCIAL BEHAVIOUR COMMISSION (Pages 157 - 242)
17. EXTENSION OF CHILDREN'S PREVENTATIVE SERVICES CONTRACTS (Pages 243 - 246)
18. LIFELONG AND FAMILY LEARNING FEES 2011/12 (Pages 247 - 256)
19. ADMISSION ARRANGEMENTS FOR COMMUNITY SECONDARY SCHOOLS AND THE CO-ORDINATED ADMISSION SCHEME 2012/13 (Pages 257 - 278)
20. ADMISSION ARRANGEMENTS FOR COMMUNITY AND VOLUNTARY CONTROLLED PRIMARY SCHOOLS 2012/13 (Pages 279 - 296)
21. TENDER REPORT FOR CATHCART STREET PRIMARY SCHOOL REFURBISHMENT (Pages 297 - 302)

HOUSING AND COMMUNITY SAFETY

22. **HOUSING MARKET RENEWAL - 23-37 TRAFALGAR ROAD, EGREMONT - OPTIONS FOR REGENERATION (Pages 303 - 310)**
23. **SUPPORTING PEOPLE CONTRACTS REPORT (Pages 311 - 320)**

REGENERATION AND PLANNING STRATEGY

24. **TACKLING WORKLESSNESS - EUROPEAN SOCIAL FUND - INTERMEDIATE LABOUR MARKET PROGRAMME (Pages 321 - 326)**
25. **ENTERPRISE ZONES (Pages 327 - 334)**
26. **BUSINESS SUPPORT SERVICES (Pages 335 - 340)**
27. **SUPPORT FOR WIRRAL'S COASTAL RESORT TOWNS (Pages 341 - 350)**
28. **LOCAL DEVELOPMENT FRAMEWORK FOR WIRRAL - EVIDENCE BASE - RENEWABLE ENERGY CAPACITY STUDIES (Pages 351 - 358)**

SOCIAL CARE AND INCLUSION

29. **DEMENTIA SCRUTINY REVIEW (Pages 359 - 402)**
30. **ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 1) - THANK YOU**

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

31. **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

32. **TENDER REPORT FOR CATHCART STREET PRIMARY SCHOOL REFURBISHMENT - EXEMPT APPENDIX (Pages 403 - 404)**

REGENERATION AND PLANNING STRATEGY

33. **MERSEYSIDE INFORMATION SERVICE (Pages 405 - 412)**

SOCIAL CARE AND INCLUSION

NB

The Cabinet considered the following report, which had previously been exempt, in part 1 of the meeting with the agreement of the Director of Law, HR and Asset Management. The appendix (agenda item 35) remained exempt.

34. DEPARTMENT OF ADULT SOCIAL SERVICES - REPORT OF THE INDEPENDENT INVESTIGATOR (Pages 413 - 420)

35. DEPARTMENT OF ADULT SOCIAL SERVICES - CONFIDENTIAL REPORT OF THE INDEPENDENT INVESTIGATOR (Pages 421 - 696)

Exempt appendix to report of Director of Law, HR and Asset Management at agenda item 34.

36. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR - COMMERCIAL PROPERTY IN ROCK FERRY

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

WIRRAL COUNCIL

CABINET

14 APRIL 2011

SUBJECT	CHANCELLOR OF THE EXCHEQUER'S BUDGET 2011
WARD/S AFFECTED	ALL
REPORT OF	DIRECTOR OF FINANCE
RESPONSIBLE PORTFOLIO HOLDER	COUNCILLOR JEFF GREEN
KEY DECISION	YES

1.0 EXECUTIVE SUMMARY

1.1 The Chancellor of the Exchequer presented his Budget 2011 on 23 March 2011. This report provides a summary of the main issues together with the key implications for local authorities.

2.0 RECOMMENDATION

2.1 That Cabinet notes the implications contained in the Chancellor's Budget.

3.0 REASON FOR RECOMMENDATION

3.1 To make Members aware of any changes emanating from the Budget that

THE ECONOMIC OUTLOOK

- 4.3 The latest forecast from the Office for Budget Responsibility (OBR) is for a sustained recovery. The economy is forecast to grow by 1.7% in 2011, lower than forecast in the June 2010 Budget. This mainly reflects higher than expected inflation in 2011, as a result of recent global commodity price inflation and the weak final quarter of 2010. The forecast is for GDP growth to strengthen, peaking at 2.9% in 2013.
- 4.4. The OBR fiscal forecast shows that the outlook for public finances is broadly unchanged since the June 2010 Budget:
- a) Public sector net borrowing will decline from a peak of 11.1% of GDP in 2009-10 to 1.5% of GDP in 2015-16;
 - b) The cyclically adjusted or “structural” current deficit will be eliminated by 2014-15, with a projected surplus of 0.4% of GDP in that year, rising to 0.8% of GDP in 2015-16;
 - c) Public sector net debt will peak at 70.9% of GDP in 2013-14, before declining to 70.5% of GDP in 2014-15 and 69.1% in 2015-16.

PROPOSALS AFFECTING LOCAL GOVERNMENT

Infrastructure

- 4.5 The Government announced an additional £100 million in funding for local authorities to aid in the repair of local roads damaged by the recent cold

- 4.9 Businesses occupying the 21 Enterprise Zones (EZ) will benefit from:
- a) 100% business rate discount worth up to £275,000 over a five year period for businesses that move into an EZ before 2015;
 - b) All business rates growth within the EZ for a period of at least 25 years will be retained and shared by the local authorities in the LEP area, to support LEP economic priorities and ensure that the returns from EZ growth are reinvested locally;
 - c) Government and local authority help to develop radically simplified planning approaches in the EZ, for example using existing Local Development Order powers;
 - d) Government support to ensure that superfast broadband is rolled out throughout the EZ, achieved through guaranteeing the most supportive planning environment and if necessary public funding;
- 4.10 The location of specific zones will be a matter for each LEP, but the Government is seeking to support real growth opportunities, not remedy local dereliction. The first round of ten EZs will be in the following LEPs:

Birmingham and Solihull
Leeds City Region
Sheffield City Region
Liverpool City Region
Greater Manchester
West of England
Tees Valley

- 4.14 Eligible small businesses occupying properties with rateable values up to £6,000 will therefore pay no business rates up to that date. Small businesses benefiting from the rate relief taper (rateable values up to £12,000) may also receive significant reductions.

Planning Reform

- 4.15 The Chancellor announced that it will be expected that the planning system should prioritise growth and jobs.
- 4.16 Further reforms will include localising choice about the use of previously developed land; pilot of a land auction model starting with public sector land; and the introduction of measures to streamline planning applications including a 12 month guarantee for the processing of all planning applications.

Public service pensions, taxation and personal mileage allowance

- 4.17 The Government accepts the Hutton Commission report on public service pensions as a basis for consultation with public sector workers, trade unions and others. In the autumn the Government intends to set out proposals that are affordable, sustainable and fair to the public sector workforce and the taxpayer.
- 4.18 There will be a 1% increase in employer National Insurance Contributions from 2011-12. However, the primary threshold for contributions will increase by £29 per week and the secondary threshold by £26 per week.
- 4.19 The Government has announced that it will increase the Approved Mileage

Tax credits and benefits

- 4.22 As announced by the Department for Work and Pensions, as part of the Welfare Reform Bill 2011, the Government will not implement the planned 10% reduction in Housing Benefit for long-term Job Seekers Allowance claimants.
- 4.23 The proposed changes for Local Housing Allowance claimants will come into effect from April 2011 for new claimants and April 2012 for existing claimants
- 4.24 The Government will no longer remove the mobility component of the Disability Living Allowance for people in residential care from 2012.

Employment and education

- 4.25 There will be funding for an additional 80,000 work experience places for young people over the next two years.
- 4.26 £180 million is to be made available over the next four years to provide for up to 50,000 additional apprenticeship places.
- 4.27 The University Technical Colleges programme is to be extended to establish at least 24 new colleges by 2014. Formed through partnerships between universities, colleges and businesses they will provide technical training for 11 to 19 year olds.

Housing

- 4.28 The Government will provide £250 million to support first time buyers to

9.0 RESOURCE IMPLICATIONS

9.1. There are no resources implications arising out of this report.

10.0 LEGAL IMPLICATIONS

10.1 There are none arising directly from this report.

11.0 EQUALITIES IMPLICATIONS

11.1 There are none arising directly from this report.

12.0 CARBON REDUCTION IMPLICATIONS

12.1 There are none arising directly from this report.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are none arising directly from this report.

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APPENDICES

WIRRAL COUNCIL

CABINET

14 APRIL 2011

SUBJECT:	ANNUAL GOVERNANCE STATEMENT (AGS) 2010/11
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF FINANCE
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR JEFF GREEN
KEY DECISION?	YES

1.0 EXECUTIVE SUMMARY

- 1.1 The preparation and publication of an Annual Governance Statement is necessary to meet the statutory requirement set out in the Accounts and Audit Regulations 2003 (amended 2006 and 2011).
- 1.2 This report explains the requirement for the Authority to produce the Annual Governance Statement declaring the degree to which it meets the Governance Framework.
- 1.3 Attached at Appendix A is the Annual Governance Statement for 2010/11 as agreed by the Audit and Risk Management Committee on 28 March 2011.

2.0 RECOMMENDATION

- 2.1 That the Annual Governance Statement for 2010/11 be agreed.

3.0 REASON FOR RECOMMENDATION

- 3.1 The production of the Annual Governance Statement is necessary in order to meet fully the statutory requirements of Regulation 4 of the Accounts and Audit Regulations 2003 (amended 2006 and 2011).

4.0 BACKGROUND AND KEY ISSUES

4.1 Regulatory Framework

- 4.1.1 Regulation 4 of the Accounts and Audit Regulations 2003 required councils to review the “effectiveness of their system of internal control” and to publish a Statement on Internal Control (SIC) with the Financial Statements of the Local Authority each year. It also requires the findings of the review to be considered by a Committee of the Council.

4.1.2 The Accounts and Audit Regulations 2003 were amended in 2006, and CIPFA/SOLACE produced the Delivering Good Governance in Local Government Framework (“the Framework”). This required the production and publication of an Annual Governance Statement by the Council to replace and subsume the Statement on Internal Control from 2008.

4.2 Governance

4.2.1 Governance is about how the Authority ensures that it is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. It comprises the systems, processes and controls, and cultures and values, by which the Authority is directed and controlled and through which it accounts to, engages with, and, where appropriate leads the community (Source: CIPFA/SOLACE Delivering Good Governance in Local Government).

4.2.2 Effective governance arrangements ensure that:

- Authority policies are implemented in practice;
- Authority values and ethical standards are met;
- Laws and regulations are complied with;
- Required processes are adhered to;
- Financial statements and other published information are accurate and reliable;
- Human, financial and other resources are managed efficiently and effectively;
- High-quality services are delivered efficiently and effectively.

4.2.3 The Framework identifies six core principles of good governance:

1. Focusing on the purpose of the Authority and on the outcomes for the community and creating and implementing a vision for the local area.
2. Members and officers working together to achieve a common purpose with clearly defined functions and roles.
3. Promoting values for the Authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.
4. Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.
5. Developing the capacity and capability of Members and officers to be effective.
6. Engaging with local people and other stakeholders to ensure robust accountability.

4.2.4 Taking account of the above, local authorities are expected to undertake the following:

- Review their existing governance arrangements against the Framework
- Maintain an up to date local Code of Governance, including arrangements for ensuring its ongoing application and effectiveness
- Prepare an Annual Governance Statement to report publicly on the extent to which they comply with the principles.

4.3 Process

4.3.1 Within the Council there is an existing, well established process for the review of the control system and preparation of the Annual Governance Statement, managed by Internal Audit and reported to the Corporate Governance Group and the Audit and Risk Management Committee.

4.3.2 Whilst Internal Audit is responsible for undertaking the assurance work, it is important to recognise that this is not a document owned by the audit function but an Authority statement on the effectiveness of its governance processes.

4.3.3 The process includes:

- a. Reviewing key governance processes, covering such areas as: responsibilities of Members and Chief Officers; adequacy of performance management; partnership working; and risk management.
- b. Reviewing reports completed by external review agencies, so as to ensure that key findings are considered for inclusion in the Annual Governance Statement and that appropriate actions have been taken or are planned to address any issues highlighted.
- c. Requesting Chief Officers and Managers to review and comment upon their areas of responsibility so as to provide assurance that key governance processes are robust.

5.0 RELEVANT RISKS

5.1 Potential failure of the Council to comply with the statutory requirement of Regulation 4 of the Accounts and Audit Regulations 2003 (Amended 2006 and 2011).

5.2 Failure to manage risks identified may prejudice the achievement of corporate objectives.

6.0 OTHER OPTIONS CONSIDERED

6.1 No other options considered.

7.0 CONSULTATION

7.1 Members of the Corporate Governance Group and the Executive Team have been involved in the development of the Annual Governance Statement.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 There are none arising from this report.

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

9.1 There are none arising from this report.

10.0 LEGAL IMPLICATIONS

10.1 There are none arising from this report.

11.0 EQUALITIES IMPLICATIONS

11.1 There are none arising from this report.

12.0 CARBON REDUCTION IMPLICATIONS

12.1 There are none arising from this report.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are none arising from this report.

FNCE/81/11

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APPENDICES

Appendix A - Annual Governance Statement 2010/11

REFERENCE MATERIAL

- CIPFA The Annual Governance Statement: Meeting the Requirements of the Accounts and Audit Regulations 2003, incorporating Accounts and Audit (Amendment) (England) Regulations 2006: A Rough Guide for Practitioners (2007) (the "Rough Guide").
- CIPFA/SOLACE Delivering Good Governance in Local Government : Guidance Note and Framework (2007)
- Accounts and Audit Regulations (England) 2006.
- CIPFA Code of Practice for Internal Audit in Local Government 2006.
- CIPFA The Role of the Chief Financial Officer in Local Government 2010.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Audit and Risk Management Committee	28 March 2011
Cabinet	4 November 2010
Audit and Risk Management Committee	28 September 2010
Cabinet	22 July 2010
Audit and Risk Management Committee	30 June 2010
Cabinet	15 April 2010
Audit and Risk Management Committee	24 March 2010

1. Scope of Responsibility

- 1.1 Wirral Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for and used economically, efficiently and effectively. Wirral Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 1.2 In discharging this overall responsibility, Wirral Council is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, which includes arrangements for the management of risk.
- 1.3 Wirral Council has approved and adopted a Code of Corporate Governance, which is consistent with the principles of the CIPFA/SOLACE Framework 'Delivering Good Governance in Local Government'. A copy of the code is on our website at www.wirral.gov.uk. This statement explains how Wirral Council has complied with the code and also meets the requirements of Regulation 4 of the Accounts and Audit Regulations 2006 in relation to the publication of a statement on internal control.

2. The Purpose of the Governance Framework

- 2.1 The governance framework comprises the systems and processes, culture and values for the direction and control of the Authority and its activities through which it accounts to, engages with and leads the community. It enables the Authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost effective services.
- 2.2 The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It can not eliminate all risk of not fully achieving policies, aims and objectives; and therefore provides a reasonable rather than absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Wirral Council policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.
- 2.3 The governance framework has been in place for a number of years at Wirral Council and, in particular, for the year ended 31 March 2011.

3. The Governance Framework

3.1 The CIPFA/SOLACE Framework 'Delivering Good Governance in Local Government' lays down principles of governance best practice. Key elements of the systems and processes which comprise the Council's governance arrangements are described in the following paragraphs. Our assessment is based upon the CIPFA/SOLACE guidance.

3.2 Developing and Communicating our Purpose and Vision

- The development of the Authority's purpose and vision is undertaken through corporate and business planning, linked to wider community planning for Wirral through the Local Strategic Partnership (Sustainable Community Strategy / LAA).
- A new Corporate Plan for 2011-14 is being developed, to ensure that it remains fit for purpose taking into account the outcomes of the consultation exercise carried out in December 2010 "Wirral's future – be a part of it" when shaping the future of the Council's services.
- The establishment of five key Corporate Objectives:
 - 1 To create more jobs, achieve a prosperous economy and regenerate Wirral.
 - 2 To create a clean, pleasant, safe and sustainable environment.
 - 3 To improve health and well being for all, ensuring people who require support are full participants in mainstream society.
 - 4 To raise the aspirations of young people.
 - 5 Create an excellent Council.
- A Marketing and Engagement Strategy, in line with the Council's Corporate Plan objectives, has now been developed to promote how the Authority's purpose and vision is being delivered for local people.
- The Local Area Agreement for 2008-11 is included in the Sustainable Community Strategy which sets out Wirral's 'Story of Place' and shared understanding of local needs.

3.3 Ensuring that users receive a high quality of service

- The Council has an objective performance management framework. The system is driven by the Corporate Plan, which focuses attention on corporate priorities. This is cascaded through departmental service plans, individual employee key issue exchanges and action plans. It is clearly laid out in the annual service and financial planning and performance management cycle.
- All National Indicators, local indicators, projects and activities contained within the departmental plans are reported to the relevant scrutiny committee.

- Data quality training has now been provided to over 100 staff across the council.
- The Council's Customer Access Strategy provides the framework for the development of all Wirral Council's access channels. The overall aim is to make information and high quality services more accessible to our customers in the most efficient and effective way.
- Wirral-wide customer surveys will take place every two years and will be complemented by the involvement of VCAW (Voluntary and Community Action Wirral). Published data will be anonymous. A survey undertaken in 2010/2011 has been utilised by the One Stop Shops to drive improvements within this area.
- Feedback from customers and other performance information will be considered every quarter by the Customer Services Group and will inform the proposed quarterly corporate engagement report. Integration into the Council's cycle of service review and planning will enable further improvement of access to and quality of services. An annual customer services report is also collated.

3.4 Measuring performance and value for money

- The Council has in place a Medium Term Financial Strategy, updated annually to support the medium term aims of the Corporate Plan. This ensures the economical, efficient and effective use of resources, and secures continuous improvement in the way in which its functions are exercised.
- A rigorous system of monthly financial monitoring ensures that any significant budget variances are identified in a timely way, and corrective action is initiated.
- The Council has continued to undertake, as part of its public duties, Equality Impact Assessments (EIA's) on strategies, policies, services, projects and procedures. This process ensures that the Council optimises the impact of services for stakeholders.

3.5 Roles and Responsibilities

- Wirral Council facilitates policy and decision making via a Cabinet Structure with Cabinet Member portfolios.
- The roles of the Executive members are clearly defined in the Constitution, including responsibility for leadership and activities of the Authority.
- The roles and responsibilities of all members of the Authority, along with remuneration details, are clearly defined in the Constitution.

- The roles and responsibilities of all senior officers, along with remuneration details, are documented in contracts of employment and job specifications.
- The Constitution complies with and includes all the requirements as listed within the CIPFA/Solace “Delivering Good Governance in Local Government” guidance, however there are a number of areas that need to be updated.
- The Scheme of Delegation has been reviewed to keep pace with changes in the organisational structure and will continue to be reviewed as and when any further changes occur.

3.6 Member/Officer Relations

- A full Scheme of Delegation is included in the Constitution.
- The Constitution includes the delegation of functions to individual cabinet members.
- The responsibility of the Chief Executive for all aspects of operational management is clearly stated in the Constitution.
- Protocol on Member and Officer relations is clearly stated within the Codes and Protocols of the Constitution.
- Arrangements are in place to ensure conformity with ethical standards, and to monitor their continuing effectiveness in practice.

3.7 Partnership Arrangements

- A Partnership Framework and Toolkit has been developed and approved, however, it is yet to be publicised throughout the Authority.
- The Council’s single equality scheme, a key activity within the Corporate Plan, was developed in full consultation with Wirral’s communities, and details the actions that will be taken across the whole Council to eliminate any discriminatory practices and to promote equality and recognise diversity within employment and service delivery, including in partnership working.
- The Council has produced a local Code of Corporate Governance detailing how the Authority complies with the principles of good governance. However, there are a number of areas that need to be updated.

- The results from the Residents Survey Spring 2010 fed into the priority areas consulted on as part of "Wirral's future – be a part of it". The Corporate and Departmental Plans are being developed based upon the findings of the 'Wirral's Future' consultation. The departmental plans will take account of the needs, views and priorities of individual areas and communities.

3.8 Standards of Conduct

- The Standards Committee, which operated effectively during the 2010/11, has a number of roles and functions, which include promoting and maintaining high standards of conduct by councillors and employees.
- There is a corporate conflict of interest form for completion by Members and Officers. Members' Conflict of Interest forms are now input in to the 'Mod Gov' system which adds to transparency as the system provides online public access.
- Financial Regulations and Contract Procedure Rules are contained within the Council Constitution.

3.9 Demonstrating the Values of Good Governance

- The Chair of the Standards Committee is an independent member of the public. The number of independent members is now four which exceeds the statutory requirement for 25 % of the Committee to be independent.
- The Council has a call-in procedure, which allows members to 'call-in' decisions made by Cabinet, Committee of the Cabinet or an individual Cabinet Member of the Council.
- The transparency of the decision making process is served through the publication of agendas and minutes of all Council committees, other than those areas designated as being exempt which are now, where possible, included as an appendix so allowing the rest of the report to be viewed.

3.10 Transparency of the Decision Making Process

- The Cabinet takes the majority of the Council's key decisions, but these are then subject to scrutiny by one of the six Overview and Scrutiny Committees. Some functions fall outside the Cabinet and Scrutiny Committee arrangements, these include planning applications and licensing matters, and separate committees are in place to deal with them.
- The public has access to all meeting minutes with the exception of exempt items.
- Codes of Conduct for Members and employees are in place.

- An Audit and Risk Management Committee provides independent assurance on risk management and control and the effectiveness of the arrangements the Council has for these matters.
- A Corporate Complaints Procedure is in place.

3.11 Quality of Reporting

- Risks now have a separate section within committee reports.

3.12 Risk Management

- The Council has systems for identifying and evaluating all significant risks, developed and maintained with the participation of those involved in planning and delivering services.
- A Corporate Risk Register is in place, which is monitored on an ongoing basis, and the Authority has in place a Risk and Insurance Team.
- A Confidential Reporting (Whistleblowing) Policy is in place. However a number of findings relating to the policy have been identified e.g. it should gain a higher profile, monitoring of its effectiveness and training and guidance issued where required.
- The Council adopted an updated Risk Management Strategy in 2010. This explains the methodology for the management of risk throughout the Authority.

3.13 Use of legal powers to benefit citizens and communities

- The Scheme of Delegation of Functions to Officers, included within the Council Constitution, identifies the legal powers of officers.
- The Director of Law, HR & Asset Management is authorised to institute, defend or participate in any legal proceedings in any case where such action is necessary to give effect to decisions of the Council or in any case where he considers that such action is necessary to protect the Council's interests.

3.14 Development of members and officers

- All members receive an induction and attend a specifically organised event to introduce them to the Council and its departments.
- All employees to the Council are invited to a corporate and departmental induction.
- There is a Programme for Member Development which is decided and set a year in advance and reflects the civic year. The decision on what is included in the programme is taken by the Member Training Steering

Group (a cross- party group) and is reflective of the development needs of Members as identified in Personal Development Plans.

- Roles and responsibilities of all senior officers, along with remuneration details, are documented in contracts of employment and job specifications.

3.15 Developing the capacity of people with governance responsibilities

- The Audit and Risk Management Committee undertakes an annual self assessment exercise, utilising CIPFA's checklist, in order to assess its role and effectiveness.
- The Key Issues Exchange (KIE) process which is provided to all Council employees helps to highlight the requirement to develop skills and improve performance.

3.16 Encouraging involvement in the membership of the authority

- There is an Older Person's Parliament and Young Person's Parliament which seek to obtain views from these sections of the community.
- The Council engages with communities through eleven Area Forums; providing an opportunity to shape services in their neighbourhood.
- The You Decide and Winter Resilience programmes enable residents to vote on what additional council services they would like to see in their area and tell us what they feel the priorities are.
- A single Wirral Council Consultation Database is being developed to reduce duplication when conducting consultations and make more effective use of the information obtained.

3.17 Stakeholder Engagement and Scrutiny

- A Comprehensive Engagement Strategy (CES), approved by the Local Strategic Partnership (LSP), is in place to help provide a framework approach within which Wirral's LSP works to create a new environment for partnership development and working.
- A programme of transfer of a number of Council-owned Community Centres to community ownership is underway.
- The Council is establishing a Big Society Unit. The Unit will have a particular focus on increasing the involvement of the voluntary, community and faith sector in the delivery of services and to ensure that the Council works closely with this sector to benefit local people and communities. The Unit will be the central point of contact for engaging with the voluntary, community and faith sector.

3.18 Public dialogue and accountability

- The Council has established an Equality Watch membership scheme which sets out a clear commitment to ensuring that no person accessing Council services experiences discrimination of any kind.
- The Authority's commitment to openness can be demonstrated in, for example:
 - Constitution of the Council, publicising the Council's approach to decision-making and standards of conduct.
 - Approach to the Freedom of Information Act
 - Customer Care Guidelines / Customer Services Strategy.
 - Availability of committee minutes to the public except in those areas where it is inappropriate.
 - Area Forums, covering the whole of the borough, which give local people a voice.
- A Sustainable Community Strategy and framework for reviewing partnership delivery of Wirral's long term vision has been implemented.
- An Annual Performance and Financial report is produced following the end of the financial year.

3.19 Responsibility to staff

- There is a Consultation and Negotiation Policy in place, which deals with the role of workers' unions and their representatives within the decision making process in matters affecting changes in conditions, working practices and personnel policies.
- The Chief Executive has met with staff via his 'roadshows'.
- The Council achieved Level 3 of the Equality Standard – now 'Achieving' status during 2009/10, and is striving to achieve 'Excellent' status, under the Equality Framework for Local Government, by November 2011.

4. Review of Effectiveness

4.1 Introduction

Wirral Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the executive managers within the Authority who have responsibility for the development and maintenance of the governance environment, the Internal Audit Annual Report, and by comments made by the external auditors and other review agencies and inspectorates. Key controls in the governance review process are identified in the following paragraphs.

4.2 Corporate Review

The Council's Corporate Governance Group (CGG) has managed the development of the Annual Governance Statement, in consultation with the Council's Chief Internal Auditor. CGG is chaired by the Interim Chief Executive, and comprises a range of key officers from across the Authority.

4.3 Statutory Officer Responsibilities

4.3.1 The Council Constitution sets out the responsibilities of both members and senior managers. Roles and responsibilities have been identified and allocated for the following three statutory posts:

Head of Paid Service:	Chief Executive
Chief Financial Officer:	Director of Finance
Monitoring Officer:	Director of Law, HR and Asset Management

4.3.2 The Council has designated the Director of Law, HR and Asset Management as the Monitoring Officer. The Monitoring Officer has a duty to monitor and review the operation of the Constitution to ensure its aims and principles operate effectively and an annual report is submitted to Cabinet.

4.3.3 The Council has designated the Director of Finance as Chief Finance Officer in accordance with Section 151 of the Local Government Act 1972. The financial management of the Authority is conducted in accordance with the Financial Procedure Rules set out in the Constitution.

4.3.4 The Council continues to assess how its overall corporate governance responsibilities are discharged. In particular the Council has adopted the CIPFA/Solace Delivering Good Governance Framework, has developed a local Code of Corporate Governance and therefore is working towards the National Good Governance Standard.

4.4 Audit and Risk Management Committee

The Council has an Audit and Risk Management Committee, which oversees various financial matters, the terms of reference for which comply with latest CIPFA guidelines.

4.5 Standards Committee

The Council has a Standards Committee, which deals with matters relating to the conduct of Councillors, employees, complaints and probity issues, the terms of reference for which comply with latest guidelines from the Standards Board for England.

4.6 Internal Control

The review of the effectiveness of the system of internal control reflects best practice guidance identified by the CIPFA Finance Advisory Network and is informed by:

- Directorate assurance based on management information, performance information, officer assurance statements and Scrutiny Committee reports.
- the work undertaken by Wirral Internal Audit during the year.
- the work undertaken by the external auditor reported in their Annual Audit and Inspection Letter.
- Other work undertaken by independent inspection bodies.

4.7 Internal Audit

4.7.1 The arrangements for the provision of internal audit are contained within the Financial Regulations included within the Constitution. The Director of Finance is responsible for ensuring that there is an adequate and effective system of internal audit of the accounting and other systems of internal control as required by the Accounts and Audit Regulations 2006 (amended 2011). The internal audit provision is managed by the Chief Internal Auditor and, as verified by the Audit Commission, operates in accordance with the CIPFA Code of Practice for Internal Audit in Local Government 2006.

4.7.2 From the work undertaken in 2010/11 the Chief Internal Auditor was able to provide 'reasonable assurance' on the key areas of risk management, corporate governance and financial control.

4.8 External Audit

Wirral Internal Audit is subject to regular inspection by the external auditor. In its most recent review the Audit Commission's overall conclusion was that Internal Audit generally met the requirements of the CIPFA Code of Practice for Internal Audit in Local Government in the United Kingdom 2006. The Audit Commission through its inspectorate functions also reviews compliance with policies, procedures, laws and regulations within their remit.

5. Significant Governance Issues

5.1 Summary

Internal Audit has concluded that, based on the work undertaken, overall throughout the Council there are sound systems of internal control in place. However, improvements in the internal control environment can always be made and reports have been produced and discussed with Chief Officers and Members during the year that recommend appropriate actions to be taken within an agreed timescale to address weaknesses and improve systems of control in key areas.

The following have been identified as part of the review of governance.

5.1.1 Governance

Wirral Council's Code of Corporate Governance is to be reviewed and updated to ensure it includes all relevant areas from the CIPFA/SOLACE guidance. In addition to this, a means of promoting and communicating the Code is to be introduced.

The Constitution of the Council is also to be reviewed so as to ensure it reflects accurately the current governance arrangements.

5.1.2 Single Status

The Council has partially completed the Single Status Review and it is anticipated to be completed during the forthcoming financial year.

5.1.3 Change Programme

The Council's ongoing commitment to introduce efficiencies and service improvements is evidenced through the Strategic Change Programme. During the year, there have been changes to the structure of the Programme. Regular progress reports have been presented to the Council's committees including Council Excellence Overview and Scrutiny Committee and Cabinet.

5.1.4 Partnership Working/ Shared Services

The Council continues to be actively involved in developing the way it works with partners and organises itself to deliver services. A Partnership Framework and Toolkit has been compiled and approved, however its effectiveness needs to be reviewed to ensure it is being adopted Authority wide.

A strategy also needs to be developed for implementing and communicating the Partnership Framework and Toolkit.

A full review of the Partnership Register is also required to ensure that details of all partnerships have been recorded. The Register will then need to be monitored and maintained on an ongoing basis.

5.1.5 Restructuring the Council's Departments

The Council has undergone, and continues to undergo, significant change resulting from the loss of a number of staff through the Early Voluntary Retirement (EVR) and voluntary severance exercise. A corporate approach is being developed through reviewing performance management arrangements and Human Resources policies and the Council's Executive Team is tasked with monitoring the effectiveness of the arrangements in place.

5.1.6 Anti-Fraud and Corruption

During a period of organisational change, the requirement for robust anti-fraud and corruption policies is heightened. The Council will continue to ensure that there are suitable and effective approaches to, for example, confidential reporting (“whistleblowing”), conflict of interest and anti-money laundering procedures. The Council has established a dedicated team within Internal Audit with anti-fraud responsibilities.

5.1.7 Information Management

The reorganisation of the Information Technology section will assist in the development of the Council’s approach to the management of information.

5.1.8 Public Interest Disclosures

Work continues to be ongoing to address the weaknesses identified in the Public Interest Disclosure report on charging in Adult Social Services.

Lessons learned from the Public Interest Disclosure report on the Highways and Engineering Services Procurement Exercise (HESPE) are being addressed via an action plan relating to the ongoing Parks and Countryside Services Procurement Exercise (PACSPE).

5.1.9 Vulnerable Adults

The Care Quality Commission’s report highlighted concerns in the areas of “safeguarding adults” and “adults with learning disabilities”. A comprehensive action plan has been developed and progress is continuing.

5.1.10 International Financial Reporting Standards (IFRS)

The Council continues to work towards the implementation of IFRS for the 2010/11 Statement of Accounts. This includes the work around fixed assets; vehicles, plant and equipment; community and infrastructure assets.

6. Conclusion

We have been advised on the implications of the review of the effectiveness of the governance framework by the Audit and Risk Management Committee, and a plan to address weaknesses and ensure continuous improvement of the system is in place.

To the best of our knowledge, the governance arrangements, as defined above, have been operating effectively during the year with the exception of the key areas identified above.

We propose over the coming year to take any necessary steps to ensure that all of the above matters are addressed as appropriate to enhance our governance arrangements further. Many improvement actions represent work already in progress. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Signed: _____ Date: _____

Chief Executive

Signed: _____ Date: _____

Leader of the Council

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WIRRAL COUNCIL

CABINET

14 APRIL 2011

SUBJECT:	CONTRACTS REVIEW
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF FINANCE
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR JEFF GREEN
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 This report seeks Cabinet approval to engage PriceWaterhouseCoopers (PWC) to undertake a review of major contracts to support the delivery of savings targets agreed by the Council in the 2011-12 Budget. The Council has accrued credits to the value of £157,119 with PWC as a result of the work undertaken in 2009-10 on Value Added Tax (VAT) recovery. It is proposed to use these credits to pay for this additional work in accordance with the Contract Procedure Rules paragraph 5.1.1 'Exceptions to Procurement procedure'.

2.0 RECOMMENDATION

- 2.1 That Cabinet agree the engagement of PWC to undertake a review of major contracts.

3.0 REASONS FOR RECOMMENDATION

- 3.1 The Procurement Team commenced a review of the 50 largest contracts in November 2010 and at the time of writing this work is at an advanced stage of negotiations with a number of suppliers. Confidence is high that the £0.5m savings target agreed in the 2011-12 Budget will be achieved. However there is insufficient capacity to review all of the contracts at the same time as there is an increasing requirement to support other major procurement exercises across the Council. These are geared to deliver the procurement efficiency target of £2m as well as supporting the delivery of other savings within Departments and ensuring compliance with the Council procurement governance.

- 3.2 There is therefore an urgent need to add temporary capacity to progress the work reviewing the 50 largest contracts in order to secure the savings as early as possible in 2011-12 and extend the scope to other major contracts across the Council.
- 3.3 The Contract Procedure Rules paragraph 5.1.1 'Exceptions to Procurement Procedure' states that where there is no genuine competition such action can be taken and reported to Cabinet. Members are advised that PWC are in a unique position because of the credits held by the Council. These credits are time limited and will expire on 30 June 2011 if they are not used or committed on another project with PWC. Cabinet are also advised that under the Public Contract Regulations 2006 (as amended in 2009 to incorporate the European Union Remedies Directive No 2992), which became law in the UK in December 2009, that contracts which exceed the value of £156,442 must be exposed to competition. This engagement therefore must be limited to this European Union threshold.
- 3.4 Another important aspect of this engagement relates to workforce development and the ongoing impact of lessons learnt from specialist advisers.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 On 19 March 2009 Cabinet agreed that work be undertaken with PWC in respect of backdated VAT claims. Cabinet received reports on 5 November 2009, 14 January 2010 and 24 June 2010 detailing the reimbursement received by the Council and payments made to PWC. This engagement proved successful with the Council recovering £3,392,373 in VAT. The fees due to PWC were based on 20% of the benefit on a no win no fee basis and as part of the final settlement the Council has accrued 'credits' with PWC amounting to £157,119. In order to comply with the Public Contract Regulations 2006 Cabinet are asked to authorise the Director of Finance to enter into a new agreement with PWC on the basis outlined in this report.
- 4.2 It is proposed to engage PWC to support the delivery of savings agreed in the 2011-12 Budget. These relate to the review of the 50 largest contracts with a target saving of £0.5m in 2011-12, and the procurement savings target of £2m per year. Both will feature in reports to the Strategic Change Board.
- 4.3 PWC has offered to undertake this work for 15% of the savings achieved on a no win no fee basis. The benefits realisation will be closely monitored to ensure the total fees due to PWC do not exceed the value of the credits and the European Union threshold.

5.0 RELEVANT RISKS

- 5.1 As the arrangement will be on a no win no fee basis and the Council proposes to use its credits with PWC to meet the 15% of the savings delivered, there is minimal financial risk to the organisation.
- 5.2 If however the total savings identified by PWC exceed £1.04m the reimbursement to PWC may exceed the European Union threshold and alternative arrangements will need to be explored.

6.0 OTHER OPTIONS CONSIDERED

- 6.1 No other option is available for consideration

7.0 CONSULTATION

- 7.1 No consultation has taken place regarding this proposal.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 8.1 There are none directly.

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

- 9.1 The engagement of PWC will have a positive impact on the workload of the Procurement Team and will support the delivery of £0.5m savings in 2011-12 and £2m per year for the next three years.

10 LEGAL IMPLICATIONS

- 10.1 Cabinet are advised the reimbursement to PWC should not exceed the value of £156,442.
- 10.2 PWC will be required to agree a confidentiality agreement as they may be involved in auditing commercially sensitive contracts. Where more detailed investigation is required, and where such access is not explicit in the contract, the agreement of the contracted party may need to be obtained.
- 10.3 As opportunities arise to review all Council contracts attempts will continue to be made include a new standard clause that promotes shared services with other local authorities and other strategic partners.

11 EQUALITIES IMPLICATIONS

11.1 Equality Impact Assessment (EIA)

(a) Is an EIA required? No

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

12 CARBON REDUCTION IMPLICATIONS

12.1 All contracted services that are reviewed will be mindful of the Carbon implications. Wherever possible revised contracts will set targets for carbon reductions.

13 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are no specific planning implications.

FNCE/79/11

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APPENDICES

None

REFERENCE MATERIAL

None

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet	19 March 2009 5 November 2009 14 January 2010 24 June 2010

WIRRAL COUNCIL

CABINET

14 APRIL 2011

SUBJECT	LOCAL GOVERNMENT RESOURCE REVIEW
WARD/S AFFECTED	ALL
REPORT OF	DIRECTOR OF FINANCE
RESPONSIBLE PORTFOLIO HOLDER	COUNCILLOR JEFF GREEN
KEY DECISION	NO

1.0 EXECUTIVE SUMMARY

1.1 This report provides details of the Local Government Resources Review which was launched by the Government on 17 March 2011. The vision is of 'self-funded' councils that keep their local business taxes with central grant dependence scaled back except where it is needed to protect the interest of taxpayers. The Review is expected to conclude in July 2011.

2.0 RECOMMENDATIONS

2.1 That responses are made at the appropriate time which protect, as far as possible, the Council's financial position.

2.2 That support be given to any responses from SIGOMA (Special Interest Group of Metropolitan Authorities) and the Liverpool City Region which promote the case for equalisation, seeking to ensure that those local authorities with a low income from business rates and a high level of Government grant support are not adversely affected.

3.0 REASON FOR RECOMMENDATIONS

3.1 Many northern local authorities receive more Government support from the re-distributed Business Rates pool than they collect locally and pay into the Business Rates pool and so proposals for equalisation are critical to the financial viability of these authorities. This includes Wirral as in 2011/12 Wirral will collect approximately £60 million locally whilst receiving £130 million from re-distribution by the Government.

4.0 BACKGROUND AND KEY ISSUES

4.1 On 17 March 2011 the Government launched the Local Government Resources Review. The vision is of 'self-funded' councils that keep their local business taxes with grant dependence scaled back except where it is needed to protect the interest of taxpayers.

- 4.2 Launching the review Local Government Secretary Eric Pickles said: 'By letting councils repatriate their business rate income you make the system more straightforward and councils more self-sufficient in one fell swoop, whilst deprived councils would still get the support they need. Scaling back central government's historic control and redistribution of this local business tax would also give councils a sudden shot of financial adrenaline and a legitimate stake in their economy with direct benefits for supporting new business and growth. It is what councils want and precisely what we mean by localism. Localism doesn't mean higher taxes. Indeed, councils' dependency on the whims of Whitehall has had a knock on effect for council tax bills in many areas. But greater local autonomy will require greater local accountability and local transparency to ensure sound finances. We will stand up and protect the interests of local taxpayers, as they've been taken for granted for too long.'
- 4.3 The terms of the review are clear that any change must protect the interests of local taxpayers and the vulnerable, be fair for all councils, and encourage growth. Councils which are more deprived will continue to receive Government support. The terms of reference also include: the localisation of Council Tax from 2013/14, as outlined in the recent Welfare Reform Bill; implications that the move away from central grants might have on other policies, further scope for financial freedoms for local government; and how future business rate revaluation and relief should work.
- 4.4 The first phase of the review is to consider ways to establish a new system for Business Rates and Government Grant, which protects the interests of taxpayers, rewards local growth and job creation, and delivers a more self-sufficient income for councils. It seeks the best way to balance funding between councils that would raise little income from business rates and those that would raise substantial amounts. Currently councils across England collect £20 billion of business rates, which is then redistributed by the Government across all local authorities through an extremely complex grant system.
- 4.5 As part of this first phase there will be extensive engagement with interested parties, including businesses of all sizes. The Review will conclude in July 2011 and be followed by the necessary steps to implement the conclusions. The Terms of Reference set out what will be considered by Ministers and include:-
- the best way to allow local authorities to retain their business rates to incentivise growth, whilst ensuring that all have adequate resources to meet the needs of their communities
 - the extent to which these proposals can set councils free from dependency on central funding, along with further financial freedoms, whilst protecting the interests of local taxpayers
 - to ensure the right safeguards are in place: including how to fund those who collect insufficient business rates and keep control of Council Tax levels; the position of councils that collect more than current spending levels; and ensure protections for business
 - implications for other policies such as New Homes Bonus, Business Rate Relief and Tax Increment Financing which allows councils to borrow against future revenue.

4.6 There will be a second phase, commencing in April 2011, that will focus on the role of Community Budgets. It will be taken forward in parallel with the continued roll out of these Budgets. Detailed Terms of Reference will be published in due course.

5.0 RELEVANT RISKS

5.1 The major risk is financial if local authorities are to retain locally collected Business Rates as Wirral collects less than it receives back from the Government in grant support. The Government has stated that Councils which are more deprived will continue to receive Government support.

6.0 OTHER OPTIONS CONSIDERED

6.1 There are none in this particular case as the Council is responding to a Government consultation.

7.0 CONSULTATION

7.1 The Review will take account of the responses made to the questions in 'Local growth: realising every place's potential'.

7.2 The Government has stated that it will conduct extensive engagement with interested parties, including businesses of all sizes, to ensure that all views and perspectives are taken into account.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 There are none arising directly from this report.

9.0 RESOURCE IMPLICATIONS

FINANCIAL

9.1 As stated in Section 3.1 Wirral will suffer financially if Business Rates collected locally are retained as Wirral benefits from the re-distribution of Business Rates. Therefore any means to equalise the distribution of the sums collected nationally are critical to Wirral's financial viability.

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

10.0 LEGAL IMPLICATIONS

10.1 There are none arising directly from this report.

11.0 EQUALITIES IMPLICATIONS

11.1 There are none arising directly from this report.

12.0 CARBON REDUCTION IMPLICATIONS

12.1 There are none arising directly from this report.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are none arising directly from this report.

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FNCE/74/11

APPENDIX

Local Government Resource Review : Terms of Reference.

REFERENCE MATERIAL / SUBJECT HISTORY

Council Meeting	Date

LOCAL GOVERNMENT RESOURCE REVIEW: TERMS OF REFERENCE

Phase 1

The first phase of the Review will consider the way in which local authorities are funded, with a view to giving local authorities greater financial autonomy and strengthening the incentives to support growth in the private sector and regeneration of local economies.

It will look at ways to reduce the reliance of local government on central government funding, increase local accountability and ensure that the benefits of economic growth are reflected in the resources authorities have.

The review will include consideration of changes to the business rates system, and focus in particular on:

- a) the optimum model for incentivising local authorities to promote growth by retaining business rates, whilst ensuring that all authorities have adequate resources to meet the needs of their communities and to deliver the commitments set out in the Spending Review;
- b) the extent to which these proposals can set local authorities free from dependency on central funding;
- c) considering how to fund authorities where locally raised funding would be insufficient to meet budget requirements and control council tax levels, as well as councils who do not collect business rates, such as upper tier authorities, recognising that some parts of the country are currently more dependent on government funding;
- d) reviewing the scope for greater transparency and localisation of the equalisation process;
- e) the position of councils whose business rate yield would be significantly higher than their current spending;
- f) how to ensure appropriate protections are in place for business, within a framework of devolving power to the lowest level possible;
- g) how to deliver Tax Increment Financing proposals against a context of greater retention of business rate revenues;
- h) how various aspects of the business rate system, including business rate revaluation and reliefs, should be treated;
- i) examining the scope for further financial freedoms for local authorities, while standing up for and protecting the interests of local taxpayers, and

- j) the wider implications of rates retention for related policies, including the work of the Commission on the Funding of Care and Support and the Government's other incentive schemes (the New Homes Bonus and the commitment to allow communities to keep the business rates for renewable energy projects).

The Review will take account of the responses made to the questions in "*Local growth: realising every place's potential*". It will also conduct extensive engagement with interested parties, including businesses of all sizes, to ensure that all views and perspectives are taken into account.

Following the announcements at the Spending Review and through introduction of the Welfare Reform Bill that Government will localise Council Tax Benefit, the Review will also consider the design of the new scheme (to be launched in 2013-14) and what flexibilities local authorities should have to help keep overall council tax levels down.

The first phase of the Review will conclude by July 2011, followed by the necessary steps to implement the concluded reforms.

Phase 2

The second phase of the Local Government Resource Review will commence in April 2011 and will focus on Community Budgets. It will be taken forward in parallel with the continued roll out of these Budgets. Detailed Terms of Reference will be published shortly.

WIRRAL COUNCIL

CABINET

14 APRIL 2011

SUBJECT:	MERSEYSIDE PENSION FUND: SHAREHOLDER VOTING
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF FINANCE
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR JEFF GREEN
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to provide a summary of the Merseyside Pension Fund policy on the exercise of shareholder voting rights, in response to the resolution passed by Council on 14 February 2011 (Item 95).

2.0 RECOMMENDATION

- 2.1 That Members note the policy on responsible ownership which is contained in the current Statement of Investment Principles.

3.0 REASON/S FOR RECOMMENDATION

- 3.1 The Council resolution called on the Merseyside Pension Fund (MPF) to 'pursue a policy of restraint and social responsibility in relation to the pay and bonuses of senior executives of the companies that it invests in.' MPF already has, in effect, such a policy in place, as expressed in the commitment to responsible ownership.
- 3.2 MPF consulted with the Merseyside Councils in preparing the Statement of Investment Principles. The Statement is published on the MPF website, which also contains reports on responsible ownership activity.
- 3.3 MPF retains Pensions Investment Research Consultants (PIRC) as the corporate governance research and shareholder voting provider, to assist in exercising all shareholding voting rights in a consistent manner. Based on PIRC advice, MPF exercises votes over the remuneration report presented to shareholders for approval at UK company AGMs. In 2010, MPF voted against the remuneration report at the AGMs of its ten largest UK shareholdings. MPF has consistently voted against the remuneration report at the AGMs of UK banks; a track record that pre-dates the banking crisis of 2008.

- 3.4 MPF uses membership of the Local Authority Pension Fund Forum (LAPFF) to join with other local authority pension funds to maximise shareholder influence whilst promoting social responsibility and good corporate governance at the companies in which MPF invests. LAPFF has reported on its activity in its Annual Report 2010, which is included as an appendix to this report. MPF is a leading and long-standing member of this organisation and the Chair of Pensions Committee serves on the Executive Board (as have two previous Chairs).

4.0 BACKGROUND AND KEY ISSUES

- 4.1 Merseyside Pension Fund has a long-standing commitment to the values of stewardship, in relation to its conduct as an asset owner. MPF considers the responsibilities of stewardship to be part of the fiduciary duty to stakeholders. In 2007, MPF became a signatory to the United Nations Principles for Responsible Investment: stewardship is one of the cornerstones of the responsible investment policy. In 2010, MPF was one of the first UK pension funds to sign the Financial Reporting Council (FRC) Stewardship Code, the first code of its kind in the world. A statement of compliance with the Stewardship Code has been published on the MPF and FRC websites.
- 4.2 The MPF investment strategy is partly based on the view that environmental, social and governance factors can materially affect long-term investment performance. In this context, good corporate governance is about ensuring that the interest of company directors and management is aligned with that of the company itself and its shareholders. Corporate social responsibility is about aligning the interest of a company with that of its stakeholders in the wider society in which it operates. Excessive executive pay (at boardroom level and below) is one of the most contentious issues in corporate governance because it is perceived to be a misalignment of interests.
- 4.3 The UK shareholder voting guidelines, developed by PIRC and adopted by MPF to guide voting policy, seeks to address three main areas of contention over executive remuneration: **Pay for performance** (long-term incentive schemes, bonuses, salary increases and pension contributions); **Reward for failure** (notice periods and golden parachutes); **Inequitable treatment of different stakeholders** (employees, shareowners and directors).
- 4.4 LAPFF has taken the view that the practice of linking executive remuneration and reward to solely financial measures (such as earnings growth or improvements in the share price) leads to short-termism and inadequate risk management. A significant element of LAPFF's engagement work has been to look at alternative approaches to incentivizing executives, for instance, by looking at non-financial drivers of results and reward such as risk management.

5.0 RELEVANT RISKS

- 5.1 The perceived failure to properly align the interests of company management and long-term shareholders is held by many to have been a contributing factor in the global financial crisis.

6.0 OTHER OPTIONS CONSIDERED

- 6.1 Other options have not been considered, but the Statement of Investment Principles is subject to regular review by the Pensions Committee.

7.0 CONSULTATION

- 7.1 MPF consulted with scheme employers in preparing the Statement of Investment Principles. The four other Merseyside Councils are represented on the Pensions Committee, as are the non-local authority employers and the trade unions.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 8.1 There are none.

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

- 9.1 There are none.

10.0 LEGAL IMPLICATIONS

- 10.1 There are none.

11.0 EQUALITIES IMPLICATIONS

- 11.1 There are none.

12.0 CARBON REDUCTION IMPLICATIONS

- 12.1 There are none.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

- 13.1 There are none

FNCE/76/11

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APPENDICES

Local Authority Pension Fund Forum, Annual Report 2010

REFERENCE MATERIAL

<http://mpfmembers.org.uk/content/responsible-investment>

Statement of Investment Principles – November 2010

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Council	14 February 2011
Pensions Committee	16 November 2010
Pensions Committee	23 March 2010

Annual Report 2010

Local Authority Pension Fund Forum



1. Chairman's Statement



Councillor Ian Greenwood
West Yorkshire Pension Fund
Chair

This time last year, the Forum anticipated twelve months in which the implementation of governance and other financial reforms would be centre-stage. This has indeed been the case in 2010, with efforts to develop and embed new standards of best practice, for both companies and investors, still underway.

From remuneration, to audit, to ownership responsibilities, governments and regulators around the globe are continuing to put in place policies and structures that seek to mitigate the threat of future crises. For the Forum, as an organisation committed to active ownership, the reforms underway have had an impact on our work. In 2010 the Forum continued its company engagement programme, but its public policy work, particularly responding to consultations on relevant reforms, has been a significant part of this year's activity.

In the UK, 2010 saw the publication of a revised Corporate Governance Code with its controversial recommendation that directors in FTSE350 companies face annual election. In addition, the Financial Reporting Council has launched the Stewardship Code – a pioneering attempt to formalise best practice in ownership activity. For the Forum, taking long-term shareholder value and the stewardship of our investments seriously has always been at the centre of what we do. But the Stewardship Code will encourage LAPFF and its members to redouble our efforts.

Another important reform theme in many markets has been the attempt to ensure that executive rewards are better linked to risk adjusted performance. In 2010 LAPFF has continued its efforts to promote the use of non-financial business metrics in executives' long-term incentive plans.

LAPFF has also continued to promote improved governance practices at UK, US and European companies through its global focus list project. A fruitful year of engagement meetings allowed LAPFF to learn about other markets while pushing for adherence to governance best practice.

Sometimes it takes time for engagement to pay off, but as long-term investors we can often afford to be patient. The Forum has been engaging with Morrisons since 2003 over its failure to publish an ethical trading policy; this year it finally did so. It was a long time coming, but a very welcome victory.

Of course, the Forum sometimes also needs to respond quickly to issues that emerge during the season. For instance, this year many LAPFF members received emails from beneficiaries asking how they were going to vote on shareholder resolutions filed at BP and Shell on this issue of the development of oil sands in Canada. The Forum organised meetings for members with both the companies, and the proponents of the resolutions, to enable a better understanding of the issues. We also subsequently issued a public statement setting out our view that management at both companies should be supported. I think this is a good example of the practical support LAPFF provides to member funds.

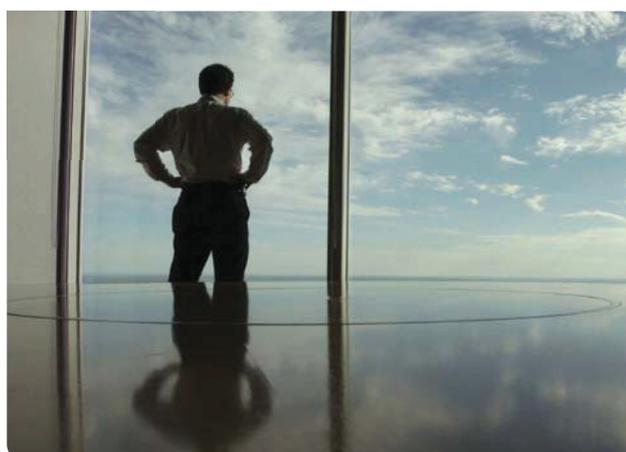
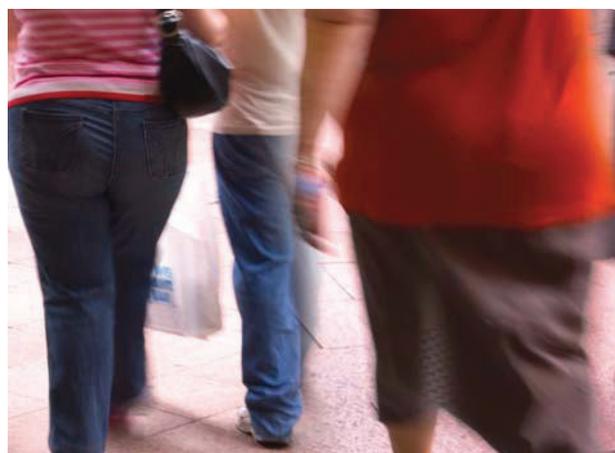
So, all in all, 2010 has been another busy year for LAPFF and, if anything, we can expect more of the same in 2011. With the Stewardship Code setting out for the first time an 'official' view of best practice in engagement, the focus will continue to be on ensuring shareholders behave as responsible owners. As an organisation that has championed such an approach since its formation in 1990, the Forum is well placed to help members meet the challenges ahead.

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Appendix: Record of companies engaged with collaboratively (439 companies listed).



3. LAPFF Executive



**Councillor
Ian Greenwood**
West Yorkshire
Pension Fund
Chair

**Councillor
Ann McLachlan**
Merseyside
Pension Fund
Deputy Chair



**Councillor
Cameron Rose**
City of Edinburgh
Council
Deputy Chair

**Councillor
Neil Fletcher**
Aberdeen
City Council
Forum Executive



Brian Bailey
West Midlands
Pension Fund
Treasurer

Councillor Jim Middleton
Greater Manchester
Pension Fund
Forum Executive



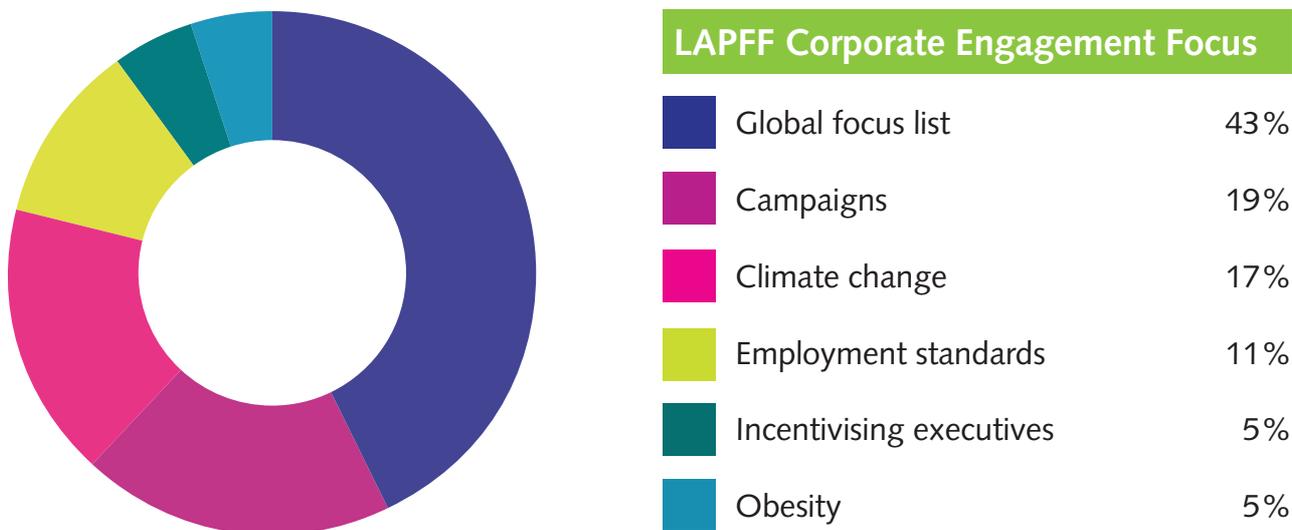
2010 Achievement Highlights

1 Morrisons published its ethical trading code in 2010. This was a key Forum ask in our engagement with the company and is part of our work to encourage best practice in overseas employment standards.

2 The Forum's global focus list has seen notably positive responses to engagement this year with a near 100% response rate and most companies demonstrating improvements.

3 At M&S, 2010 has seen Marc Bolland take over as CEO and Robert Swannell's appointment as chairman. This has followed the Forum's 2009 shareholder resolution which asked the company to appoint an independent chairman by July 2010.

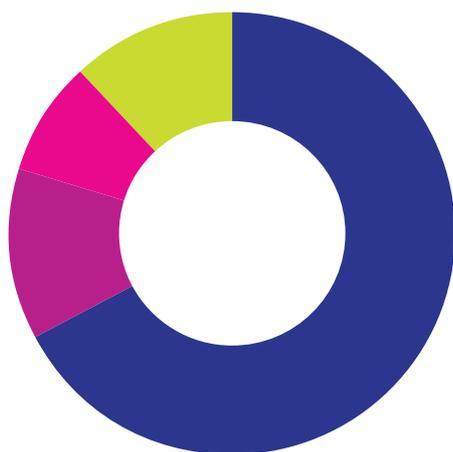
4 In its policy engagement, the Forum supported the FRC recommendation on annual election of directors which is now incorporated in the UK Corporate Governance Code.



The graph illustrating LAPFF's focus is based on corporate engagement over the last year via letters, conference call or meeting.

2010 Policy Engagement Summary

Department or body	Subject/issue	Date
Consultation submissions		
Department for Business, Innovation and Skills	Consultation on auditors leaving office	January 2010
Auditing Practices Board	Consultation on the provision of non-audit services	January 2010
Financial Reporting Council	Consultation on the Corporate Governance Code	March 2010
Financial Reporting Council	Consultation on the Stewardship Code	April 2010
Basel Committee on Banking Supervision	Consultation on Principles for enhancing corporate governance	June 2010
Takeover Panel	Review of existing arrangements in respect of takeovers	July 2010
HM Treasury	Independent Public Service Pension Commission	July 2010
European Commission	Corporate governance in financial institutions and remuneration policies	September 2010
Financial Services Authority	Consultation on Conduct of Business Rules and the Stewardship Code	September 2010
Financial Reporting Council	LAPFF signed a joint letter to the FRC supporting the introduction of the Stewardship Code	September 2010
Department for Business, Innovation and Skills	Consultation on narrative reporting	September 2010
Policy meetings		
Treasury Select Committee	Meeting with former committee chair to discuss shareholder engagement, remuneration, etc	January 2010
Department for Business, Innovation and Skills	Met with then BIS minister Ian Lucas to discuss shareholder engagement and remuneration	January 2010



Press highlights (almost 150 media hits)

UK	70%
India	12%
US	7%
Rest of the world	11%

After experiencing a dramatic surge in media coverage in 2009, driven largely by the Marks & Spencer campaign, the Forum has had a quieter year in 2010. That said, LAPFF's media profile is still higher than in previous years, and we saw a significant amount of coverage of our decision to back management at BP and Shell over the development of oil sands. The Forum also drew attention for its joint letter with the NAPF to the FTSE350 seeking better disclosure of executive pension provision. Notably, almost a third of the Forum's media coverage now comes from outside the UK.

Companies featuring in this report

Amazon.com, Inc	Global focus list	5.1	LG Chemical	Campaign	7.1.4
Apache Corp	Global focus list	5.1	LG Electronics	Campaign	7.1.4
Associated British Foods plc	Employment standards and obesity	6.2; 6.3	Marks & Spencer Group plc	Marks & Spencer resolution	7.1.1
Banco Santander	Global focus list	5.1	National Express Group plc	Employment standards	6.2
BP plc	Climate change and campaign	6.1; 7.1.2	News Corp	Global focus list	5.1
British Airways	Employment standards	6.2	Pernod Ricard	Global focus list	5.1
Capital Shopping Centres Group plc	Global focus list	5.1	Persimmon plc	Global focus list	5.1
Chesapeake Energy	Climate change	6.1	POSCO	Campaign	7.1.4
Colt Group SA	Global focus list	5.1	Royal Dutch Shell plc	Climate change	6.1
Conoco Philips	Climate change	6.1	Samsung Electronics	Campaign	7.1.4
Deutsche Telecom	Employment standards	6.2	Shinhan Financial Group	Campaign	7.1.4
Exxonmobil Corp	Climate change	6.1	SK Telecom	Campaign	7.1.4
G4S	Employment standards	6.2	Société Générale	Global focus list	5.1
Greggs	Climate change	6.1	Stagecoach Group plc	Climate change	6.1
Hunting Plc	Global focus list	6.1	Tesco plc	Employment standards	6.2
Hynix	Campaign	7.1.4	Total SA	Campaign and climate change	6.1; 7.1.5
Hyundai Motor	Campaign	7.1.4	Tullett Prebon plc	Global focus list	5.1
Iberdrola	Global focus list	5.1	United Utilities	Incentivising executives	5.2
Illinois Tools Works Inc.	Global focus list	5.1	Vedanta Resources plc	Campaign	5.1; 7.1.3
Korea Electric Power Corporation	Campaign	7.1.4	Wellstream Holdings plc	Global focus list	5.1
Korea Telecom	Campaign	7.1.4			
LaFarge SA	Global focus list	5.1			
Legal & General	Incentivising executives	5.2			

4. Corporate Governance Activism

4.1 Global focus list

Our objective

- To more effectively implement the Forum's global focus list-based engagement strategy

In its second year, the LAPFF global focus list continued to guide engagement with companies in the UK, Europe and the US. Using top stocks in each market and screening them against a market-specific set of metrics, LAPFF identified companies performing poorly in respect of remuneration practices and other core corporate governance issues. A major achievement of this year's engagement is the increase in the response rate from companies and their willingness to meet with LAPFF. All but one of the 15 companies responded and as the last company's AGM has not yet taken place, the overall response rate may yet reach 100%.

Meetings or conference calls were held with 33% (5) companies to date. Of these, two were held with US companies which, given the reluctance US companies often show towards engagement, is a major success. The general success of this year's project can in part be attributed to the Forum's constructive approach to engagement and relationship-building. This was demonstrated by one company on the list (Colt Telecom) deciding to make a specific mention of the productive discussion it had with LAPFF in their annual report.

Face-to-face meetings can be invaluable, especially when gauging governance performance in markets outside the UK. In particular, the Forum's dialogue with **News Corporation** was a highlight. Discussions about independence, succession planning and compensation provided the Forum with a useful insight into the company's structures as well as lessons about US corporate governance more generally.

The use of a global focus list was driven by a shift in asset allocation amongst LAPFF members away from the UK market. UK pension funds have steadily moved their equity holdings overseas, with only 42% of assets allocated to the UK in 2008, compared to 70% in 2001¹. 15 companies were selected across the three regions. From last year's list engagement continued with **Vedanta Resources**.

The 15 companies and their markets:

- **Colt Group SA** (UK and Luxemburg)
- **Banco Santander** (Spain)
- **Capital Shopping Centres Group plc** (UK)
- **Iberdrola** (Spain)
- **Hunting plc** (UK)
- **Persimmon plc** (UK)
- **Société Générale** (France)
- **Wellstream Holdings plc** (UK)
- **LaFarge SA** (France)
- **Xstrata plc** (UK)
- **Pernod Ricard** (France)
- **Apache Corp** (USA)
- **Amazon.com, Inc** (USA)
- **Illinois Tools Works, Inc** (USA)
- **News Corporation** (USA)

Work is well underway on the 2011 list. Planned improvements are to foster even more productive engagement by approving the list earlier thus leaving more time for meetings and dialogue.

They said:

"Colt welcomes engagement with shareholder activists and corporate governance professionals. Our senior independent director and company secretary met senior representatives from PIRC and LAPFF in 2010 and were impressed with the open and constructive dialogue."

Colt Telecom, October 2010

¹WM Performance Services: UK Pension Funds Annual Review 2008

4.2 Executive pay: non-financial drivers of results and reward

Our objectives

- To implement the Forum's engagement strategy on non-financial business performance and remuneration
 - To take the lead amongst institutional investors on the development of a consensus approach to incentivising executives
-

Remuneration has been an important governance issue for LAPFF many years, and continues to attract much attention in the wake of the financial crisis. Over the past four years, LAPFF has focused on the subject of incorporating non-financial performance metrics into long-term reward.

The project was initiated after the blast at BP's Texas City refinery in 2005. It was important to LAPFF that long-term performance drivers such as health and safety management be linked to executives' long-term rewards. A LAPFF survey of FTSE 100 companies found only seven companies incorporating non-financial metrics into long-term incentive schemes. That research and follow-up engagement also provided insights that aided the forum's 2009 meeting with banks post-crisis.

This year's activities were focused on contributing to the reform agenda, engaging with leading companies, and planning further work. In early 2010, LAPFF met with then **Business, Innovation and Skills** minister Ian Lucas, to set out LAPFF's thinking on issues such as remuneration reform and shareholder engagement. In addition, LAPFF met with then **Treasury Select Committee** chair, John McFall, to detail the Forum's engagement with the UK banks.

In January, LAPFF approved developments to the project to include survey work to better understand the judgement used by remuneration committee when exercising discretion on awards. LAPFF is also working on a survey to explore the non-financial rewards used by companies to motivate executive interests.

Throughout the year LAPFF promoted its views on the reforms needed to remuneration structures in the following consultations: **FSA consultation on Revising the Remuneration Code**, the **Basel Banking Committee Consultation**, the **European Commission's Green Paper on Governance at financial institutions**, and the **FRC consultation on the revised UK Corporate Governance Code**.

In relation to directors' pensions, a joint letter on the need for proper disclosure of directors' entitlements was agreed with the NAPF and has been sent to the chairs of the FTSE350.

LAPFF has also highlighted the role that remuneration consultants play. In particular, pay benchmarking, which often forms a core part of the work performed by consultants for remuneration committees, can act to drive executive rewards even higher. Having carried out a benchmarking exercise, consultants and remuneration committees are reluctant to recommend below average packages. In February, engagement letters were sent to **Legal and General** and **United Utilities** to request meetings with the companies' remuneration consultants.

On the 15 September the LAPFF chair met with Legal & General's remuneration committee chair, **Sir David Walker**, who led the 2009 review of the governance of banks and other financial institutions (BOFIs). LAPFF discussed how L&G could work to set the bar for a new standard of remuneration design. Sir David took onboard the Forum's views and agreed L&G had a leadership role to play. An influential player in the UK governance reform agenda at BOFIs, Sir David also expressed his views on various governance matters including the new Stewardship Code.

We said:

"LAPFF believes that non-financial business performance measures should form a significant part of the performance assessment process, and that poor management of non-financial areas such as risk management, can be detrimental to performance. We believe that such measures could be used to more effectively align the interests of owners and managers."

LAPFF response to EC Green Paper: Corporate governance in financial institutions and remuneration policies

4.3 Audit

Our objectives

To develop the Forum's approach to audit and business risk management including developing an understanding of companies' financial and internal control principles by:

- Responding to appropriate reports and consultations
- Continuing regulatory engagement and engaging in relevant lobbying activities
- Pursuing direct company engagement focusing on quality of audit committee reports, policies for awarding non-audit work and management of business risk

The financial crisis has put concerns about the audit profession on the agenda once again. During the year financial regulators have sought an understanding of how useful the current audit system is through several consultations and discussion papers.

A ban on auditors also providing non-audit services to companies was a recommendation that came out of the **Treasury's Select Committee's** report on reforming corporate governance in the City. As a response to this recommendation the **Auditing Practices Board (APB)**, issued a consultation document on firms providing non-audit services to the companies they audit. LAPFF responded to this consultation in early 2010 advocating a prohibition of the provision non-audit services by the audit firm. The Forum argued that such a prohibition should be enacted by amending the Auditing Practices Board's Ethical Standards, the Guidance on Audit Committees and the UK Corporate Governance Code.

According to the APB, most investors felt that there should be no outright prohibition on the provision of non-audit services. However, many investors perceive that confidence in audit can be reduced where non-audit services are provided. Therefore, the APB has developed a proposal which focuses on transparency in disclosure of non-audit services. These improvements entail changes to both its own Ethical Standards for Auditors and the Guidance on Audit Committees with further consultation and development likely in the future.



During the year, LAPFF also provided a response to the **Department for Business, Innovation & Skills (BIS)** consultation on "*Notices of auditors leaving office: consultation on simplification for companies and auditors*" published in November 2009.

The consultation sought views on whether the current system of auditors leaving office could be simplified and streamlined. LAPFF responded that the current framework of the 2006 Companies Act regarding auditor's resignation should be retained. The Forum stressed that shareholders must always receive both the statement from the auditor and from the listed company as to the circumstances around their departure.

In addition, the **FSA** has shown an interest in LAPFF's work on audit committees and sought an opportunity to meet and discuss this.

We said:

"Reliable financial reporting is the lifeblood of capital markets. Investors must be able to rely on companies' audits, and auditors."

LAPFF statement on the financial crisis, May 2009

5. Promoting Corporate Responsibility

5.1 Climate change

Our objective

- To engage with companies on the likely impacts of climate change on industry sectors and consequent risk to shareholder value.
- Expand engagement on climate change risks to US and EU companies using collaboration where possible.
- Guide trustee action on the relevance of climate change to their funds

This year, the Forum work on climate change has progressed in two main ways. Firstly, the Forum has developed its own position on climate change. Secondly, LAPFF has been helping members respond to major climate-related issues. Developing the Forum's own position was achieved through the publication of the LAPFF statement on climate change and the LAPFF **Trustee Guide on Climate Change**. The latter publication provides guidance for members on how to incorporate climate change considerations into their investment strategies.

In responding to relevant issues, the Forum focussed on tar sands shareholder resolutions at **BP** and **Shell**, the Gulf of Mexico oil spill and collaborative engagement over palm oil. Along with these issues, work has also continued on LAPFF's regular sector-based engagement both locally and internationally. Alerts were issued regarding BP and Shell in the UK and ConocoPhillips, ExxonMobil and Chesapeake Energy in the US. Additionally, engagement profiles of European airline, automotive and freight companies have been drafted. The Forum also continues to support US engagement via its membership of INCR.

At the beginning of the year, shareholder resolutions were filed at Shell and BP regarding their development of tar sands projects in Canada. The LAPFF chair attended meetings with both BP and Shell to discuss each company's investment in tar sands. The Forum also held briefing sessions with representatives from BP, Shell and the resolution proponents to which all LAPFF members were invited. Ultimately in both cases the Forum recommended that its members support management and vote against the resolutions. Engagement with the companies continues.

The oil spill in the Gulf of Mexico has been a major issue this year, having a huge impact on the local environment and leading to a dramatic fall in BP's share price. In responding to the spill the Forum, through INCR, joined a group of investors in writing to 47 global oil & gas and insurance companies.

The letter sought greater disclosure about spill prevention and response plans in relation to offshore drilling. In addition, the Forum met with BP chairman, Carl-Henric Svanberg, to discuss factors that led to the spill as well as the company's approach to frontier oil in the future.

As part of the Forum's work with US and EU companies, progress was made on facilitating investor engagement on deforestation and the production of palm oil. Deforestation threatens the world's ability to tackle climate change and palm oil is a leading cause of such deforestation. Early this year, the Forum met with WWF to discuss their Palm Oil Buyers' Scorecard which assesses company performance. In addition, the Forum joined a group of investors co-ordinated by the UNPRI investor group which intends to meet with international representatives of the Roundtable on Sustainable Palm Oil (RSPO). The Forum also continues to support the Forest Footprint Disclosure project, and has written to **BP, ABF, Morrisons, Greggs** and **Total** to promote the initiative.

LAPFF continued its support of the **CDP** by signing up to the CDP 2010. The Forum collaborated with the UNPRI CDP10 engagement group feeding into follow-up activity as in previous years. The Forum became a signatory to the CDP's new water disclosure initiative and wrote to 304 companies expressing support along with other investors..

On the policy front, LAPFF joined others in writing to SEC chair, Mary Shapiro, thanking the SEC for issuing interpretive guidance on climate change, following previous support for this initiative.

Throughout the year LAPFF also kept up to date with climate-related issues by attending a CERES conference 'Roadmap for a Sustainable Future'; a CERES webinar on climate risks and opportunities and the 'Clean Tech Investor' conference. These events have identified a number of potential collaborative partnerships relating to Forum initiatives.

He said:

"Climate change is most importantly a systemic risk that could, according to the Stern Report, depress whole markets, albeit over 20-30 years rather than 3-4. Conversely, successful global action on climate change would deliver significant investment opportunity as vast energy infrastructure redevelopment is undertaken."

Sean Kidney, Chair, Climate Bonds Initiative

5.2 Employment standards

Our objective

- Further the adoption of best practice in labour standards throughout the world by focusing on harmonising labour standards within global companies
- Maintain momentum in the engagement with the FTSE 100 on overseas employment standards and on employment issues with identified company under-performers

In 2010, LAPFF combined the distinct company workforce practices and overseas employment standards project areas into one due to an overlap of themes. The importance of human capital to business is universal regardless of country borders. Over the year the company workforce practices project became increasingly global as LAPFF continued its focus on inconsistencies in international companies' employment practices. The overseas employment standards element of the project has seen a reduced focus on China specifically and supply chain and global employment practices more generally.

Ongoing engagement paid off in 2010 as LAPFF saw **Morrisons** publish an Ethical Trading Code which has been sought by the Forum since 2003. In addition, improvements in the company's governance of sustainability issues were seen in their annual reporting.

The Forum met with **Associated British Foods** again in 2010. On 17 February, the LAPFF chair met with the ABF chair Charles Sinclair, the company secretary and deputy company secretary. Concerned about the management of ESG issues at the company, LAPFF was disappointed that the company had not published a report on CR in 2009. At the meeting a commitment was given by the company and specific concerns over supply chain management and health issues were discussed.

This year witnessed the Forum continue its engagement over labour standards. Last year LAPFF became involved with a collaborative engagement initiative relating to the Employee Free Choice Act. EFCA is pending legislation in the US which is intended to make it easier for employees to join unions, if they wish to. As 2009 drew to a close the Forum attended a meeting with **G4S**, one of the ten companies targeted for discussion over the management of US employee relations and labour rights. Meetings were arranged with **Teamsters Union** (arranged by LAPFF), and the **Retail Workers Union**,

American Rights at Work and **SEIU**. Collaboration regarding the EFCA reached a natural pause due to the status of pending legislation which is expected next year.

LAPFF continued engagement on dual approaches to labour standards at **National Express** and **Deutsche Telekom** regarding their employee relations in the US. In both cases US unions have alleged that the companies' policies are not in line with the UK and German standards of operation. A meeting with National Express is scheduled before the end of the year.

Additionally, during 2010, LAPFF has written to both **British Airways** and the Unite trade union to express concern over the financial impact of ongoing industrial action. In May, the Forum met with **Tesco's** company secretary, corporate responsibility and government director, head of ethical trade policy and a company remuneration consultant regarding the treatment of workers in the UK meat and poultry supply chain. The meeting primarily concerned Tesco's implementation of workplace policies it already expressly supports, but also addressed human capital management, including employee engagement and remuneration.

We said:

"The Local Authority Pension Fund Forum (LAPFF) believes that good employment practices are linked to long-term corporate prosperity and hence the creation of investment value."

LAPFF Trustee Guide: Unlocking Human Capital: Engagement on Employment Best Practice²



² http://www.lapfforum.org/pubs/trustee_guides/LAPFF%20Trustee%20Guide%20Unlocking%20Human%20Capital%202007.pdf



5.3 Obesity

Our objective

- Continue the targeted engagement campaign on the risks and opportunities created by obesity with companies in the food and drinks sector.
 - Continue to promote best practice and push for improvement at all companies.
-

As 2009 came to a close LAPFF's engagement around issues of health and obesity was headlined at its annual conference with speakers from **Unilever** and **Sainsbury's** as well as the leading academic expert, Professor Tim Lang from **City University**.

The year past has seen improvements in the obesity rate but the issue remains important for investors as companies seek to capitalise on increased public demand for improved nutrition and healthier options.

In February, when the LAPFF Chair met with the **ABF** chair, Charles Sinclair, to discuss concerns over the management of ESG issues at the company. At the meeting a commitment was given by the company to publish a CR report and specific concerns over health

issues were also discussed. In letters sent to **ABF** and **Morrisons** in October the Forum sought an update from the company on its ongoing concerns over overseas employment standards and obesity.

In July, LAPFF continued in its dialogue with Professor Tim Lang who expressed his support for the Forum's engagement work and the possibility of collaborating in the future was discussed.

UK Government says:

“Obesity is one of the biggest health challenges we face. The Government is committed to taking action to reverse the rising tide of obesity... The cost to the wider economy is £16 billion, and this is predicted to rise to £50 billion per year by 2050 if left unchecked.”

Department of Health, 2009

6. Positioning the Forum

Continuing on from 2009, the Forum has kept up its efforts to ensure that the voice of its members is heard. LAPFF has liaised with policymakers over a range of issues, providing commentary and consultation responses, participating in a wider range of networks, and by initiating collaborative investor action. Most of the Forum's work in these areas relates to specific projects but this section highlights work not noted elsewhere.

Our objective

- Liaise with government, opposition parties and the investment industry to promote LAPFF views and influence policy in response of corporate governance and responsible investment
- Provide LAPFF analysis and draft responses on relevant consultation papers, documents and related issues arising in the year.
- Continue to respond to concerns arising from the global financial crisis, focusing on the roles played by the banks and financial institutions, investors and regulators
- Continue to foster engagement and links with other investors establishing LAPFF as a global activist organisation.

6.1 Specific ESG campaigns

6.1.1 Marks & Spencer follow up

As 2009 came to a close, LAPFF followed up on its shareholder resolution at M&S which sought the appointment of an independent chair by July 2010. In November, **Marks & Spencer** announced the appointment of Marc Bolland as its new chief executive. The Forum participated in a conference call arranged by the company on the appointment and circulated a briefing to members on the situation. Subsequently a meeting was held with the deputy chair and company secretary on 22 December. The Forum chair expressed the view that, in Marc Bolland, M&S had recruited a very talented chief executive and reiterated LAPFF's opinion that the combined roles did not bring any benefit to the company. The meeting was very positive in tone, and the deputy chair remains very open in his engagement with the Forum. The company announced the appointment of a new chairman, Mr Robert Swannell, in August this year.

6.1.2 BP

Governance and health and safety risks at BP

April saw the beginning of the largest accidental oil spill in industry history resulting from an explosion on the Deepwater Horizon rig that was drilling in BP's Mocando Prospect. The highly complicated and risky off-shore drilling rig created an extremely difficult situation as oil gushed into the gulf for three months. BP represents a significant holding for the majority of LAPFF members and the destruction of value caused concern for the Forum. Engagement with BP regarding health and safety management dates back to 2006 in the wake of the company Texas City blast. The Forum was therefore well placed to talk to the company about these issues.

LAPFF met with BP chairman, Carl-Henric Svanberg, in September. The discussion ranged from the company's business strategy, future plans and approach to developing new frontiers; to health and safety governance and reputation management. On the company's preparedness for the transition to a low carbon economy, BP's chair continues to see value in further investment in bio-fuels in particular but also in wind, solar and carbon capture. Engagement with BP will continue.

6.1.3 Vedanta

Due to issues of governance, **Vedanta** appeared on the Forum's global focus list in 2009. Engagement with the company continued in 2010 concerning how it handles relations with local communities and, more specifically, its plans for mining operations in Orissa, India. In collaboration with other investors LAPFF is pushing the company to improve its practices. A meeting with the executive chairman was held in advance of the AGM. A Forum representative also attended the AGM. Since then, the Indian government has ruled that Vedanta may not mine on the planned site. However, the company has already established refining operations in the area and community and investor concerns remain.

6.1.4 South Korean engagement

In January, LAPFF approved action in the Asia Pacific region. The Forum has joined the UNPRI co-ordinated Emerging Market Disclosure Project, an international initiative aiming to improve ESG reporting in emerging markets.

As part of this initiative LAPFF co-signed an investor statement and collaborated in writing to ten South Korean companies in March. In response to the tailored letters, members of the group met with five companies this year: **Hyundai Motors, LG Chem, POSCO, Samsung Electronics, and Shinhan Bank**. In the meetings a range of issues related to the mapping of risks in company supply chains were discussed, such as labour and human rights, as well as risks to water and carbon footprints. To date, the

group has also received responses from **Hynix, LG Electronics and SK Telecom** who indicated their willingness to discuss the issues. Engagement will continue into 2011.

6.1.5 Countries with humanitarian concerns

2010 saw this project area become a part of the LAPFF global work stream. This reflects the Forum's focus on collaboration to achieve the most effective use of its resources.

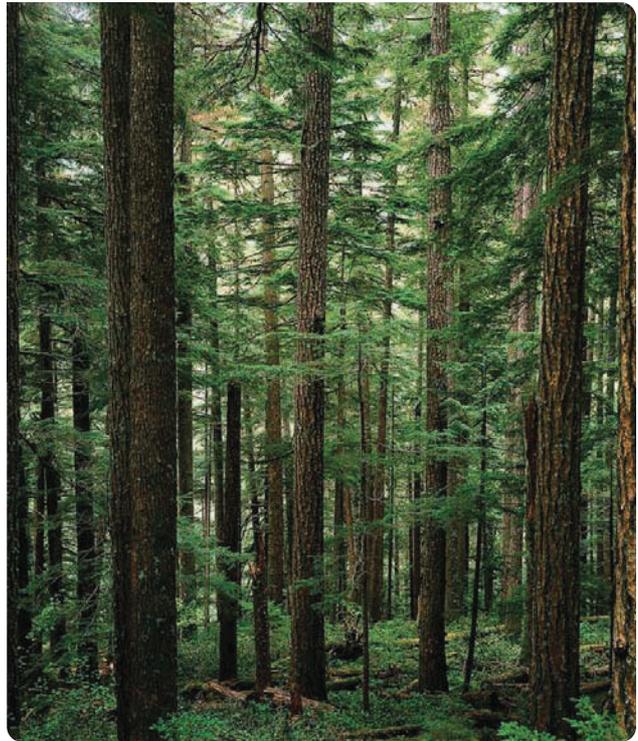
At the end of 2009, a Forum representative attended an analyst briefing for investors in **Total**. The briefing addressed CSR issues facing the company including its operations in Burma and climate change-related issues like the development of tar sands. During the year, the Forum also wrote to Total regarding the Forest Footprint Disclosure and seeking a general update.

Forum collaborative engagement with companies over operations in Sudan continues via a UNPRI group, with regular conference calls being held. In February, members of the group visited Sudan to meet global companies operating there, government officials, foreign diplomats and NGOs. The group continues its one-to-one dialogues with companies operating in the region. LAPFF benefits from access to group resources, while supporting its engagement objectives.

6.2 Collaborative action: networking

Acting in concert (AIC)

There have been a number of concerns from investors that AIC legislation in various markets has the potential to inhibit investor collaboration. LAPFF has joined other investors who aim to clarify the situation regarding AIC legislation in EU member states. LAPFF has co-signed letters to the **FSA** as well as the **Spanish (CNMV)** and **Italian (CONSOB) authorities**. In addition, the European Commission asked the group to submit its comments and questions to their consultant, Mazars, who is in the process of drafting a study on AIC for the Commission. The group participated in an informal hearing with 40 institutional investors and the Director General, Internal Market (EC). The Director General, Internal Market, published a report in July 2010 on the financial crisis and the role of institutional investors, a section of which was devoted to responsible ownership. Discussions have also taken place with the French financial authority where it expressed interest in taking on board comments on its AIC rules. Engagement is underway with the Spanish authorities, led by BBVA. In its response to the EC green paper, LAPFF noted the lack of clarity that AIC legislation can create.



UN PRI and other initiatives

The United Nations Principles for Responsible Investment continued to play a significant role in the Forum's collaborative engagement. LAPFF is a signatory to the PRI as a professional service provider and some member funds are individual signatories. LAPFF is not required to complete the PRI's annual assessment that became mandatory in 2010. Despite this LAPFF drafted a reporting template that was circulated to member funds in March on the Forum's work in meeting the six specific principles. Answers to relevant questions were given for signatory members, and the document is intended to be accessible to non-signatories as well.

In addition to being involved in specific collaborative initiatives such as the Sudan engagement group, the palm oil working group, the AIC consortium and the Vedanta collaborative engagement, LAPFF used the PRI intranet to stay abreast of emerging issues. For example, LAPFF attended webinars regarding child labour in the Uzbek cotton industry, private equity, oil sands, and Copenhagen outcomes.

7. Communicating With Our Members

Our mission

- LAPFF exists to promote the investment interests of local authority pension funds, and to maximise their influence as shareholders while promoting corporate social responsibility and high standards of corporate governance among the companies in which they invest.

Our members make a fundamental contribution to fulfilling this mission. It is the direction they give the Executive Committee that drives the engagement programme, and members have the final say over the issues that LAPFF pursues.

The Executive Committee invites members' suggestions for future workstreams, and some members actively contribute to the direction the Forum's research and engagement. In 2010, LAPFF benefited from consultation with members in the drafting of the Climate Change Trustee guide. The Forum's work on obesity and palm oil are examples of projects that resulted from member suggestions.

Quarterly Forum meetings are open to all members and provide the opportunity for information exchange and discussion over a wide range of

investment issues. As part of the LAPFF networking initiative, members are invited to give presentations on relevant subjects of their choice.

The Forum issues a quarterly hard-copy newsletter to its members, and a monthly bulletin distributed by email. These inform members not only about current Forum activities, but also provide them with news and analysis from the wider corporate governance and social responsibility community. Bulletins are available in the members' section of the LAPFF website.

Between meetings, the Forum updates its members on relevant developments, issues alerts where appropriate in advance of company AGMs, and actively seeks member views on key policy questions. For example, this year members' input was sought for the Forum's response to the EC Green Paper on governance reform and remuneration policy at financial institutions, and its submission to Lord Hutton's review of public sector pensions. Additionally a member briefing on the new Stewardship Code was issued in September of this year.

The Forum is holding its 15th Annual LAPFF Conference on 1, 2 and 3 December, as customary, in Bournemouth. This year's theme, "*Stewardship: new strategies for corporate governance*", was chosen to reflect the UK's the pioneering role in setting out best practice for engagement in the form of the Stewardship Code.



8. Outlook for 2011



2010 was a year in which global markets stabilised even as some uncertainty remained about the future. As such we may expect 2011 to be another year in which adjustment to the new normal continues. We have seen significant efforts to reform governance and financial regulation in 2010, but this is by no means a completed process. In particular, the European Commission is to push further on governance reform in 2011, something the Forum will need to monitor.

New standards for investor behaviour are also likely to become increasingly important. The publication of the Stewardship Code in the UK is a pioneering initiative that is already being mirrored in other markets, and many Forum members will want to explain how they apply the new standard. LAPFF will continue to assist members in their efforts at putting responsible ownership into practice.

But we shouldn't forget that the Forum is already a leading organisation in this field, and we already exhibit the type of approach that initiatives like the Stewardship Code are seeking to encourage. Therefore, for the Forum, it is important that we build

on our existing strengths. As such LAPFF's efforts to constructively engage on environmental, social and governance concerns will continue in existing areas and, when appropriate, will respond to pressing issues.

The Forum's global reach will also continue in 2011, as we press ahead with engagement with a new focus list of companies from around the world where we have identified governance concerns. And, as LAPFF extends its global reach, we also expect to see further development of our collaboration with other investors.

Work will continue on our existing engagement project areas, be it promoting companies' recognition of and reaction to the business risks and opportunities posed by climate disruption, the impact of health concerns on food companies or employment standards. With 20 years' experience of promoting best practice in corporate governance and corporate responsibility behind us, the Forum is committed to playing an important role in all these areas. We are looking forward to another active and productive year ahead.

Appendix: Record of companies engaged with collaboratively (439 companies listed).

- 3M Company

A

- ABB
- Abbott Laboratories
- Abertis Infraestructuras
- ACE
- ACS Actividades Cons y Serv
- Agnico-Eagle Mines
- Ahold
- AIG
- Air Liquide
- Air Products And Chemcom
- Akzo Nobel
- Alimentation Couche-Tard
- All America Latina Logistica SA
- Allegheny Energy, Inc.
- Allergan
- Alstom
- Altria Group
- Ambev ON
- Ambuja Cements
- American Electric Power Co. Inc
- Amgen Corporation
- Amlin
- Anadarko Petroleum
- Anglo American
- Anglo Platinum
- Anglogold Ashanti
- Anheuser-Busch InBev
- Apache Corporation
- Apple Inc.
- Applied Materials
- Arcelor Mittal
- Arch Capital
- Archer Daniels Midland
- Arrow Energy NL
- Aspen
- Astellas Pharmaceutical
- AstraZeneca
- ATCO Ltd
- Atlantia
- ATP Oil and Gas
- Automatic Data Process Corporation
- Avery Dennison Corporation
- AXIS

B

- BAE Systems
- Barloworld
- Barrick Gold
- BASF
- Bayer AG
- Beazley plc
- Beiersdorf
- Bellway
- Best Buy Company
- BG Group

- Bharat Heavy Elect LS
- BHP Billiton
- BHP Billiton Ltd
- BMW
- Boeing
- Bouygues
- BP
- Bristol Myers Squibb
- British American Tobacco
- BYD (H)

C

- Cadbury
- Cameco Corporation
- Canadian Natural Resources
- Canadian Utilities
- Canon
- Carnival Corp A
- Carrefour
- Caterpillar
- Catlin
- Celgene Corporation
- CenterPoint Energy, Inc.
- Centrais Eletricas Brasileiras SA Eletrobrás
- Centrica
- CEZ
- CH Energy Group Inc
- Chaucer
- Chesapeake Energy
- Cheung Kong (Hldgs)
- Chevron
- China Overseas Land & Inv (Red Chip)
- China Shenhua Energy (H)
- Christian Dior
- Chubu Elec Power
- Companhia Energética de Minas Gerais – Cemig
- Companhia Siderurgica Nacional (CSN)
- Cisco Systems
- Henderson Land Dev
- Cleco Corporation
- CLP Holdings
- CNOOC (Red Chip)
- Coca-Cola
- Colgate-Palmolive
- ConocoPhillips
- Constellation Energy Group, Inc.
- Corning
- Costco Wholesale Corp
- CRH
- Crucell
- Chevron
- CSL
- CVS Caremark

D

- Daimler AG
- Daiwa Securities Group Inc.
- Dana Petroleum
- Danaher Corp
- Danone
- Deere & Co
- Dell
- Denso Corporation
- Devon Energy
- Diageo
- Dominion Resources
- Doosan Heavy Industries & Construction
- Dow Chemical
- DSV A/S
- Du Pont De Nemours
- Duet Group
- Duke Energy Corp

E

- E.ON
- Eastman Chemical Company
- Ecopetrol SA
- EDP
- Eiffage
- Electricite de France (EDF)
- Eletrobras ON
- EMC Corporation
- Emeco Holdings Ltd
- Emerson Electric
- Empresas COPEC SA
- Enbridge
- EnCana Corporation
- Endesa
- ENEL
- Enerplus Resources Fund
- ENI
- Entergy Corporation
- EOG Resources, Inc.
- ENI
- Ericsson B
- ESB
- Eurasian Natural Resources Corporation
- Everest Re
- EVN AG
- Exelon Corporation
- Exxon Mobil Corporation

F

- Fanuc
- Fast Retailing
- Fiat
- Finmeccanica
- Finning International
- Flagstone Reinsurance

- Ford Motor
- Formosa Petrochemical
- Fortum
- FPL Group
- Freeport-McMoRan Copper & Gold
- Fuchs Petrolub AG

G

- Galp Energia SGPS SA
- Gap
- Gas Natural
- Gazprom Neft OAO
- GDF SUEZ
- General Dynamics Corp
- General Electric
- General Mills
- Gilead Sciences
- GlaxoSmithKline
- GMK Norilsk Nickel
- Goldcorp
- Goldcorp Inc
- Grupo Mexico

H

- Halliburton
- Hang Lung Properties
- Hanover Re
- Hastings Diversified Utilities Fund
- Heineken NV
- Hennes & Mauritz B
- Hermes International SCA
- Hess
- Hess Corporation
- Hewlett-Packard
- Hindustan Petroleum Corporation
- Hiscox
- Holcim
- Hon Hai Precision Industry
- Honda Motor Co
- Honeywell International Incorporation
- Hong Kong & China Gas
- Hong Kong Electric Holdings Ltd
- Husky Energy
- Hutchison Whampoa
- Hyundai Motor

I

- Iamgold Corporation
- Iberdrola
- Iberdrola Renovables
- Illinois Tool Wks
- Imperial Holdings
- Imperial Oil
- Imperial Tobacco Group
- Imtech

- Independence Group NL
- Indian Oil
- Inditex
- Infigen Energy
- INPEX Corporation
- Intel Corporation
- International Bus Machns.
- Interseroh
- Israel Chemicals
- ITC

J

- Japan Tobacco
- Jardine Matheson
- Jardine Strategic
- JFE Holdings
- Johnson & Johnson
- Johnson Controls

K

- K + S AG
- Kansai Elec Power
- Kellogg
- Kepco
- Kimberly-Clark
- Kirin Holdings Co. Ltd.
- Kohl's Corporation
- Komatsu
- Koninklijke Philips Electronic
- Korea Electric Power (Kepco)
- Kraft Foods A
- Kroger
- Kyocera Corporation

L

- Lafarge
- Lancashire
- Larsen & Toubro
- Leoni AG
- Lilly (Eli) & Co
- Linde
- Lloyd's
- Lockheed Martin Corp
- L'Oreal
- Lukoil-Holding
- LVMH

M

- Macquarie Airports
- Macquarie Infrastructure Group
- Maersk
- Mainfreight Limited
- Marathon
- Marathon Oil Corp
- MasterCard Cl A
- McDonald's Corp
- MediaTek

- Merck & Co.
- Mergence Africa Investments (Pty)
- Methanex Corporation
- Metro AG
- Mitsubishi Corporation
- Mitsubishi Electric
- Mitsubishi Estate
- Mitsui & Co.
- Mitsui Fudosan Co.
- Monsanto Company
- Montpelier Re
- Mosaic Company
- Motorola
- Munich Re
- Murphy
- Murray And Roberts

N

- National Grid
- National Oilwell Varco
- Nestle
- Newcrest Mining Ltd
- Newfield
- Newmont Mining
- Nexen
- Nexen Inc.
- Nike Inc Cl B
- Nippon Steel
- Nissan Motor
- Noble Energy, Inc.
- Nokia
- Norbord Inc.
- Norfolk Southern Corp.
- Northrop Grumman Corporation
- Novartis (REGD)
- Novolipetskiy Metallurgicheskij Kombinat
- Novo-Nordisk B
- NTPC

O

- OAO Gazprom
- Occidental Petroleum
- OGE Energy Corporation
- OGX Petroleo e Gas Participacoes SA
- Oil & Natural Gas
- Ormat Technologies Inc

P

- Panalpina
- Panasonic Corporation
- PaperlinX Ltd
- PartnerRe
- Pepsico
- Pernod Ricard
- Petrobras
- Petrobras ON
- Petrochina (H)

- Pfeiffer Vacuum Technology AG
- Pfizer
- PG & E Corporation
- Philip Morris International
- Plains Exploration and Production
- Polska Grupa Energetyczna SA
- Posco
- Potash Corporation of Saskatchewan
- PPR
- Praxair
- Premier Oil
- Procter & Gamble
- PTT
- Public Svc Enterprise Group

Q

- Qualcomm

R

- Rational AG
- Raytheon
- Raytheon Company
- Reckitt Benckiser Group
- Reliance Industries
- Reliant Energy Inc.
- Repsol-Ypf
- Research In Motion
- Reunert
- Richemont A (Br)
- Rio Tinto Ltd.
- RJ Kiln & Co.
- Roche Hldgs (GENUS)
- Rockwell Collins, Inc.
- Rosneft Oil
- Royal Dutch Shell A
- Russel Metals
- RWE

S

- SABMiller
- Samsung Electronics
- Sanofi-Aventis
- Sasol
- SBM Offshore
- SCANA Corporation
- Schlumberger Limited
- Schneider Electric
- Scottish & Southern Energy
- Sesa Goa
- Seven & I Holdings
- Shell
- Shin-Etsu Chemical
- SID Nacional ON
- Siemens AG
- Sigma Pharmaceuticals Ltd

- Sika AG
- Sime Darby Bhd
- Snam Rete Gas
- SOLON SE
- China Shenhua Energy (H)
- Sony Corporation
- Southern Co
- Southern Copper Corp.
- Southwestern Energy
- Sperian Protection
- St Gobain (Cie De)
- Stantec Inc.
- Staples
- Starbucks
- Statoil
- Statoil ASA
- StatoilHydro
- Steel Authority of India
- Sun Hung Kai Props
- Suncor
- Suncor Energy
- Surgutneftegaz
- Swire Pacific Ltd
- Swiss Re
- Syngenta
- Sysco Corporation

T

- Taiwan Semiconductor Manufacturing
- Takeda Pharmaceutical
- Talisman
- Talisman Energy
- Target Corporation
- Tata Chemicals
- Teck Cominco
- Teck Resources Ltd
- Tenaris SA
- Tesco
- Teva Pharmaceutical
- Texas Instruments
- The Bidvest Group
- Thyssen Krupp
- TJX Companies
- Tokyo Elec Power
- Tokyo Marine Holdings
- Torrent Power
- Toshiba Corporation
- Total
- Toyota Motor
- Tractebel Energia SA
- Transatlantic Re
- TransCanada
- Transocean (New)
- Travelers
- Tullow Oil
- Tyco International

U

- Unilever NV CVA
- Union Pacific Corporation

- United Group Ltd
- United Technologies
- UTS Energy

V

- Vale Do Rio Doce
- ValidusRe
- Veolia Environnement
- Vinci
- Visa
- Volkswagen
- Votorantim Celulose e Papel SA - VCP

W

- WR Berkley
- Walgreen
- Wal-Mart Stores
- Walmex Stk V

- Waste Mgmt Inc
- Wesfarmers
- Wharf Holdings
- Williams Companies, Inc.
- Wilmar International Limited
- Wisconsin Energy Corporation
- Woodside Petroleum
- Woolworths

X

- XL Capital
- Xstrata
- XTO Energy Inc

Y

- Yum Brands

LAPFF membership as at 1 November 2010

- Aberdeen City Council
- Avon Pension Fund
- City of Edinburgh Council
- City of London Corporation
- Clwyd Pension Fund
- Derbyshire County Council
- Devon County Council
- Dorset County Pension Fund
- Dyfed Pension Fund
- East Riding Pension Fund
- Falkirk Pension Fund
- Greater Gwent Fund
- Greater Manchester Pension Fund
- Lancashire County Pension Fund
- London Borough of Brent
- London Borough of Camden
- London Borough of Croydon
- London Borough of Ealing
- London Borough of Enfield
- London Borough of Hackney
- London Borough of Haringey
- London Borough of Harrow
- London Borough of Hillingdon
- London Borough of Hounslow
- London Borough of Islington
- London Borough of Lewisham
- London Borough of Newham
- London Borough of Southwark
- London Borough of Tower Hamlets
- London Borough of Waltham Forest
- Lincolnshire County Council
- London Pension Fund Authority
- Merseyside Pension Fund
- Norfolk Pension Fund
- Northamptonshire County Council
- Northern Ireland Local Government Officers Superannuation Committee (NILGOSC)
- North Yorkshire County Council
- Nottinghamshire County Council
- Rhondda Cynon Taf Pension Fund
- Shropshire Council
- Somerset County Council
- South Yorkshire Pensions Authority
- South Yorkshire Integrated Transport Authority
- Surrey County Council
- Teesside Pension Fund
- Tyne and Wear Pension Fund
- Warwickshire County Council
- West Midlands Pension Fund
- West Midlands PTA Pension Fund
- West Yorkshire Pension Fund
- Wiltshire Pension Fund
- Worcestershire County Council

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WIRRAL COUNCIL

CABINET

14TH APRIL 2011

SUBJECT:	Delivering the Corporate Plan
WARD/S AFFECTED:	All
REPORT OF:	Interim Chief Executive
RESPONSIBLE PORTFOLIO HOLDER:	Councillor Jeff Green
KEY DECISION:	No

1.0 EXECUTIVE SUMMARY

- 1.1 This report sets out the arrangements for governance, delivery and monitoring of the Corporate Plan in order to provide decision makers with intelligence on how well the council is performing, together with associated resource implications and future risks and challenges.
- 1.2 Departments are preparing individual business plans which will set out in more detail how the actions and targets in the Corporate Plan will be delivered, alongside any additional activity linked to the Council's goals.

2.0 RECOMMENDATION/S

- 2.1 Cabinet is requested to approve the arrangements for governance, delivery and monitoring of the 2011-14 Corporate Plan.

3.0 REASON/S FOR RECOMMENDATION/S

- 3.1 Cabinet approved the draft Corporate Plan for 2011- 14 on the 17th March 2011 for endorsement by Council on the 18th April 2011. This report responds to the action identified within the earlier Cabinet report to set out the timetable for reporting in progress during 2011-12, alongside proposals for ensuring that the new Corporate Plan is the key driver for departmental activity and managing performance.
- 3.2 The arrangements set out in this report will ensure that a robust structure is in place to manage performance and delivery of the new Corporate Plan. A strengthened approach to delivering the Corporate Plan is critical to realising the planned improvements set out through the goals of the Corporate Plan to position the authority well to face the challenges ahead.

4.0 BACKGROUND AND KEY ISSUES

4.1 Governance

The following roles and responsibilities are set out to ensure effective governance arrangements are in place for the delivery and monitoring of the Corporate Plan.

- 4.1.1 **Cabinet** – the role of Cabinet will be to review and scrutinise performance of the corporate plan on a quarterly basis and request action is taken where appropriate. Cabinet is accountable for overseeing the delivery of the Corporate Plan on behalf of full Council.
- 4.1.2 **Portfolio holder** – the role of Portfolio Holder will be to review performance on a frequent basis as agreed with the responsible Chief Officer and request action is taken where appropriate. The Portfolio Holder and Chief Officer should manage performance using the departmental plan with focus on activities contributing towards the corporate plan. It is expected that Chief Officers will make the appropriate arrangements to brief the portfolio holder on relevant performance at regular intervals and prior to Cabinet meetings.
- 4.1.3 **Overview and Scrutiny Committee** – the role of Overview and Scrutiny Committee is to review and scrutinise performance of the Corporate Plan relevant to that committee and provide recommendations to Cabinet where appropriate.
- 4.1.4 **Executive Team** – the role of Executive Team led by the Chief Executive is to review the overall progress of the Corporate Plan and take appropriate action in response to areas of under and over performance. It is proposed that Chief Officers receive a quarterly performance report for each Corporate Plan theme followed by monthly updates and targeted discussions on performance exceptions. Executive Team will also recommend action to Cabinet in response to identified issues.
- 4.1.5 **Departmental Management Teams** – the role of Departmental Management Teams is to review progress of their contribution to the Corporate Plan on a frequent basis and take appropriate action in response to areas of under performance. It is recommended that Departmental Management Teams receive reports on performance on a monthly basis.

4.2 Delivery

- 4.2.3 The Council is committed to “making Wirral a bigger and stronger society”. This purpose is articulated in the Corporate Plan which sets out the overall strategic direction for the Council, based on the priorities reflected through the 2010 Wirral’s Future Consultation. The Corporate Plan sets out how the Council will deliver its priorities and improve services that meet the needs of the citizens of Wirral. A series of goals and targets are further identified within the Corporate Plan to provide detailed activity for monitoring progress during 2011/12.
- 4.2.4 The Council will review the priorities within the Corporate Plan on annual basis to reflect the views of local people through the Wirral’s Future consultation which will take place during the summer 2011.
- 4.2.5 Departmental plans underpin the Corporate Plan and provide detailed milestones for delivering the goals set out in the Corporate Plan. Financial and other resources are also aligned to the priorities in order for this to happen in the most cost effective and efficient way. Departmental plans will include:
- Departmental overview

- Contribution to the Council's Corporate Plan goals
- Milestones and targets
- Related staffing and financial issues
- Spatial focus to identify whether activity is delivered borough wide or within a particular area
- Details of what activity is delivered in partnership
- Details of consultation undertaken with local communities
- Departmental Risks

4.2.7 Departmental plans will be agreed by Portfolio Holders and the Leader of the Council in April 2011 and placed in the virtual library.

4.7.6 Performance Appraisals will be introduced for senior officers in 2011/12 in consultation with Trade Unions. This approach will strengthen the thread between an individual's contribution towards this activity within the Council's Corporate and departmental plans. Key Issues Exchange (KIE) will remain in place for all other members of staff to identify exactly how they contribute to their respective section or team objectives. This will enable a 'clear line of sight' for an individual to see how they contribute effectively to the goals set out with the Corporate and departmental plans. The People Strategy will also outline how we lead, develop and empower employees to deliver the objectives of the Corporate Plan.

4.3 Monitoring reports

4.3.1 The reporting timetable for Cabinet has been developed in consultation with the Strategic Change Programme Team.

Cabinet Meeting	Reporting
21 st July 2011	Quarter 1 – Progress against the Corporate Plan
3 rd November 2011	Quarter 2 – Progress against the Corporate Plan
2 nd February 2012	Quarter 3 – Progress against the Corporate Plan
May 2012 (date tbc)	Quarter 4 – Progress against the Corporate Plan / Year end outturn

4.3.2 It is noted that the timescale for reporting quarter one progress to Cabinet on the 21st July 2011 will mean that departments will need to prepare information promptly during the first week in July 2011 in order to prepare the performance report. The reduction in the number of indicators and the focus on a more narrative approach should make this possible.

4.3.3 It is proposed that quarterly reports are prepared using the following structure:

- Overall progress towards achieving the goal (*to be provided by department*)
- Project status of related strategic change projects (*to be provided by Strategic Change Programme Office*)
- Performance of related measures by exception (*to be coordinated by the Corporate Performance Team*)

- Resource implications including financial and staffing issues (*to be provided by department*)
- Future challenges including associated risks (*to be provided by department*)

4.3.3 Performance and financial monitoring reports to Overview and Scrutiny Committee will follow the same format outline above and will focus solely on the Corporate Plan goals relevant to that committee. Reports will be presented to the next available committee following the quarter end.

4.4 Financial monitoring

4.4.1 Effective financial management ensures that spend remains within available resources and that resources are used in the manner intended. The importance of budgetary control justifies financial monitoring being separately identified in the report with the focus upon spend against the approved budget.

4.4.2 The financial summary will be prepared by the Director of Finance. The more detailed appendix placed in the Library will include the summary plus the departmental reports of Chief Officers and as a minimum will include references to:-

- Growth items including progress on implementing policy options.
- Savings targets set and the progress made in meeting them.
- Impact of any Cabinet decisions that have budgetary implications.
- Variations from the approved budget including over/underspends, any additional income received and any compensatory adjustments.

4.4.3 All Members will continue to receive the 1 page monthly Financial Monitoring Statement prepared by the Director of Finance.

4.5 Capital monitoring identifies progress against the capital programme

4.5.1 The Capital Investment Programme is subject to an annual review and the 2010/13 Programme was agreed by Council as part of the Budget 2011/12 on 1 March 2011.

4.5.2 The capital summary will be prepared by the Director of Finance. The more detailed appendix placed in the Library will include the summary plus the departmental reports of Chief Officers. It will report progress on schemes/projects approved as part of the programme with reference to:-

- The original approved programme and any approved variations.
- Details of current year actual and forecast expenditure for each project.
- Comments on progress including any variations (actual and forecast).
- The completion of any schemes/projects.

4.6 Risk monitoring

4.6.1 The Corporate Risk Register shows how the risks relate to each objective, incorporating those identified as having the potential to impact upon the delivery of Council aims and which will be regularly monitored.

4.6.2 The risk summary will be prepared by the Director of Finance. The more detailed appendix placed in the Library will include the summary plus the departmental reports of Chief Officers and will include references to:-

- Progress on delivering the actions stated in the Register.
- Performance information for each risk in the Register.
- Any variations to the risk ratings identified in the Register.
- Any 'new' risks worthy of consideration for inclusion in the Register.

4.6.3 The Council's Statement of Accounts is produced annually and has a legal requirement to be completed by 30 June. The Statement is then subject to External Audit inspection which must conclude, and the Accounts published, before 30 September. Supporting the Statement are a number of year-end financial reports which cover:-

- Revenue spend and financing including reserves and provisions.
- Capital spend and financing.
- Cash collection and performance.
- Treasury management annual report.
- Insurance Fund annual report.

4.7 Related financial plans and strategies

4.7.1 The Medium Term Financial Strategy considers financial issues at a strategic and organisational, rather than at a departmental or operational, level covering a period of more than one year. Used to identify the resource requirements to deliver the aims identified in the Corporate Plan the Strategy informs the annual budget setting process and includes the following:-

- Executive Summary and statement of principles.
- National issues including the Government Comprehensive Spending
- Spending Review and Local Government Finance Settlement.
- Local issues including the priorities for Wirral and Council objectives.
- Capital and revenue plans set in context.
- Risk assessment.

4.7.2 The Strategy is reviewed on an annual basis. Additionally there are in-year reports to Cabinet and Council Excellence & Overview Scrutiny Committee which provide an update on the Projected Budget over the period of the Strategy. More detailed reports relating to the annual budget-setting process are regularly also provided to Cabinet and the Excellence & Overview Scrutiny Committee.

4.7.3 The Capital Programme looks at the medium term bringing together the capital requirements emerging from service strategies and reviews. It prioritises the capital needs of services and seeking to maximise opportunities for cross-cutting/joined-up investment with local partners and covers:-

- The identification and prioritisation of schemes for inclusion.

- The approval process and implementation of the approved projects.
- The monitoring and reporting of the approved programme.

4.7.4 All submissions for inclusion are evaluated and prioritised under key criteria which link to, and take account of, the priorities identified in the Corporate Plan by stating the outcomes and risks of implementing, or not implementing the scheme.

4.7.5 Each December the Cabinet receive a report on the Capital Programme which incorporates the requirements for on-going schemes as well as a prioritised list of new submissions and the financing options available. The financial implications of the agreed programme are then reflected in the annual budget.

4.7.7 By 10 March each year the Council has to set Council Tax levels for the following financial year – the annual budget setting process. A composite report will be presented to Cabinet and Council containing:-

- Foreword / Overview by the Director of Finance.
- Draft summary revenue budgets ('the Gold Sheet').
- Agreed Capital Programme.
- Agreed Insurance Fund budget.

4.7.8 The same meeting also considers the Schools Budget, the Treasury Management Strategy and the Carbon Budget. Once agreed the Budget is detailed in the Council Tax Booklet along with further information regarding the Council's plans and the work of other agencies funded through the Council Tax.

4.7.9 The Projected Budgets for subsequent years of the Medium Term Financial Strategy are regularly updated in reports presented to Cabinet and Council Excellence Overview & Scrutiny Committee. These highlight variations based upon later, and more specific, information and details regarding Government funding proposals.

4.7.10 The Government undertake regular Spending Reviews which inform the Local Government Finance Settlement. The latest Spending Review covered the period 2011/15 and the Finance Settlement 2011/13. The latter is issued as a Provisional Settlement in December which then becomes a Final Settlement in the following January / February.

5.0 RELEVANT RISKS

5.1 The corporate risk register is being revised in line with the Corporate Plan for 2011-14 to ensure that any risks to delivering the Council's goals are understood and mitigating actions put in place as appropriate. Section 4.6 of this report outlines how risk will be monitored and managed to ensure effective delivery of the Corporate Plan.

6.0 OTHER OPTIONS CONSIDERED

6.1 Not applicable

7.0 CONSULTATION

7.1 Consultation in relation to the draft Corporate Plan was undertaken through the 2010 Wirral's Future consultation. This process engaged individuals and organisations from across Wirral's diverse communities.

7.2 The consultation resulted in a series of options and recommendations reports being presented to Cabinet on 9th December 2010 by the four independent Task Forces established as part of the consultation programme to review service priorities and delivery around four areas: Economy and Regeneration; Living in Wirral; Adult Social Services and Children and Young People's Services. These areas, and the priorities and concerns established by the consultation, are reflected in the Corporate Plan.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

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

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

9.1 The Council Budget 2011-12, Schools Budget 2011-12 and Capital Programme 2011-13 have all been agreed and support the delivery of the Corporate Plan. Resource implications relating to the delivery of actions in the Corporate Plan will also be set out in individual departmental plans.

10.0 LEGAL IMPLICATIONS

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

11.0 EQUALITIES IMPLICATIONS

11.1 The Corporate Plan has a clear focus on supporting those who are disadvantaged, including the delivery of specific services and through ensuring that all of Wirral's diverse communities are equally able to access services.

11.2 An equality impact assessment was undertaken to ensure that the Wirral's Future consultation programme included targeted actions to engage minority communities and target groups. Equalities implications relating to the actions set out in the Corporate Plan will be addressed by departments as appropriate, and details set out in individual departmental plans.

12.0 CARBON REDUCTION IMPLICATIONS

12.1 Carbon reduction is a specific goal in the Corporate Plan, with associated actions and measures as set out in the agreed Interim Carbon Budget 2011-12. Any carbon reduction implications relating to other goals and actions will be addressed by departments as appropriate.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

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

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APPENDICES

Not applicable

REFERENCE MATERIAL

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

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Draft Corporate Plan for 2011-14	March 2011
Cabinet and Council Budget Resolution	February 2011
Cabinet and Council Resolution in response to outcomes of the Wirral's Future consultation	December 2010
Refresh of the Council's Corporate Plan 2010-2011	April 2010
Refresh of the Council's Corporate Plan 2009-2010	April 2009
Adoption of Corporate Plan 2008-2011	April 2008

COUNCIL EXCELLENCE OVERVIEW AND SCRUTINY COMMITTEE

16 MARCH 2011

128. FINAL LOCAL GOVERNMENT FINANCE SETTLEMENT 2011-2013

The Director of Finance reported that the Final Local Government Finance Settlement for 2011/2013 was announced on 31 January 2011 for debate in Parliament on 9 February 2011. Although it contained some minor changes to the Provisional Settlement that was announced on 13 December 2010 and reported to Cabinet on 13 January 2011, in general terms it confirmed the Formula Grant provisionally allocated to local authorities which, for Wirral, was a reduction of £14m.

In response to questions from Members, the Director indicated that the reduction in Formula Grant for Wirral and other North West local authorities was unprecedented and that representations that had been made to the DCLG had had little impact. In response to further comments, the Director stressed the importance of an accurate census return, as the information would affect future grant allocation.

It was moved by Councillor P Davies and seconded by Councillor A Jones –

“That Committee disagrees with the decision of the Government to front-load savings in local government budgets into 2011/2012.

It is also disappointing that no significant changes have been made in the £51m which Wirral Council will lose in their total allocation of funding from central Government in 2011/2012.

Committee also believes that the methodology used for distributing grant by the Government was grossly unfair in that it concentrated cuts on the areas of highest deprivation.

Committee asks the Cabinet to begin lobbying Government early in the new financial year to ensure that the funding position of Wirral Council is improved in future years”.

It was moved as an amendment by Councillor P Gilchrist and seconded by Councillor J Keeley –

“That Committee recognises that substantial changes in grant level have occurred and that the two year settlement requires the achievement of further savings.

In these conditions, Members are anxious that the case for settlements that reflect social conditions is made, especially where Councils are and have undertaken the cost saving exercises expected by this and previous Governments.

Accordingly, this Committee considers it prudent for Cabinet to prepare a submission for the DCLG outlining how Wirral has made savings, utilised its reserves and has secured efficiencies without compulsory redundancies but highlights the difficulties facing this Borough”.

The amendment was put and carried (6:4)

The amendment, then becoming the substantive motion was put and carried.

Resolved (6:4) (Councillors P Davies, D Dodd, A Jones and J Stapleton voting against) –

- (1) That Committee recognises that substantial changes in grant level have occurred and that the two year settlement requires the achievement of further savings.**
- (2) In these conditions, Members are anxious that the case for settlements that reflect social conditions is made, especially where Councils are and have undertaken the cost saving exercises expected by this and previous Governments.**
- (3) Accordingly, this Committee considers it prudent for Cabinet to prepare a submission for the DCLG outlining how Wirral has made savings, utilised its reserves and has secured efficiencies without compulsory redundancies but highlights the difficulties facing this Borough.**

WIRRAL COUNCIL

COUNCIL EXCELLENCE OVERVIEW AND SCRUTINY COMMITTEE

16 MARCH 2011

SUBJECT:	FINAL LOCAL GOVERNMENT FINANCE SETTLEMENT 2011/13
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF FINANCE
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR JEFF GREEN
KEY DECISION	YES

1.0 EXECUTIVE SUMMARY

1.1. The Final Local Government Finance Settlement for 2011/13 was announced on 31 January 2011 for debate in Parliament on 9 February 2011. This contained some minor changes to the Provisional Settlement that was announced on 13 December 2010 and reported to Cabinet on 13 January 2011.

2. RECOMMENDATION

2.1 That the Final Local Government Finance Settlement be noted.

3. REASONS FOR RECOMMENDATION

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

3.2. This report was requested by the Committee.

4. BACKGROUND AND KEY ISSUES

4.1. The Provisional Local Government Finance Settlement was announced on 13 December 2010 and reported to Cabinet on 13 January 2011. Wirral was allocated £158.8 million of Formula Grant for 2011/12 and £144.8 million for 2012/13/

4.2. Following a consultation period, the Department for Communities and Local Government (DCLG) issued the Final Settlement for 2011/13 on 31 January 2011 in advance of the debate in Parliament on 9 February 2011.

- 4.3. In general terms, the Final Settlement confirmed the Formula Grant provisionally allocated to local authorities. The Wirral Formula Grant allocation has been reduced by £10,000 and an additional Specific Grant of £17,000 relating to Inshore Fisheries Conservation has been announced. For a number of other grants, announcements regarding individual allocations are still awaited, particularly from the Home Office. In overall terms there will be a 25% reduction in Home Office grant allocations in 2011/12.
- 4.4. The Final Settlement has increased the minimum guarantee to ensure that no local authority will receive a 'revenue spending power' reduction of more than 8.8% in either 2011/12 or 2012/13. This figure was 8.9% in the Provisional Settlement.
- 4.5. The 'spending power' includes the element for NHS support for health related care services. This allocation has been paid to the health sector but should then be transferred to the Council. The sum of £4.928 million in 2011/12 is to be spent on jointly agreed initiatives to support Adult Social Care where there is a health benefit.

5. **RELEVANT RISKS**

- 5.1. There are none resulting directly from this report.

6.0. **OTHER OPTIONS CONSIDERED**

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

7. **CONSULTATION**

- 7.1. The Final Local Government Finance Settlement was announced following a consultation period administered by the DCLG which closed on 17 January 2011.

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

- 8.1. There are no direct implications for these groups from this report.

9.0. **RESOURCE IMPLICATIONS**

FINANCIAL

- 9.1. The Final Settlement has resulted in a decrease of £10,000 in the Formula Grant and an additional Specific Grant has been announced which provides £17,000 of funding relating to Inshore Fisheries Conservation.

9.2. Wirral will receive the following Formula Grant Allocated over components:-

Components	2011/12	2012/13
	£ million	£ million
Formula Grant		
Relative Needs	130.8	120.3
Relative Resources	- 31.1	- 28.7
Central Allocation	42.5	37.7
Floor Damping	3.0	2.0
Grants Rolled in	13.6	13.5
Total Formula Grant	158.8	144.8

9.3. A Council Tax freeze grant equivalent to the revenue generated by 2.5% Council Tax increase will be available to local authorities who do not increase their basic level of Council Tax. The Government also announced that for local authorities who do increase their Council Tax then it is prepared to take action against excessive increases.

9.4. On 10 February 2011 the Government announced that it will take action against excessive Council Tax increases in 2011-12. An increase will be considered to be excessive if the 2011-12 budget requirement is greater than 92.5% of the 2010-11 budget requirement and the Band D Council Tax increase is greater than 3.5%.

9.5. Dedicated Schools Grant is based upon pupil numbers. It also includes a number of grants totalling £34 million previously paid as specific grants or which formed part of the Area Based Grant.

Dedicated Schools Grant	2010/11	2011/12
	£ million	£ million
Estimated on pupil numbers	194.0	229.4

9.6. The use of the Spending Power allocation for health related care services is subject to agreement between the Council and the PCT.

Spending Power	2010/11	2012/13
	£ million	£ million
Health related care services	4.9	4.7

STAFFING

9.7. There are no direct staffing implications arising from this report.

10.0 LEGAL IMPLICATIONS

10.1. There are none arising directly from this report.

11.0 EQUALITIES IMPLICATIONS

11.1. There are none arising directly from this report.

11.2. Equality Impact Assessment (EIA) is not required for this report.

12.0 CARBON REDUCTION IMPLICATIONS

12.1. There are none arising directly from this report.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1. There are none arising directly from this report.

FNCE/41/11

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APPENDICES - None.

REFERENCE MATERIAL

None

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet – Provisional Local Government Finance Settlement 2011/13	13 January 2011

AUDIT AND RISK MANAGEMENT COMMITTEE

28 March 2011

91. AUDIT COMMISSION PROGRESS REPORT

The District Auditor presented an update of ongoing work at the Council and informed Members of the risks arising from the audit, under the International Standard on Auditing (United Kingdom and Ireland) 300. Key messages were that the implementation of the International Financial Reporting Standards (IFRS) continued to be a significant challenge for the Council, with the restatement exercise being subject to delay. However, work was progressing to plan in relation to documenting and testing systems and processes, the Merseyside Pension Fund audit and value for money work. He reported upon Public Interest Disclosure Act (PIDA) work and commented upon the significant progress made by the Council as part of the National Fraud Initiative (NFI).

In response to questions from Members as to whether there were sufficient staffing resources to ensure compliance, the Director of Finance indicated that there would be no senior members of staff leaving under Early Voluntary Retirement/Voluntary Severance until the end of June, after the closure of the accounts. In response to further comments with regard to the success of the work undertaken as part of the National Fraud Initiative, the Director indicated that Wirral had been very supportive of the NFI, with the support of the District Auditor, and he had written to the Secretary of State to express concern as to the future of the initiative following the abolition of the Audit Commission.

The District Auditor reported also that the DCLG was about to publish a consultation document regarding the future of local public audit.

Resolved –

- (1) That the Audit Commission Progress Report be noted.**
- (2) That the DCLG consultation paper on the future of local public audit be circulated to all Members of the Committee, when it becomes available.**
- (3) That, in the light of the success of the work undertaken by officers as part of the National Fraud Initiative, the Cabinet be requested to consider increasing investment so as to allow the work to be undertaken to combat fraud during 2011/2012 to be expanded.**

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Progress report

March 2011

Wirral Council

Audit 2010/11

The Audit Commission is an independent watchdog, driving economy, efficiency and effectiveness in local public services to deliver better outcomes for everyone.

Our work across local government, health, housing, community safety and fire and rescue services means that we have a unique perspective. We promote value for money for taxpayers, auditing the £200 billion spent by 11,000 local public bodies.

As a force for improvement, we work in partnership to assess local public services and make practical recommendations for promoting a better quality of life for local people.

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Key messages

1 This report provides members with an update of our ongoing work at the Council and informs you of the risks arising from the audit, under International Standard on Auditing (United Kingdom and Ireland) 300. The key messages to draw to members' attention are as follows.

Fees

- The Audit Commission has now confirmed the programme of work and scale of fees for local government for 2011/12. We will update members at the June 2011 meeting of the Audit and Risk Management Committee (paragraph 12).

Opinion on the statement of accounts

- The implementation of International Financial Reporting Standards (IFRS) continues to be a significant challenge for the Council and a significant risk for our audit. We are currently not progressing to plan on the audit of the IFRS restatement exercise (paragraphs 18 and 23).
- Our work documenting and testing systems and processes is progressing to plan (paragraph 19).
- The Merseyside Pension Fund audit is progressing to plan (paragraph 25).

Value for money conclusion

- Our value for money work is progressing to plan (paragraph 28).

Public Interest Disclosure Act (PIDA) work

- Work on the PIDA in respect of the Directorate for Adult Social Services (DASS) continues (paragraph 32).
- We are currently following up the PIDA in respect of the Highways and Engineering Services Procurement Exercise (HESPE) and will report back to members at a future meeting (paragraph 34).

National Fraud Initiative (NFI)

- The Council is continuing to follow up matches on the 2008/10 NFI with the result that £318k is being recovered following error or fraud (paragraph 38)
- The 201/12 matches were release by the Audit Commission in January 2011 and the current figure for recovery stands at £29k (paragraph 41).

Grant claims and returns

- Our grants work for 2010/11 will start later in the year (paragraph 44).

Annual Audit Letter 2009/10

- Our Annual Audit Letter, summarising the key issues for the year, was presented to Cabinet and the Audit and Risk Management Committee in January (paragraph 45).

Audit team and key contacts

- There are no changes to the key audit contacts for the audit and no conflicts that we need to bring to members' attention (paragraph 47).

Members' resources

- Members' resources have been updated with the latest reports published by the Audit Commission. We have also provided a full list of International Financial Reporting Standards (IFRS) reports and briefings for management and members (paragraph 49).

Audit plan

Audit Commission

2 The Secretary of State for Communities and Local Government announced on 13 August that the Audit Commission would be abolished in 2012/13. The Audit commission was already embarking on a three-year programme to deliver cost cuts of about £70 million (10 per cent per year).

2010/11 plan

3 The letters with the proposed fees for 2010/11 for audit and assessment were agreed with officers in April and were presented to members on 30 June 2010. Alongside the audit fees letter we presented the Work programme and scales of fees 2010/11, the new Code of Audit Practice 2010 and the Statement of Responsibilities of Auditors and Audited bodies.

4 The impact of the latest Audit Commission proposals on fees on Wirral Council for 2010/11 is summarised in the table below:

Table 1: **Work programme and fees 2010/11**

This represents the latest position on proposed fees for 2010/11. The scale fee for 2010/11 is £363,000.

Work programme	Original fee £	Rebate/ reduction £	Latest fee proposal
Financial statements	257,612	21,904	235,708
Whole of government accounts	7,466	-	7,466
Value for money	126,922	12,705	114,217
Total audit	392,000	34,609	357,391
Managing performance	16,630	16,630	0
Economic development	32,523	32,523	0
Total inspection	49,153	49,153	0
Certification of claims and returns	128,000	-	128000

Work programme	Original fee £	Rebate/ reduction £	Latest fee proposal
National Fraud Initiative *	2,000	-	2,000
Total work programme	571,153	83,762	487,391

Source: Audit Commission, December 2010

Note: The Audit Commission is sending rebates directly to audited bodies to avoid confusion with the annual audit fee - the figures for rebates in this table are estimates.

* NFI is £4,000 every 2 years.

Audit fee

5 The total indicative fee for the audit for 2010/11 is £392,000 (excluding VAT), a 0.5 per cent increase on the planned fee of £390,000 for 2009/10. This is less than the Audit Commission's anticipated 6 per cent increase for 2010/11 for the first year of International Financial Reporting Standards (IFRS) and is in line with our commitment to reduce the 2010/11 fee as noted at meetings with officers and members.

6 Members should also note that the Commission has confirmed that it would subsidise the 'one-off' element of the cost of transition to International Financial Reporting Standards (IFRS) for local authorities from 2010/11. You will have received a refund from the Audit Commission of £21,904 which brings the fee charged for 2010/11 to £370,096.

7 The letter sent by the Audit Commission to the Council made it clear that we will continue to deliver the audit in line with the statutory Code of Audit Practice under which we are required to give a value for money conclusion alongside the opinion on the financial statements. The impact of stopping Comprehensive Area Assessment (CAA), including the cost of making several hundred staff redundant, has limited the level of rebates the Commission can afford to give bodies in 2010/11. However, the Commission now proposes to rebate 3.5 per cent for single-tier councils in respect of the new approach for value for money. The rebate will be sent out shortly and brings the audit fee down to £357,391.

8 These reductions, and the earlier rebate for the additional audit costs from the transition to International Financial Reporting Standards (IFRS), mean that Wirral's audit fee for 2010/11 is around 1 per cent less when compared to the scale fee and 9 per cent less when compared to the original fee.

Grant claims and returns fee

9 The planned fee for grant claims and returns is £128,000.

Assessment and inspection fee

10 The fee letter agreed with officers in April showed the total indicative fee for inspection as £49,153. The Commission now proposes not to charge inspection fees for work already carried out in this financial year on the managing performance part of the organisational effectiveness assessment. This is because there was no value to the work once CAA ended.

National Fraud Initiative (NFI) 2010/11

11 We presented the work programme and scale of fees for NFI 2010/11 to members on 30 June 2010. The rate for metropolitan borough councils remains at the 2008/09 rate of £4k. The NFI is run over a two-year period, so the scale of fees covers the two financial years 2010/11 and 2011/12. We will bill for these fees in two equal annual instalments.

2011/12 plan

Audit fee

12 The [Work programme and scales of fees 2011/12](#) document was published on 25 February 2011 and confirms significant reductions in audit fees, reflecting both the new approach to local value for money (VFM) audit work and a reduction in the ongoing audit costs arising from the introduction of International Financial Reporting Standards. The [scale fee for each audited local government, housing and community safety body](#) are also available.

13 The proposed 2011/12 scale fee for Wirral is 352,800. We are currently assessing the fee for Wirral Council for 2011/12 and will update the next meeting of the Audit and Risk Management Committee.

NFI 2011/12

14 As noted above, the NFI fee is £4,000 over two years and so the Council will be billed £2,000 in 2011/12.

Opinion

Wirral Council 2010/11

15 The District Auditor is required to issue an audit report by 30 September 2011 giving his opinion on whether the Council's accounts give a true and fair view of the financial position of the Authority as at 31 March 2011. Our Opinion Plan was presented to members of this Committee in January 2011 and set out in more detail the audit work we proposed to carry out in relation to the audit of the financial statements 2010/11 for Wirral Council, including the audit of the Whole of Government Accounts. We have updated the timetable at Appendix 2 to this report. The table of audit risks is also included at Appendix 3.

16 There is a separate Opinion plan in respect of Merseyside Pension Fund's financial statements which was also presented to members of this Committee in January 2011. Progress on the Pension Fund is summarised in a separate section below.

17 2010/11 is the first year that the accounts need to be prepared in accordance with IFRS and represents a significant challenge for the Council and a significant risk for our audit. Our work on the council's statement of accounts is split into two elements.

- Pre-statements audit:
 - updating, documenting and walking through your systems;
 - identifying and testing key controls;
 - reviewing the control environment and general IT controls;
 - reviewing the implementation of IFRS; and
 - any early testing.
- Post statements audit:
 - testing material balances and ensuring the statements are in line with accounting standards.

Pre-statements audit

18 We are currently not progressing to plan on all areas of the pre-statements audit. The key area of delay is the IFRS restatement work and issues are set out below.

Systems and controls

19 We have substantially completed work on updating, documenting and walking through your systems and assessing the control environment, including IT controls. We will report any significant issues to members at the next meeting. We will shortly be assessing what key controls we will test and will rely on Internal Audit where appropriate.

International Financial Reporting Standards (IFRS)

20 2010/11 is the first year that the accounts need to be prepared in accordance with IFRS and last year we completed two surveys in November 2009 and July 2010 to assess the Council's preparedness.

21 In November 2009 we assessed the Council as 'red' risk overall and following the July 2010 survey we reported to the Audit and Risk Management Committee in September 2010 that our updated assessment of the Council was 'amber' overall. We also provided a set of graphs setting out Wirral's progress and issues compared to other councils. We reported that the key risk areas where Wirral Council varied significantly from comparator authorities were leases, progress against project plan and Involvement of the Audit and Risk Management Committee. (see Appendix 1).

22 The latest Audit Commission report setting out the national findings from the survey is at available at [Audit Commission website - IFRS implementation](#).

23 We updated the Audit Commission survey in January 2011 and are currently awaiting the national comparisons. Our overall assessment for the January 2011 survey is 'red' as the Council is not on track against its project plan. We received IFRS re-stated opening balances in January and have started the audit of the figures. The Council is currently amending the figures and we will report the outcome to the next meeting of the Committee. We have not received the 2009/10 comparatives or the policies and disclosures.

Chief Accountants' workshops

24 The Audit Commission runs workshops every year for chief accountants to ensure that consistent messages about technical issues are shared with audited bodies. Key finance officers attended the workshop at Warrington on 1 February 2011.

Merseyside Pension Fund 2010/11

25 The 2010/11 audit plan was presented to the Pensions Committee and the Audit and Risk Management Committee in January 2011.

26 The plan included areas of risk to our audit opinion and we set out how we propose to address these risks (attached at Appendix 3 to this report). There is currently no update required to the risks but we will continue to review them as the audit progresses and communicate any changes to you. The plan also set out the timetable for delivery of the 2010/11 audit and this is attached at Appendix 2 to this report.

27 The audit is progressing to timetable and there are currently no issues to report to members.

Value for money conclusion

28 The District Auditor is required to give a statutory value for money (VFM) conclusion on whether the Council has satisfactory arrangements to secure economy, efficiency and effectiveness in its use of resources.

29 The VFM conclusion for 2010/11 will be based on a reduced number reporting criteria, specified by the Commission, concentrating on:

- securing financial resilience; and
- prioritising resources within tighter budgets.

30 Our value for money work is progressing to plan and we are currently carrying work to inform the conclusion, including following up previous reports. An outline timetable was included in the Audit Plan presented to members of the Audit and Risk Management Committee in January 2011.

PIDA work

31 Work on two PIDA disclosures in respect of adult social services and the Highways and Engineering Services Procurement Exercise (HESPE) continues.

Adult social services

32 We are continuing to monitor the Council's progress in responding to our 2007/08 report: Adult Social Services - Follow up of PIDA Disclosure which was considered by the Audit and Risk Management Committee in September 2008. A key issue was in respect of the charging policy applied at three supported living units.

33 Cabinet has commissioned an independent investigation into the whistleblower's allegations of bullying and harassment. The Leader of the Council has also commissioned an independent review to confirm that all issues raised by the whistleblower have been appropriately dealt with.

Procurement of highways and engineering services

34 During 2008/09 we received a PIDA disclosure in respect of the process for awarding the Highways and Engineering Services Procurement Exercise (HESPE) contract. The report was presented to members at the Audit Committee and Risk Management Committee on 28 September 2010. We agreed that we would continue to monitor the Council's response to the recommendations in the action plan.

35 We have now started our follow-up work on the action plan and are reviewing the Council's information on the benefits realisation process.

National Fraud Initiative

36 The National Fraud Initiative (NFI) is the UK-wide anti-fraud programme developed by the Audit Commission. A data matching exercise is carried out every two years comparing information held by and between around 1,300 organisations including councils, the police, hospitals and nearly 100 private companies. This helps to identify potentially fraudulent claims, errors and overpayments. Where matches are identified these are presented to the organisations to investigate. For example, when data matching shows a person listed as deceased and also in receipt of a pension, the Council will investigate and, if appropriate, stop pension payments. The Audit Commission fee to the Council is £4k over two years for this exercise.

37 Internal audit co-ordinates the follow-up of matches, which is undertaken by the responsible department. Matches are reviewed on an ongoing basis and the figures below reflect the position at 14 March 2011.

NFI 2008/09 - 2009/10

38 The Council is reviewing the output from the 2008/09 NFI matching exercise which identified 20,325 matches. At the beginning of March 2011 the Council has identified that as a result of investigating the 2008/09 matches:

Table 2: **Fraud and error identified from the 20,325 NFI 2008 matches**

Fraud and error	September 2010	March 2011
Total matches progressed	5,901* - 29%	7,605 - 37%
Frauds identified	28 frauds	82 frauds (70 relate to council tax)
Errors identified	296 errors	539 errors
Value of frauds and errors	£255k	£326k
Recovering**	£256k	£318k
Still progressing	14,424*	12,720 (creditors 4,715; council tax - 6496; 1,519 other)

Source: Audit Commission NFI 14 March 2011

* information at 13/10/10

** The Council is in the process of recovering this amount and has stopped future payments where applicable

39 The national report on NFI 2008/09 was published in May 2010 and is available at [Audit Commission website -NFI 2008/09](#).

40 Now that work on NFI 2008/09 should be nearing completion the Audit Commission intends to withdraw access to most of the NFI 2008/09 matches on March 28 2011. Council tax matches will remain on the system for the immediate future as these were released at a later date than the other matches.

NFI 2010/11 - 2011/12

41 The Council provided the required information to participate in the exercise and data matches were provided by the Audit Commission at the end of January 2011. The position in March is set out below:

Table 3: **Fraud and error identified from the 22,917 NFI 2010 matches**

Fraud and error	March 2011
Total matches progressed	1472 cases (mainly pensions, housing benefits and blue badges)
Frauds identified	0 frauds
Errors identified	34 errors
Value of frauds and errors	£32k
Recovering*	£29k
Still progressing	21,445

Source: Audit Commission NFI 14 March 2011

* The Council is in the process of recovering this amount and has stopped future payments where applicable

Grant claims and returns

2009/10

42 The 2009/10 grant claims and returns report was presented to this meeting of the Audit and Risk Management Committee.

43 The grants claim programme was successfully completed in 2009/10. All claims were submitted on time, a significant improvement compared to previous years and all claims were also certified on time. Coordination arrangements worked well, there was a slight improvement in the control environment and a reduction in the number of claims requiring amendment and qualification. The amendments resulted in an increase of funding due to the Council of £33,793.

2010/11

44 The 2010/11 programme will commence shortly and will comprise the following claims.

- Housing and Council Tax Benefits Scheme.
- National non-domestic rates grant.
- Teachers' pensions return.
- Disabled facilities grant.
- Single programme grants.
- General Sure Start grant.

Annual Audit Letter

2009/10 - key findings

45 The 2009/10 Annual Audit Letter was presented to the January 2011 meeting of the Audit and Risk Management Committee. It was also considered by Cabinet in January 2011.

46 The key issues were:

- Unqualified opinion on Wirral Council's 2009/10 financial statements given by the statutory deadline.
- Unqualified opinion on Merseyside Pension Fund's 2009/10 financial statements by the statutory deadline.
- Unqualified opinion on the Whole of Government Accounts consolidation pack on 1 October 2010.
- Unqualified value for money conclusion confirming that the Council has satisfactory arrangements to secure economy, efficiency and effectiveness in its use of resources.
- Our actual fees (£390,000) were in line with our proposed fees as agreed with the Audit and Risk Management Committee at its meeting in June 2009.
- We charged an additional £20,000 for work carried out to deal with an issue under the Public Interest Disclosure Act (PIDA) in relation to the Highways and Engineering Services Procurement Exercise (HESPE).
- We highlighted the current and future challenges for the Council and the corporate and service pressures that will make the achievement of savings challenging including:
 - Delivery of savings from the change programme.
 - Prioritisation of the outcomes from the consultation process and consideration of the options put forward by the Task Forces into a cohesive budget strategy.
 - Maintaining service quality and capacity following the severance and early voluntary retirement exercise.
 - Responding to the improvement agenda, highlighted by the Care Quality Commission, in adult social services whilst keeping within the budget and implementing personal social care budgets.
 - Responding to potentially reduced future government funding as a result of the reduced population figures for Wirral.

The audit team and key contacts

47 The key members of the audit team for the 2010/11 Council and Pension fund audits were set out in our Audit Plans which were presented to the January meeting of the Audit and Risk Management Committee. There is currently no change to either of the teams.

48 I can confirm that the audit of both the Council and the Pension Fund are being carried out in accordance with the Audit Commission's policies on integrity, objectivity and independence and there are no conflicts to report to members.

Members' resources

Audit Commission information for members

49 The local government national studies programme aims to improve local public services through its independent authoritative analysis of national evidence and local practice. Information on the programme is on the Audit Commission's website at [national studies programme](#).

Upcoming reports

50 The following are the studies that the Audit Commission is currently proposing the following.

- Local government workforce: What are the most effective means for councils to achieve savings from the pay bill while protecting the quality of services? This study will explore how councils can do this, including how they address working patterns, staffing tiers and numbers, rates of pay, and reward packages. It will identify barriers to achieving savings and their solutions as well as highlight innovative approaches to configuring workforces in response to financial cutbacks.
- Managing with less (Spring 2011): This research project aims to help councils respond to the challenges of public spending reductions. It examines the approaches taken by local councils in responding to the need to make savings and to managing with less, and at how and why decisions are made. There will be a particular focus on the data and information used; the involvement of members and partners; and the balance between short, medium and longer term planning.
- Review and challenge in councils (Spring 2011): Councils need to have effective means for reviewing and challenging their major activities, priorities and risks. This project will research how this can be done effectively and efficiently. Research will identify the principles that best underpin review and challenge in councils. These principles will provide the basis for a series of questions to help those responsible for council governance assess their review and challenge arrangements.
- Road maintenance (Spring 2011): What works in road maintenance, in the context of a tough funding environment? This study will help councils make difficult decisions on road maintenance spending priorities through four key areas:
 - the strategic use of asset management;
 - decision-making and prioritisation;
 - potential savings from procurement arrangements; and
 - effective partnership working.

- Schools workforce management (Spring 2011): Our 2009 report, 'Valuable lessons', set out savings that could be made by schools through better balance management and more effective procurement. This study will focus on how schools, working with local authorities, can maintain or improve the value for money of their workforce deployment
- Improving value for money in adult social care (Summer 2011): The aim of this research is to help councils and their health partners achieve better value for money in the commissioning and delivery of adult social care

Published reports

Latest releases



- **Auditing the accounts 2009/10: Quality and timeliness of local public bodies' financial reporting**, 16 December 2010. A summary of the quality and timeliness of financial reporting by councils, police authorities, fire and rescue authorities and local government bodies.



- **2011/12 Proposed work programme and scale of fees**; published 10 December 2010. We are consulting on our proposed work programme and scales of fees for 2011/12.



- **Against the odds - Re-engaging young people in education, employment or training**; published 3 November 2010. Since the release of the report on 7 July 2010, we have produced a series of maps detailing changes in the proportion and numbers of young people not in employment education and training (NEET).



- **Financial management of personal budgets;** Challenges and opportunities for councils. Published 28 October 2010. This report examines personal budgets in adult social care and considers the financial management and governance implications for councils. It reviews the approaches to transition from providing services to providing personal budgets, the choices for allocating money, and how councils can plan for the financial implications. It also considers changes in social care commissioning and the governance arrangements needed for personal budgets. It is aimed at finance staff and staff in adult social care departments interested in personal budgets. The report includes a self-assessment checklist to help councils review progress in implementing personal budgets and identify areas for improvement.



- **Protecting the public purse; Fighting fraud** against local government and local taxpayers. Published 27 October 2010. we describe what has happened in the field of fraud detection and prevention since 2009 and set out the findings from our recent fraud survey. Last year England's councils detected around £99 million worth of benefit fraud, over £15 million worth of council tax fraud, and £21 million worth of other types of fraud including false insurance claims, and abuse of the disabled parking 'blue badge' scheme. In addition nearly 1,600 homes have been recovered by councils with a replacement cost of approximately £240 million. We also describe the action taken by some councils to tackle fraud and provide links to tools to help councils improve their counter-fraud defences. Our updated checklist gives organisations providing public services another opportunity to consider how effective they are at responding to the risk of fraud. Also available is a [single person discount comparator tool](#) that allows local authorities to compare their levels of council tax single person discount with their predicted levels, based on a national average.



- **Finance improvement tool.** Published 16 September 2010. Following our 'Under Pressure' study (February 2010), we have developed a finance improvement tool to help councils respond to the financial challenges of an ageing population and identify scope for improvement.



- **Strategic financial management in councils,** 8 September 2010. Delivering services with a reduced income. In our latest report, we reveal how organisations that manage their finances strategically are more adaptable and resilient when money is tight, and how other councils can learn from them. Councils need to make some urgent and tough decisions. 'Strategic financial management in councils' is aimed at all council staff, especially those who hold the purse strings of local government. In it, we point out potential financial pitfalls, highlight successes, and feature a value for money self-assessment questionnaire that can be used locally. The findings in the report are supported by a good-practice checklist that describes the key issues for improving financial management. Councillors and managers can use the checklist to evaluate their current approach to financial management.



- **Local government pensions in England - an information paper** - 29 July 2010. In our latest information paper, we examine the long-term affordability of the Local Government Pension Scheme, and look at steps that could be taken to put it on a better financial footing.

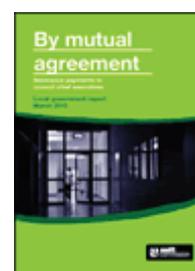
- **Local government claims and returns, 27 July 2010.** The level of amendments and the number of qualification letters issued by auditors in 2008/09 shows some authorities can improve their preparation of claims and returns. The first Audit Commission annual report on certification work, published on Thursday 29 July, shows that in 2008/09 Audit Commission auditors certified claims and returns from local authorities for schemes covering £45.6 billion of public money. Auditors agreed amendments to claims and returns totalling £54.5 million. Eight schemes had total amendments over £1 million and auditors qualified 673 (24 per cent) claims and returns. For the housing and council tax benefits scheme, 85 per cent of benefits claims had qualifications or amendments or both. Certification of 2008/09 claims and returns cost local authorities £18.7 million which is 0.04 per cent of the total value certified. [Local government claims and returns: The Audit Commission's report on certification work 2008/09 \(July 2010\) \(AC external website\)](#)



- **Against the odds. Re-engaging young people in education, employment or training - 7 July 2010.** We reveal how councils need a new approach in getting to grips with the needs of their local teens, in order to make scarce resources work harder for those at greatest risk of long-term unemployment.



- **A review of collaborative procurement across the public sector, 21 May 2010.** The National Audit Office and the Audit Commission have jointly produced this review. It draws on Audit Commission research in local government, carried out during the autumn of 2009. The review finds that although collaborative procurement has the potential to improve value for money, the public sector procurement landscape is fragmented, with no overall governance. Consequently, public bodies are incurring unnecessary administration costs by duplicating procurement activity, and they are paying a wide range of prices for the same commodities, even within existing collaborative arrangements. It recommends that, given the size of public sector procurement spend and the potential to significantly improve value for money, public bodies should work together much more effectively than they currently do. And there should be a clear framework to coordinate public sector procurement activity.
- **By mutual agreement, 16 March 2010.** Severance deals serve councils and the taxpayer. But our research shows that not all pay-offs are justified. Competent chief executives sometimes lose their jobs



needlessly, and less effective individuals have been paid-off rather than dismissed.

- **Healthy balance**, 11 March 2010. Does your ward have a high number of teenage pregnancies, or is there growth in childhood obesity? This briefing says the NHS allocated £21 billion in 2009/10 on the basis of inequalities in health between areas. The impact of the spending is unclear.
- **The truth is out there: A discussion paper**, 5 March 2010. Information is essential: it helps you make better decisions. Making more and better information available to the public should help them evaluate the decisions their elected representatives are making, what public money is spent on and with what result. This discussion paper looks at how councils and health trusts, social workers, doctors and police can improve data and analysis made available to the public.
- **Under pressure**: Tackling the financial challenge for councils of an ageing population, 18 February 2010. Councils need to understand the nature and needs of residents who are ageing. The report stresses growth in the number of older citizens affects all services. We need better working across boundaries.
- **Giving children a healthy start: A review of health improvements in children from birth to five years**, 3 February 2010. Have the large sums spent on young children from 1999 to 2009 improved their health? The study examines local service planning and delivery, and how councils and primary care trusts can improve services and access for vulnerable groups, lone and teenage parents and black and minority ethnic communities.



International Financial Reporting Standards (IFRS)

51 We have listed the IFRS reports and briefings available on the Audit Commission website for management and members.

Countdown to IFRS - a checklist for members, 17 March 2010

52 This report is included in the list above and is brought to members' attention as it is a fundamental change in financial reporting. From 2010/11 local government will be required to prepare accounts in accordance with international accounting standards (IFRS). A failure to achieve successful transition to IFRS would cause significant reputational damage not only to individual authorities but to the local government sector as a whole.

53 Poor preparation will heighten the risk that accounts will not meet requirements and so attract a qualified auditor's opinion or be published late. At a practical level, there is a risk that avoidable additional costs will be incurred if the implementation timetable is not well managed or is allowed to slip. The transition process is a real test of self regulation by local government.

54 The audit committee (or its equivalent) needs to be sufficiently aware of the requirements of IFRS to ensure the transition project is on track. In order to help members discuss their IFRS transition plan with relevant officers we have set out a number of suggested questions in a checklist available at the following link: [IFRS member checklist](#)

Complete list of resources

- [Countdown to IFRS: Reporting on operating segments - 29 October 2010](#) Our latest briefing on the countdown to IFRS covers principles and practical issues that authorities should consider when reporting on operating segments.
- [Countdown to IFRS: Progress on the transition to IFRS - 5 October 2010](#) The deadline for local authorities to produce IFRS-compliant accounts is fast approaching. Successful implementation of IFRS will testify to the ability of local government to manage a major change in its financial arrangements. The paper draws on a survey completed in July 2010 by auditors of all local authorities, fire and rescue authorities, and police authorities, on local government's progress on transition to IFRS. In this paper we:
 - make comparisons with a baseline assessment taken in November 2009;
 - set out relevant lessons from the NHS experience of transition, as NHS bodies have implemented IFRS a year earlier than local government; and
 - outline the key actions that authorities should be taking at this stage.
- [Countdown to IFRS: Accounting for employee benefits - 15 July 2010](#) Issues authorities may face when accounting for employee benefits.
- [Countdown to IFRS: Managing the practical implications of restating non-current assets - 17 June 2010](#) Guidance on managing the practical implications of restating non-current assets.
- [Countdown to IFRS: Summary paper - 8 June 2010](#) A guide for senior managers and members.
- [Countdown to IFRS: Accounting for non-current assets - 17 May 2010](#) Introducing international financial reporting standards (IFRS) for Accounting for non-current assets.
- [Countdown to IFRS - Checklist for councillors - 17 March 2010](#) Councillors checklist - discussing IFRS transition plans with officers.
- [Countdown to IFRS - Identifying and accounting for leases - 17 March 2010](#) Issues arising from the introduction of International Accounting Standard (IAS) 17: Leases.
- [Countdown to International Financial Reporting Standards \(IFRS\) - 19 February 2010](#) Implementation of IFRS in local government.
- [IFRS briefing paper 3 for local government - 4 May 2009](#) Managing the transition to IFRS.

- [IFRS briefing paper 2 for local government - 1 September 2007](#)
The move to international financial reporting standards - how can your auditor help?
- [IFRS briefing paper 1 for local government - 1 May 2007](#)
The move to international financial reporting standards.

Appendix 1 IFRS implementation

55 In September 2010 we provided a set of graphs showing Wirral's progress on IFRS compared to other Councils and identified the key risk areas where the Council varied from comparator authorities:

- leases – Wirral is amongst the 7 per cent of authorities overall that are assessed as red (8 per cent metropolitan boroughs and 5 per cent of northern authorities); currently being reviewed.
- Wirral is not 'on track' against the project plan – 69 per cent of authorities overall are 'on track' (67 per cent metropolitan boroughs and 74 per cent of northern authorities). This may also put at risk future milestones such as restating the 2009/10 accounts and drafting a model set of skeleton IFRS compliant financial statements; currently not on track.
- the Audit and Risk Management Committee has had no involvement on IFRS implementation – 87 per cent of audit committees overall have been kept updated and 49 per cent of those and a further 3 per cent have also questioned officers on progress (87 per cent metropolitan boroughs and 85 per cent of northern authorities); the Committee received reports in November 2010 and January 2011.

Table 4: **IFRS implementation 2010/11**

Issue	Findings November 2009	Findings July 2010	Findings January 2011
Governance and oversight	The role of the Audit and Risk Management Committee in the implementation of IFRS has been limited.	The role of the Audit and Risk Management Committee in the implementation of IFRS has been limited.	The Audit and Risk Management Committee received reports in November 2010 and January 2011.

Issue	Findings November 2009	Findings July 2010	Findings January 2011
Timetable	The Council is not on track against its project plan.	The Council is not on track against its project plan. An impact assessment has been completed but opening balances have not been restated. Officers plan to restate the 2009/10 accounts and draft a model set of skeleton IFRS compliant financial statements including policies and notes before the end of December 2010.	The Council is not on track against its project plan. We received restated opening balances in January and the Council is currently amending these. We expect the amendments and the remaining IFRS statements including policies and notes before the end of March 2011.
Non-current assets	Assessed as 'red'.	We assessed the risk as 'amber'. Concerns remain regarding information required in respect of vehicles plant and equipment and infrastructure assets. The systems need to be set up to satisfy component accounting.	We are currently reviewing this as part of the IFRS restatement exercise
Leases and other lease type arrangements	Assessed as 'red'.	We assessed the risk as 'red'. There has been no review of leases and other lease type arrangements to determine the appropriate accounting treatment for these.	We are currently reviewing this as part of the IFRS restatement exercise
Employee benefits	Assessed as 'green'	We assessed the risk as 'amber' Although systems are in place, the 2009/10 accrual for holiday pay has not yet been calculated. A new payroll and HR system is planned.	We are currently reviewing this as part of the IFRS restatement exercise

Issue	Findings November 2009	Findings July 2010	Findings January 2011
Group accounts	Assessed 'green'	We assessed the risk as 'green'. The Council does not currently have any arrangements that would require it to produce group accounts.	We are currently reviewing this as part of the IFRS restatement exercise

Source: Audit Commission surveys, November 2009, July 2010 and January 2011

Appendix 2 Wirral Council - opinion timetable

Wirral Council timetable

56 The timetable is proceeding to plan for some areas. Our work on IFRS has been delayed due to non or late receipt of information from the Council.

Table 5: **Agreed timetable for the financial statements audit**

This timetable will be kept up to date and members of the Audit and Risk Management Committee (ARMC) will be informed of any significant changes.

Activity	Date	Update at March 2011
Agreement of plan with officers	Draft by mid December 2010 Final by end December 2010	Completed as planned
Progress meetings with officers pre statements	Monthly	Ongoing as planned
Training provided by officers to ARMC members on IFRS	January 2011 March 2011 June 2011	Reports received November 2010 and January 2011.
Presentation of plans to members of ARMC**	ARMC 17 January 2011	Completed as planned
Audit progress reports to ARMC	17 January 2011 28 March 2011 June 2011 September 2011 November 2011	Completed as planned to March 2011.

Activity	Date	Update at March 2011
Receipt of IFRS restated accounts by ARMC and auditor <ul style="list-style-type: none"> ■ Opening balance sheet at 1 April 2009 ■ Comparative figures for 2009/10 for all the statements 	31 December 2010 Mid January 2011	Restated opening balance sheet received 14 January 2011. Comparatives, policies and disclosures o/s at 15 March 2011.
Working papers for IFRS restatement provided to the auditor	Mid January 2011	Some received in January; some outstanding.
Audit of IFRS restated accounts	Mid January to mid February 2011	Delayed due to non or late receipt of all restated accounts.
Feedback to officers and members on the audit of the IFRS restated accounts	Officers by end February ARMC 28 March 2011 - in Progress report	Delayed due to non or late receipt of all restated accounts.
ISA+315 knowledge of the entity including documenting and walking through material information systems	December 2011 - January 2011	Completed as planned
Evaluating the control environment including IT controls	December 2010 - January 2011	Completed as planned
Controls and relevant early substantive testing	Mid January to mid February 2011	Delayed - as above
Feedback to officers and members of ARMC on the pre-statements audit	Officers by end February ARMC 28 March 2011 - in Progress report	Delayed - as above
ARMC consider draft Annual Governance Statement (AGS) presented by officers	ARMC 28 March 2011	On agenda for March 2011.

Activity	Date	Update at March 2011
Any further early substantive testing	Mid June 2011	o/s
Receipt of pre-audit accounts** by:	16 June 2011	o/s *
<ul style="list-style-type: none"> ■ ARMC - to review prior to challenge and approval at meeting by 30 June 2011 ■ and auditor - to complete detailed post-statements planning prior to fieldwork 		
Pensions Committee to challenge MPF accounts and make recommendations to ARMC	Before ARMC meeting (by 30 June 2011)	o/s *
ARMC to challenge and approve accounts, including AGS and Pension Fund Statements.	By 30 June 2011	o/s *
Working papers provided to the auditor	1 July 2011	o/s
Start of detailed testing on main statements	4 July 2011	o/s
Progress meetings with officers post-statements	Weekly	o/s
Completion of fieldwork on main statements	5 August 2011	o/s
Receipt of Whole of Government Accounts (WGA) and working papers	22 July 2011	o/s *
Completion of fieldwork on WGA	15 August 2011	o/s

Activity	Date	Update at March 2011
District Auditor review of audit work	15 August 2011	o/s
Agreement of errors and uncertainties for Finance to complete covering reports and amend statements**	19 August 2011	o/s
Draft Annual Governance Reports from Audit Commission to officers**	5 September 2011	o/s
Meeting with officers to agree final AGRs** (AGRs will highlight any outstanding issues that will be updated at meetings with members)	Meetings by 7 September 2011 Final AGRs by 12 September 2011	o/s
Pensions Committee - to consider the Pension Fund AGR and any action plan, any amendments to statements and the Letter of Representation - to make recommendations to ARMC	Before ARMC meeting below (by 30 September 2011)	o/s
ARMC to: ■ consider the matters raised in the Pension Fund AGR and the recommendation of the Pensions Committee	By 30 September 2011	o/s

Activity	Date	Update at March 2011
<ul style="list-style-type: none"> ■ consider the matters raised in Wirral Council's AGR and any tabled or verbal update on outstanding issues ■ take note of any adjustments to the financial statements and agree to adjust the errors in the financial statements management has declined to amend or set out the reasons for not amending the errors ■ approve the letter of representation on behalf of the Council and for the Pension Fund ■ agree the Council's response to the proposed action plans ■ re-approve the financial statements 		
<p>District Auditor to issue opinions** (and value for money conclusion)</p> <p>Audited accounts published by the Council**</p>	<p>By 30 September 2011</p>	<p>o/s</p>

Activity	Date	Update at March 2011
WGA return certified and submitted by District Auditor	1 October 2011	o/s * possible revision to 30 September 2011

Source: Wirral Council Audit Plan 2010/11, January 2011.

* may be revised following consultation on the Accounts and Audit Regulations 2010.

Merseyside Pension Fund timetable

57 The timetable is proceeding to plan for some areas. Our work on IFRS has been delayed due to non or late receipt of information from the Council.

Table 6: **Agreed timetable for the financial statements audit**

This timetable will be kept up to date and members of the Audit and Risk Management Committee (ARMC) will be informed of any significant changes.

Activity	Date	Update at March 2011
Agreement of Opinion Plan with officers	Draft by early December 2010 Final by end December 2010	Completed as planned
Progress meetings - pre statements	Quarterly	Ongoing as planned
Presentation of Opinion Plan to members Finance to present covering report including explanation of the final accounts process and the respective roles of Pensions and Audit and Risk Management Committees	Pensions Committee 11 January 2011 ARMC 17 January 2011.	Completed as planned
ISA+315 work - understanding the entity	From November 2010	Ongoing as planned

Activity	Date	Update at March 2011
Pre statements control and early substantive testing	February/March 2011	Ongoing as planned
Planning of and arrangements for FRS17 assurance work	March 2011	Ongoing as planned
Pre statements testing of initial FRS17 assurance work and investment valuation	Late May/early June 2011	o/s
Working papers provided to auditors	Mid June 2011	o/s
Receipt of pre audit accounts by Pensions Committee, Audit and Risk Management Committee and auditor	20 June 2011	o/s
Pensions Committee to challenge accounts and make recommendations to ARMC	Before ARMC meeting (by 30 June 2011)	o/s *
ARMC to challenge and approve Council accounts, including Annual Governance Statement and Pension Fund Statements.	By 30 June 2011	o/s *
Start of detailed post statements testing	June 2011	o/s
Post statements progress meetings	Weekly	o/s
Completion of fieldwork on statements	Mid August 2011	o/s
Agreement of Errors and Uncertainties	19 August 2011	o/s

Activity	Date	Update at March 2011
Draft MPF Annual Report provided to auditors	19 August 2011	o/s
Draft Annual Governance Report from Audit Commission to officers	5 September 2011	o/s
Meeting with officers to agree final AGRs (AGRs will highlight any outstanding issues that will be updated at meetings with members)	Meetings by 7 September 2011 Final AGRs to officers and members by 12 September 2011	o/s
Final version of Annual Report available for audit agreement	16 September 2011	o/s
Pensions Committee - to consider the Pension Fund AGR and any action plan, any amendments to statements and the Letter of Representation - to make recommendations to ARMC	Before ARMC meeting below (by 30 September 2011)	o/s
ARMC - to consider Annual Governance Report, including any verbal update on outstanding issues	By 30 September 2011	o/s
Final check of post-audit statements and annual report	By 30 September 2011	o/s
Issue of opinion by District Auditor	By 30 September 2011	o/s

Source: Merseyside Pension Fund audit plan 2010/11, January 2011.

* may be revised following consultation on the Accounts and Audit Regulations 2010.

Appendix 3 Opinion risks

Wirral Council

58 There are no changes to the risks identified in the audit plan presented to members in January 2011. The significant risk remains the transition to IFRS.

Table 7: **Specific opinion risks**

Specific opinion risks are set out below and will be updated as the audit progresses.

Risk area	Audit response
IFRS transition – Council rated at amber in last IFRS survey but red on leases. Progress still behind schedule. Risk that 2010/11 accounts are materially misstated as new accounting requirements have not been considered or implemented correctly by the Council. This is considered a significant risk	Ongoing discussions with Council officers to assess impact of change. Review of restated balances and comparatives. Accounting treatment followed will be reviewed to ensure that it meets the requirements of the IFRS Code.
Change in senior management – changes to Chief Executive and Directors for Corporate Services, Regeneration, Adult Social Services, Children and Young People. Risk that disruption reduces level of supervision and review and therefore operation of high level controls.	Ongoing discussions with Council officers, including Internal Audit to assess impact of changes. Controls testing. Ongoing review of the control environment.
Financial pressures – following significant reduction in central government funding, the Council is experiencing significantly increased financial pressures. Increased risk of financial misreporting (considered in fraud risk assessment)	Discussions with senior Council officers regarding controls that mitigate the risk of fraud. Letters of assurance to be obtained from management and those charged with governance (TCWG) Monitoring of the Council's reported financial performance. Completion of a fraud risk assessment. Review of the Letter of Representation.

Risk area	Audit response
<p>Voluntary redundancy (VR) – a significant number of staff at the Council are expected to leave employment during 2010/11 and 2011/12. Risks that key staff at the Council leave thereby putting pressure on the arrangements to complete the audit, and increasing pressure on management to demonstrate VR process generates savings. We will also need to consider the accounting treatment in 2010/11 (e.g. how will severance payments be accounted for and ultimately funded as not in 2010/11 budget)</p>	<p>Ongoing discussions with Council officers to assess impact of the change.</p>
<p>Closedown arrangements – working papers and accounts not provided on time, significant issues identified during 2009/10 were not resolved until relatively late in the audit. Risk that if repeated in 2010/11 the audit will not be completed as audit resourcing window is missed (audit team ‘onsite’ prior to working papers and accounts) and material issues are not resolved prior to opinion deadline</p>	<p>Key milestones and timetable is communicated in Table 2 of this plan and will be reported to members on an ongoing basis in our Progress reports.</p>
<p>Manual entries in accounts – weakness identified in respect of journals, off ledger adjustments, changes in senior management and deficiencies in asset records.</p>	<p>All material journals will be reviewed. Review audit trail between accounts and ledger produced to identify entries requiring testing.</p>
<p>Housing benefits expenditure and grant income – our deadline to complete the certification of the housing benefits subsidy claim is after our opinion deadline on the accounts</p>	<p>We will agree amounts in the housing benefits system to the general ledger at the year end. We will complete sufficient work on the housing benefit subsidy claim to demonstrate that the claim is not materially misstated.</p>
<p>I identified 19 non-trivial misstatements (including 3 material misstatements) in the 2009/10 audit – the risk of reoccurrence will be considered and reflected in our audit testing strategy. Issues arising included:</p> <ul style="list-style-type: none"> ■ PFI schools transferred to foundation status ■ Statement of recognised gains and losses (STRGL) ■ Balance sheet assets ■ Service expenditure analysis on the income and expenditure account ■ PFI - lifecycle costs ■ Bad debt provision for council tax 	<p>All misstatements identified in the 2009/10 audit will be carried forward and specifically considered in 2010/11. In particular, we will review:</p> <ul style="list-style-type: none"> ■ the current status of schools and discuss the appropriate accounting treatment with officers ■ the aged debtor and debt recovery analysis to support the reasonableness of the bad debt provision calculation ■ any relevant Local Authority Accounting Panel (LAAP) bulletins.

Risk area	Audit response
There were 7 unadjusted misstatements identified in the 2009/10 audit – the value of unadjusted misstatements previously identified must be considered in conjunction with any misstatements identified in the 2010/11 audit.	We will assess the value of all the unadjusted misstatements from 2009/10.
<p>Asset records – weaknesses were identified in previous audits in relation to the Council’s asset records. If no action is taken there is a risk of misstatement in the following areas:</p> <ul style="list-style-type: none"> - existence of VPE - capitalisation of expenditure on infrastructure assets - completeness of community assets 	<p>Progress against the action plan agreed in the 2009/10 AGR will be monitored throughout the year.</p> <p>Year end substantive testing will be performed specifically addressing the risk areas identified.</p>
Annual governance statement (AGS) - concerns that the statement did not comply with CIPFA guidance and was inconsistent with our knowledge of the Council.	<p>Discussions with members, the ARMC, senior officers and Internal Audit.</p> <p>Early review of the draft AGS presented to members in March 2011.</p>

Source: Wirral Council Audit Plan 2010/11, January 2011

Merseyside Pension Fund

59 There are no changes to the risks identified in the audit plan presented to members in January 2011. There are currently no significant risks.

Table 8: Specific opinion risks

Specific opinion risks for the Pension Fund are set out below and will be updated as the audit progresses.

Risk area	Audit response
<p>The Fund has completed a Triennial Actuarial Valuation Review reflecting the position of the Fund at 31 March 2010.</p> <p>Whilst this is not a direct audit opinion risk, it is a key issue as regards the ongoing governance of the Fund. There are risks of increased deficits leading to additional costs from increased employer contributions.</p>	Review the results of the actuarial valuation and MPF's response to changes in valuation.

Risk area	Audit response
<p>MPF has planned to replace its current system used to monitor and control internally managed investments (Shareholder) to a new system in 2010/11.</p> <p>This system replacement was initially planned for 2009/10.</p> <p>There is a risk that the balances will not be accurately transferred between systems and a risk that effective controls are not in place in the new system.</p>	<p>I will review:</p> <ul style="list-style-type: none"> • the arrangements put in place by the Fund to ensure that balances are correctly transferred from the outgoing system to the new system; and • the adequacy of controls in place in the new system and testing of the effectiveness of those controls as necessary. • rely on Internal Audit testing of the transfer of balances.
<p>I am aware that Wirral Council is undergoing a voluntary redundancy process whereby a significant number of employees will leave in 2010/11. If impacting on MPF this may affect the capacity of the finance team to deliver materially correct statements within timescales.</p>	<p>Maintain close dialogue with the PF to keep informed of significant changes in resources. Monitor progress on closedown as appropriate.</p>
<p>From 2010/11 the Pension Fund is required to adopt the International Financial Reporting and Accounting Standards (IFRS) Code. The Code sets out the proper accounting practices that bodies must follow and requires some additional disclosures for 2010/11.</p>	<p>Review the progress of MPF implementing the new requirements of the IFRS Code.</p>
<p>We are aware that contributing bodies to the pension fund are under financial pressure and in many cases are offering voluntary early retirement, voluntary redundancy and possibly may need to make compulsory redundancies in the near future.</p> <p>This may place additional workload on the Pensions team in dealing with the large volume of severance arrangements.</p>	<p>Substantively test lump sums, augmentations, specifically considering cut off and completeness.</p>
<p>The Pension Fund did not carry out reconciliations between the values in AXISe Pensions Payroll and membership administration systems to those in the General Ledger in 2009/10. These are essential procedures which are intended to give the Pension Fund assurance that transactions recorded in the fund account are correctly stated as well as providing controls assurance over receipts and payments in a number of key areas.</p>	<p>Substantively test the reconciliation in 2010/11</p>

Risk area	Audit response
<p>Regulation 42(2) of the Local Government Pension Scheme Regulations 2008 requires employer authorities to pay employee contributions to the administering authority within 19 days of the end of the month to which they relate. Our review of contributions receipts from employers in 2009/10 found that whilst most bodies pay on time, some smaller bodies missed these deadlines regularly, therefore breaching the regulations.</p>	<p>Review compliance of employers in regards to the Regulations.</p>
<p>The Pensions Statement of Recommended Practice (SORP) requires the valuation of investments to be at market value or where the value is not readily ascertainable, at the Fund's estimate of 'fair value'.</p> <p>The Pension Fund's accounting policies describe the methodology used for these investments as 'at manager's valuation' and the process followed for both alternatives and private equity relies on valuation reports provided by the investment managers and/or administrators.</p> <p>It is essential that the preparers of the pension fund financial statements are satisfied that the valuations provided by these specialists comply with the requirements of the SORP.</p> <p>Guidance issued by Pensions Research Advisory Group (PRAG) provides a framework of due diligence for preparers of Pension Fund statements when considering the valuation of investments.</p>	<p>Review the Pension Fund's due diligence procedures for the valuation of investments, including their review and consideration of AAF 01/06, SAS 70 controls reports from investment managers.</p>
<p>The Pension Fund's private equity valuation process relies on monitoring undertaken by Capital Dynamics Ltd under an arrangement dating back to 1991. Our review in 2009/10 of the contract identified that the contract is out of date and does not specify the valuation work.</p>	<p>Review the Capital Dynamics contract to ensure the services are specified, to give the PF assurance on the legal status of the contractual arrangements and the scope of the service provided.</p>

Risk area	Audit response
<p>The Pension Fund's receipts and payments were overstated by £12m in 09/10 due to the incorrect inclusion of Compensatory added years (CAYs). CAYs are awarded under the Local Government Regulations 2000 and therefore fall outside of the LGPS.</p> <p>The LGPS (Misc) Regulations 2009 now permit employers to convert compensatory added years into pension service, however there has to be a resolution by the employing authority to do this conversion by 31 March 2012.</p> <p>This error was unadjusted in 2009/10. ISA (UK&I) 450 (Evaluation of misstatements identified during the audit) now requires me to communicate to you the effect of uncorrected misstatements related to prior periods (appendix 4). When determining whether uncorrected misstatements are material, I am now required to consider the effect of uncorrected misstatements related to prior periods.</p>	<p>Review the Pension Funds treatment of CAYs in 2010/11. Test any CAYs remaining within receipts and payments to ensure there are appropriate resolutions obtained from the employing authority.</p>

Source: Merseyside Pension Fund audit plan 2010/11, January 2011.

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WIRRAL COUNCIL

CABINET

14 APRIL 2011

SUBJECT:	ANNUAL REPORT ARMC
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF FINANCE
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR S HOLBROOK
KEY DECISION ?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 The meeting of the Audit and Risk Management Committee on 17 January 2011 considered a statement by the Chair regarding the requirement to complete an annual report to Cabinet on the work undertaken by the Audit and Risk Management Committee.
- 1.2 Attached at Appendix A is the Annual Report prepared by the Chair in consultation with Internal Audit which was agreed by the Audit and Risk Management Committee on 28 March 2011.

2.0 RECOMMENDATION

- 2.1. That the Annual Report be noted.

3.0 REASON FOR RECOMMENDATION

- 3.1 To comply with best practice identified in the CIPFA publication 'A Toolkit for Local Authority Audit Committees'.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 The Department for Communities and Local Government (DCLG) issued amended regulations in 2006, to the 2003 Accounts and Audit Regulations – 'The Accounts and Audit (Amendment) (England) Regulations 2006.
- 4.2 One of the amended regulations impacts on the process for preparing the Statement of Internal Control (SIC) which is subsumed within the Annual Governance Statement (AGS) and relates specifically to the the systems of internal audit in operation. This is:-
 - Regulation 6 requires bodies to regularly review their system of internal audit, and for the findings to be considered by a committee of the body, or by the body as a whole.

- 4.3 Advice from CIPFA includes the assertion that the “systems of internal audit” can be considered to include the role and effectiveness of the Audit Committee which therefore should be assessed and evaluated.
- 4.4 To assist Councils in this evaluation exercise CIPFA has provided a self assessment checklist and recommended that this be completed annually by the Audit Committee.
- 4.5 On 22 November 2010 the Audit and Risk Management Committee considered the findings of the self assessment exercise and agreed to the preparation of an Annual Report.
- 4.6 An annual report for 2010/11 has been prepared by the Chair in consultation with Internal Audit and is attached at Appendix A for consideration by Members.

5.0 RELEVANT RISKS

- 5.1 Potential failure of the Audit and Risk Management Committee to comply with best professional practice and thereby not to function in an efficient and effective manner.

6.0 OTHER OPTIONS CONSIDERED

- 6.1 No other options were considered.

7.0 CONSULTATION

- 7.1 Members of the Audit and Risk Management Committee have been consulted throughout the process regarding the content of the annual report and their views are reflected in the final document attached.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 8.1 There are none arising from this report.

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

- 9.1 There are none arising from this report.

10.0 LEGAL IMPLICATIONS

- 10.1 There are none arising from this report.

11.0 EQUALITIES IMPLICATIONS

- 11.1 There are none arising from this report.

12.0 CARBON REDUCTION IMPLICATIONS

- 12.1 There are none arising from this report.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

- 13.1 There are none arising from this report.

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APPENDICES

Appendix A - Audit and Risk Management Committee Annual Report 2010/11

REFERENCE MATERIAL

CIPFA Publication 'A Toolkit for Local Authority Audit Committees'

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Audit and Risk Management Committee	22 November 2010
Audit and Risk Management Committee	17 January 2011
Audit and Risk Management Committee	28 March 2011

AUDIT AND RISK MANAGEMENT COMMITTEE

ANNUAL REPORT 2010/11

Councillor S Mountney, Chair
Councillor L Rowlands, Vice-Chair

AUDIT AND RISK MANAGEMENT COMMITTEE:

ANNUAL REPORT 2010/11
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1. INTRODUCTION

This is the first Annual Report produced by Wirral Council's Audit and Risk Management Committee. It has been prepared in accordance with the CIPFA best practice publication 'A Toolkit for Local Authority Audit Committees' and shows that the Council is committed to working as an exemplar organisation, operating the highest standards of governance. The report shows how the Audit and Risk Management Committee has successfully fulfilled its terms of reference and has improved the Council's governance and control environments.

2. SOME KEY INFORMATION

2.1. Audit and Risk Management Committee Membership

The Audit and Risk Management Committee has 8 Members:

Councillor Simon Mountney - Chair
Councillor Les Rowlands - Vice-Chair
Councillor Ron Abbey - Spokesperson
Councillor Peter Reisdorf - Spokesperson
Councillor Cherry Povall, JP
Councillor Jim Crabtree
Councillor Darren Dodd
Councillor Alan Brighthouse

There is strong officer support to the Audit and Risk Management Committee, through the regular attendance of the Director and Deputy Director of Finance, The Director of Law, HR and Asset Management and the Chief and Deputy Chief Internal Auditor. Other officers attend as and when appropriate.

2.2. Key Features of the Audit Committee and its Operation

The Committee meets CIPFA's definition of best practice as illustrated below:

Best Practice	Expectation	Met	Comment
Independence	Independent from the executive and scrutiny	√	The Committee reports to the Council
Number of Members	3 to 5 members	√	The Committee has 8 Members
Number of meetings	Aligned to business needs	√	The frequency of meetings, 5 times a year enables all business to be considered in a timely manner
Co-option	To be considered relative to skills	√	Training is provided to increase Members' skills
Terms of Reference	Accord with suggested best practice	√	The Committee has adopted the CIPFA recommended model ToR.
Skills and training	Members have sufficient skills for the job	√	General and specific training is provided to increase Members' skills

2.3. Meetings and Attendance

The Audit Committee normally meets 5 times per year in January, March, June, September and November. There have been 3 meetings to date and a further 2 scheduled during the 2010/11 financial year.

Attendance by Members and approved deputies (for June, September and November) was 92%

3. CORE ACTIVITY 2010/11

3.1. Terms of Reference

The Audit and Risk Management Committee's Terms of Reference are comprehensive, cover all main areas and are attached at Appendix 1 to this annual report. The Committee's work and outcomes in each of its areas of responsibility are summarised in the following subsections.

Internal Audit

The Audit and Risk Management Committee:

- Approved the Chief Internal Auditor's audit plan
- Considered regular reports produced by the Chief Internal Auditor, highlighting internal audit work completed, internal audit performance against key indicators and any significant issues arising during the period
- Considered the Chief Internal Auditor's Annual Report and assurance opinion on the Council's control environment
- Considered reviews of the effectiveness of the systems of internal audit
- Ensured internal and external audit plans were complementary and provided optimum use of the total audit resource
- Considered a report on the CIPFA statement on "*the Role of the Head of Internal Audit*"
- Considered and approved revisions to Chief Internal Auditors Audit Plan
- Considered the Chief Internal Auditors Annual Report on the implementation of recommendations identified in Audit Commission reports.

We continue to provide support to the Internal Audit service to ensure management is responsive to recommendations made and agreed.

External Audit

The Audit and Risk Management Committee:

- Considered the external auditor's Audit Plan
- Considered progress against the plan presented by the external auditor
- Received and considered all external audit and inspection reports issued in the year and considered management's response to them, ensuring robust and thorough responses
- Reviewed the Council's progress on all external audit and inspection recommendations on a regular basis and asked managers to explain progress where appropriate, thereby holding them to account.

- Received and considered all of the external auditors reports on the Merseyside Pension Fund
- Considered the external auditors Annual Report on Governance.

We continue to provide support to external audit to ensure management is responsive to recommendations made and agreed.

Risk Management

The Audit and Risk Management Committee:

- Received details of the risk management system, how it works and arrangements in place for mitigating risks
- Considered reports on the departmental and corporate risk registers and promoted risk management across the Council
- Enquired about specific risks and the application of risk management arrangements within departments

We continue to provide support to promote effective Risk Management policy and procedures across the Council and ensure best practice is achieved.

Internal Control and Governance

The Audit and Risk Management Committee:

- Considered reports on the CIPFA statements on “*the Role of the Chief Finance Officer in the Public Sector*” and “*Head of Internal Audit*”
- Agreed the Council’s Annual Governance Statement and action plans to improve identified weaknesses
- Considered and supported changes to the Council’s Anti-Fraud and Corruption Strategy
- Reviewed the effectiveness of the Council’s Anti-Fraud and Corruption arrangements
- Supported work undertaken as part of the Audit Commission’s National Fraud Initiative
- Considered and supported amendments to the Council’s Money Laundering Policy.

The Annual Governance Statement is a key document which summarises the Council’s governance arrangements and the effectiveness of the arrangements during the year.

Accounts

The Audit and Risk Management Committee:

- Agreed the Council’s accounting policies
- Agreed the Annual Statement of Accounts
- Received and considered the external auditor’s report on the accounts, and ensured that the Council responded to the auditor’s comments
- Agreed the annual Merseyside Pension Funds accounts
- Received and reviewed a report on the Insurance Fund Actuarial review
- Considered the implications of the introduction of International

- Financial Reporting Standards (IFRS) within local government
- Reviewed the Council's progress towards the implementation of the IFRS.
- Considered financial reports on budget projections for 2011/15.

The Audit and Risk Management Committee received regular reports on the Council's Treasury Management arrangements in the context of the economic downturn.

Specific Issues

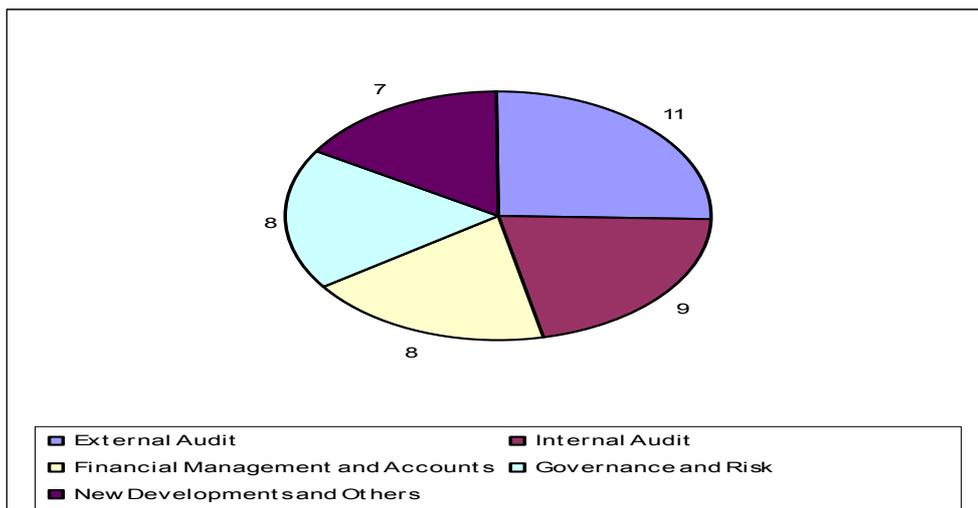
The Audit and Risk Management Committee also considered reports on the following specific issues which arose in the period:

- Regulation of Investigatory Powers Act 2000
- Insurance arrangements and performance
- Care Quality Commission report on Safeguarding Adults with a Learning Disability
- ICT Strategic Review
- HESPE PIDA Follow Up
- SOCITM Review of ICT Provision
- Consideration of a range of publications relevant to the Audit Committee's terms of reference

To give a flavour of our business during the year, the following shows the types and numbers of reports considered between May 2010 and November 2010:

3.2. Numbers & Types of Reports Considered by the Audit Committee

The Audit and Risk Management Committee covered a wide range of business



4. OTHER ACTIVITIES

During the year, the Committee demonstrated its commitment to good governance by :

- i) authorising amendments to the draft Annual Governance Statement.
- ii) Arranging special meetings and devoting significant resource to addressing the issues arising from the PIDA disclosures which were made.
- iii) Referring several matters to Cabinet for attention.
- iv) Asking Chief Officers to attend as appropriate and present reports on issues identified which affected governance.

5. OUTCOMES

The Audit Committee aims to focus on adding value through its activity. By concentrating on outcomes the Committee can identify the benefits of its work. In particular this year the Audit Committee:

- Oversaw work on the Statement of Accounts which received a clean opinion from the external auditor
- Agreed the production of the Council's corporate Risk and Insurance strategy.
- Encouraged and presided over a strengthening of the control environment, specifically by overseeing reviews of Corporate Governance and the production of the Annual Governance Statement
- Encouraged and presided over the development of the Council's Counter Fraud arrangements by overseeing the CIPFA Managing Fraud self assessment exercise as acknowledged by the Audit Commission's recognition of good practice in a national publication.
- Oversaw and contributed to creditable performance in the revised Use of Resources assessment

In addition, individual Members and the Audit Committee collectively continued to develop and learn about our roles, and deliver these roles effectively.

6. PLANS FOR 2011/12

The Audit and Risk Management Committees priorities are to continue to meet our duties as specified in the Constitution by developing and building on our current status in a very challenging and changing environment. For 2011/12 we will:

- Continue to drive up standards and meet the demanding requirements of the external inspection and assessment regime
- Continue to review all governance arrangements to ensure the Council adopts the very latest best practice.
- Continue to support the work of Internal and External Audit and ensure appropriate responses are given to their recommendations

- Ensure we maintain and further improve our standards in relation to the production of accounts
- Closely monitor the implementation of the International Financial Reporting Standards
- Review the process for the appointment of auditors to replace the Audit Commission,
- Monitor the reduction in the performance reporting requirements and assess the suitability of the remaining performance measures following the decision by central government to reduce the requirements for local authorities in this area,
- Continue to help the Council to manage the risk of fraud and corruption
- Continue to develop the Wirral Council Audit and Risk Management Committee to review governance, risk and partnerships' issues and safeguard public sector interests
- Equip existing and any new Members to fulfil our responsibilities by providing refresher training on financial arrangements and risk management.

During 2010/11 we have consolidated the progress we made in previous years, and going forward we look to continue to be a champion of good governance.

Councillor Simon Mountney (Chair)
Wirral Council Audit and Risk Management Committee
March 2011

7. APPENDIX 1

AUDIT AND RISK MANAGEMENT COMMITTEE

TERMS OF REFERENCE

1. To provide independent assurance of the adequacy of the risk management framework and the associated control environment, independent scrutiny of the Council's financial and non-financial performance to the extent that it affects the Council's exposure to risk and weakens the control environment, and to oversee the financial reporting process.
2. The Committee has the following duties, powers and authorities:
 - 2.1. approval of the Council's statement of accounts;
 - 2.2. the responsibilities of the Council under section 151 of the Local Government Act 1972 to make proper provision for its financial affairs;
 - 2.3. to consider and make recommendations to Council or Cabinet as appropriate on;

- 2.3.1. the annual Audit Report and the Management Letter of the external auditor;
- 2.3.2. any other statutory report of the external auditor;
- 2.3.3. any internal audit report that may be referred to the committee by the Chief Executive, the Director of Finance or the Head of Legal and Member Services (as Monitoring Officer);
- 2.3.4. summaries of specific internal audit reports as requested;
- 2.3.5. the effectiveness and adequacy of the response by the Council, the Cabinet, any committee or sub-committee of the Council or of any officer to any internal or external audit report or management letter;
- 2.3.6. the systems of control and the arrangements for the prevention of fraud and corruption within the Council;
- 2.3.7. any other matter relevant to the audit of the Council's accounts and financial records or its systems for the control and safeguarding of all the Council's assets;
- 2.3.8. a report from Internal Audit on agreed recommendations not implemented within a reasonable timescale; and
- 2.3.9. the Head of Internal Audit's annual report and opinion, and a summary of internal audit activity (actual and proposed) and the level of assurance it can give over the Council's corporate governance arrangements;
- 2.4. to approve (but not direct) the strategy, plan and performance of the Council's internal audit service;
- 2.5. to oversee the production of the Authority's Statement on Internal Control and recommend its adoption;
- 2.6. to maintain an overview of the Council's Constitution in respect of contract procedure rules, financial regulations and codes of conduct and to make recommendations to Council or Cabinet, as appropriate;
- 2.7. to monitor the Council's policies on "Raising Concerns at Work", to the anti-fraud and corruption strategy and the complaints procedure;
- 2.8. to liaise with the Audit Commission over the appointment of the Council's external auditors.
3. The Chair of the Audit and Risk Management Committee shall act as the Council's Risk Management Champion.
4. Executive Members will not normally be members of the Audit and Risk Management Committee

WIRRAL COUNCIL

CABINET

14 APRIL 2011

SUBJECT:	FINAL CARBON BUDGET 2011 – 12 REPORT NO. 2
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF LAW, H.R. & ASSET MANAGEMENT
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR KELLY
KEY DECISION	YES

1.0 EXECUTIVE SUMMARY

- 1.1 As reported in the Interim Carbon Budget 2011 – 2012 presented to Cabinet on the 21 February 2011 (Minute 331 refers), each Council service has been given an 'allowance' of CO₂ to operate and deliver their services.
- 1.2 This report details the revisions to both the Carbon Budget at Appendix A and the Carbon Impact Statement at Appendix B and provides the Final Carbon Budget for 2011- 2012. It also contains the responses to the other requests from Members.
- 1.3 This report does not contain exempt information.

2.0 RECOMMENDATIONS

- 2.1 Cabinet are requested to:
 - (i) approve the revised Carbon Budget for 2011-12 contained in Appendix A;
 - (ii) note and endorse the revisions to Appendix B;
 - (iii) note the responses to the other requests from Members.
- 2.2 That a further report will be presented to Cabinet detailing the financial implications of the investment in the Solar Photovoltaic Project for approval prior to implementation.

3.0 REASONS FOR RECOMMENDATIONS

- 3.1 Setting a Carbon Budget will help the Council to meet the local and national emissions targets. It will also assist in the management and operation of the government's Carbon Reduction Commitment Energy Efficiency Scheme (CRC).

4.0 BACKGROUND AND KEY ISSUES

- 4.1 At its meeting on 21st February 2011, Cabinet considered an Interim Carbon Budget for 2011 – 2012 contained in Appendix A. It was an interim budget because it reflected the fact that significant changes to Council structures and services were currently being considered that would have an impact over the coming months. The Carbon Impact Statement contained in Appendix B required revision to include the Solar Photovoltaic project.
- 4.2 Appendix A has now been revised to remove the Regeneration Department and its emissions have been assigned to the remaining departments. A 'miscellaneous' category has also been removed, with emissions allocated to named departments. Appendix A now forms the Council's Carbon Budget.
- 4.3 Appendix B has been revised to include the approved investment of £2.8m in the installation of Solar Photovoltaic systems.
- 4.4 In response to other requests from Members the Sustainability Unit will:
- Work with Merseyside Pension Fund with regard to the possibility of implementing the Carbon Budget as part of its normal business activities.
 - Meet Finance Department colleagues to discuss an appropriate evaluation model for quantifying CO₂ emissions as part of the procurement process for new Council contracts and other spend. A meeting has been arranged and a report will be brought back to Cabinet at the earliest opportunity.
 - Report progress on reducing CO₂ emissions to the Sustainable Communities Overview and Scrutiny Committee.
 - Develop a briefing on the ethos of the Carbon Budget, to be delivered as part of the Members' Training and Development Programme.

5.0 RELEVANT RISKS

- 5.1 The greatest risk is not meeting the required targets set out in the carbon budget.
- 5.2 Financial savings will be made through the implementation of energy efficient operations and low carbon innovation set out in the Carbon Budget Impact Statement, (please refer to Appendix B).

6.0 OTHER OPTIONS CONSIDERED

- 6.1 Based on the Council resolution passed on the 14 December 2009 the only other option available is to do nothing, which is not a reasonable alternative.

7.0 CONSULTATION

- 7.1 Consultation will be undertaken with Members on the provision of a Members' Training and Development Programme on the ethos of a Carbon Budget. Consultation is now being undertaken with all Departments on the future

development and implementation of the Council's Carbon Budget through the Business Planning process. Help and advice is being provided to identify areas of future savings.

- 7.2 Where required, Development Control measures will include consultation with Local Residents.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 8.1 The setting of the Council's Carbon Budget has no direct implications for voluntary, community and faith groups.

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

- 9.1 There are no direct financial implications arising from this report. The Council has approved the Solar PV project on the basis that the investment will yield benefits collectively from the Governments Renewable Energy "Feed in Tariff", savings in Carbon Reduction Commitment costs and Energy costs in excess of the capital financing costs. The Carbon Budget Impact Statement in Appendix B has been revised to reflect the additional carbon savings. There are no staffing implications arising directly from this report. The rationalisation of the Council's assets will greatly assist in the delivery of the Carbon Budget as detailed within Appendix B.

10.0 LEGAL IMPLICATIONS

- 10.1 There are no direct legal implications arising from this report.

11.0 EQUALITIES IMPLICATIONS

- 11.1 There are no equality implications arising from this report.

- 11.2 An Equality Impact Assessment is not required.

12.0 CARBON REDUCTION IMPLICATIONS

- 12.1 In accordance with the adopted recommendations from the 'Living in Wirral Task Force' we will continue to work to reduce the Council's Carbon Footprint by: improving our energy efficiency; reducing our energy needs; introducing renewable technologies; and, improving our overall environmental performance which will have a positive effect on energy use and reducing carbon emissions. We will also continue to work to develop and bring forward the 'Living in Wirral' Task Force recommendations on how the public's priorities for greater pace in this area of Council policy can be achieved.

- 12.2 If the proposals contained within the Carbon Budget Impact Statement 2011/12 are fully implemented the Council will reduce CO₂ emissions by approximately **3540** tonnes which will positively assist in meeting future emissions targets.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 Where proposals are developed for combined heat and power which require external works to buildings planning permission may be required.

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APPENDICES

Appendix A – Carbon Budget Performance of Council Buildings
Appendix B – Carbon Budget Impact Statement

REFERENCE MATERIAL

Council – 14 December 2009, Minute 77 - MOTION: CARBON BUDGET
Budget Cabinet - 22 February 2010, Report “CARBON BUDGET 2010-11”
Cabinet - 25 November 2010, Report “Green Specification & Renewable Energy Generation by the Council”, Minute 226
Cabinet - 21 February 2011, Minute 331 – Report “Interim Carbon Budget 2011 – 2012”

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Council (Notice of Motion)	14 December 2009
Budget Cabinet	22 February 2010
Budget Council	1 March 2010
Cabinet	25 November 2010
Cabinet	21 February 2011
Budget Council	1 March 2011

Appendix A - Carbon Budget Performance Table for Local Authority Buildings

Responsible Department	2010/11 CO2 Emissions Target (kg)	Actual Emissions Oct 09 to Sept 2010 (kg)	Deviation from 2010/11 Emissions Target (kg)	Percentage Deviation from 2010/11 Emissions Target	2011/12 CO2 Emissions Target (kg)	Revised 2011/12 CO₂ Emissions Target (inc. deficits) (kg)	Actual reduction from 2010/11 target required to meet revised 2011/12 CO₂ Emissions Target (kg)
ADULT SOCIAL SERVICES	1,760,757	1,828,720	67,963	3.86%	1,672,719	1,604,756	156,001
SCHOOLS	18,030,388	17,965,816	-64,572	-0.36%	17,128,869	17,128,869	901,519
CYPD	1,115,550	1,116,799	1,249	0.11%	1,059,773	1,058,524	57,026
CORPORATE SERVICES	0	0	0	0.00%	0	0	0
LHR & AM	4,886,368	4,665,687	-220,681	-4.52%	4,642,050	4,642,050	244,318
FINANCE (<i>Ex. One Stop Shops</i>)	772,247	765,711	-6,536	-0.85%	733,635	733,635	38,612
TECHNICAL SERVICES	16,156,059	17,270,465	1,114,406	6.90%	15,348,256	14,233,850	1,922,209
	42,721,369	43,613,198	891,829	2.09%	40,585,302	39,401,684	3,319,685

Appendix B - Carbon Budget Impact Statement

CARBON BUDGET IMPACT STATEMENT 2011-12

Description of Service Change	Carbon (Tonnes of CO ₂) Reductions/Increases	Impact on Service Delivery	Risks	Other Impacts
PC Power Down Project	-310	Positive impact on emissions Sets a good example to staff Improved maintenance Improved emissions information	Systems incompatible with IT Network Awaiting feedback\ approval from WITS	Cost optimisation If due to planned improvements to the IT system the PC Power Down project is progressed in the short term the Council would still benefit both financially and environmentally. Funding approved
Install Variable Speed Drive Controls to Various Sites	-471	Positive impact on emissions Reduced maintenance costs Improved Plant Control		Cost Optimisation Installation complete
Install Voltage Optimisation Systems to Various Sites	-51	Positive impact on emissions Reduced maintenance Costs		Cost optimisation Installation underway
PV Installation at Cheshire Lines Building	-2	Positive impact on emissions		FITS Income Installation Complete
Disposal of Bridge Court	-54	Structural reduction in carbon emissions		
Disposal of Westminster House	-188	Structural reduction in carbon emissions	Disposal after 01/04/2011 may impact on emissions reduction	
Demolition of Feltree House	-123	Structural reduction in carbon emissions		

CARBON BUDGET IMPACT STATEMENT 2011-12

Description of Service Change	Carbon (Tonnes of CO ₂) Reductions/Increases	Impact on Service Delivery	Risks	Other Impacts
Disposal of Heswall Hall	-82	Structural reduction in carbon emissions	Disposal after 01/04/2011 may impact on emissions reduction	Site improvements prior to transfer
Disposal of Alexander Hall	-13	Structural reduction in carbon emissions	Disposal after 01/04/2011 may impact on emissions reduction	
Disposal of Brookfield Children's Home**	-32	Structural reduction in carbon emissions		Realisation of savings will be determined by the timing of closure, which will take account of the needs of the young people in residence.
Disposal or Transfer of DASS Properties (Mapleholme, Poulton,)	-280	Structural reduction in carbon emissions.		
19 Heath Road	-2	Structural reduction in carbon emissions		Disposed 2009-10 <i>Carbon savings not previously reported or claimed</i>
5-7 St Andrews Road	-15	Structural reduction in carbon emissions		Disposed 2009-10 <i>Carbon savings not previously reported or claimed</i>
98 Bidston Road	-28	Structural reduction in carbon emissions		Disposed 2009-10 <i>Carbon savings not previously reported or claimed</i>
Delamere Community Centre	-11	Structural reduction in carbon emissions	Disposal after 01/04/2011 may impact on emissions reduction	

CARBON BUDGET IMPACT STATEMENT 2011-12

Description of Service Change	Carbon (Tonnes of CO ₂) Reductions/Increases	Impact on Service Delivery	Risks	Other Impacts
Kylemore Community Centre	-15	Structural reduction in carbon emissions	Disposal after 01/04/2011 may impact on emissions reduction	
Vale House	-47	Structural reduction in carbon emissions	Disposal after 01/04/2011 may impact on emissions reduction	
Overton Community Centre	-25	Structural reduction in carbon emissions	Disposal after 01/04/2011 may impact on emissions reduction	
Bromborough Social Centre	-22	Structural reduction in carbon emissions	Disposal after 01/04/2011 may impact on emissions reduction	
Grange Road West Sports Centre	-92	Structural reduction in carbon emissions	Disposal after 01/04/2011 may impact on emissions reduction	
Willowtree	-159	Structural reduction in carbon emissions	Disposal after 01/04/2011 may impact on emissions reduction	
Hillcroft	-8	Structural reduction in carbon emissions	Disposal after 01/04/2011 may impact on emissions reduction	
Fellowship House	-37	Structural reduction in carbon emissions	Disposal after 01/04/2011 may impact on emissions reduction	

CARBON BUDGET IMPACT STATEMENT 2011-12

Description of Service Change	Carbon (Tonnes of CO ₂) Reductions/Increases	Impact on Service Delivery	Risks	Other Impacts
245 Liscard Road	-8	Structural reduction in carbon emissions	Disposal after 01/04/2011 may impact on emissions reduction	
Old Court House	-88	Structural reduction in carbon emissions	Disposal after 01/04/2011 may impact on emissions reduction	
Oakenholt Road Complex	-39	Structural reduction in carbon emissions	Disposal after 01/04/2011 may impact on emissions reduction	
Combined Heat and Power	-400 to 550	Positive effect on emissions Early opt-out clause	Long term contract	Low Electricity Unit Cost Capital Investment: None using DEP Scheme Savings: TBC Payback: N/A
Solar PV Project	-400	Positive effect on emissions. Environmentally Friendly Renewable Source of Energy		Capital Investment: £2.8m (Prudential Borrowing) Anticipated Savings: £ 283k. rising to £428k. in year 9 Expected Payback: 9 years
Awareness Raising		Energy awareness raising aims to introduce a culture change to make saving energy a normal part of our service delivery. It educates staff at all levels. Motivates and maintains performance levels.	Impact difficult to assess Reduced Performance if not fully implemented	Cost Optimisation
TOTAL PROPOSED EMISSIONS REDUCTION	-3052	Tonnes of CO₂		

WIRRAL COUNCIL

CABINET

14 APRIL 2011

SUBJECT:	<i>PROPOSED EXTENSION OF FACILITIES MANAGEMENT CONTRACT FOR CHESHIRE LINES BUILDING</i>
WARDS AFFECTED:	<i>ALL</i>
REPORT OF:	<i>DIRECTOR OF LAW, HR & ASSET MANAGEMENT</i>
RESPONSIBLE PORTFOLIO HOLDER:	<i>COUNCILLOR S. HOLBROOK</i>
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 This report seeks the approval of members to extend the current facilities management contract for the Cheshire Lines Building with the present provider, 1 - Call Business Solutions, for a period of up to 18 months.

2.0 RECOMMENDATION

- 2.1 That the current contract for facilities management services at Cheshire Lines Building be extended for a further period commencing on 26 April 2011 and not exceeding 18 months on the terms now reported.

3.0 REASON FOR RECOMMENDATION

- 3.1 The existing contract has previously been extended to allow it to fit in with revised corporate facilities management arrangements. Work is still under way to develop such arrangements. In the meantime, service provision under this contract is good, and a reduction in the contract price has been negotiated with the current service provider. An extension of the current arrangements is considered to offer the best value to the Council.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 At its meeting on 25th April 2006, cabinet approved the acceptance of the lowest tender submitted for the provision of Facilities Management Services at Cheshire Lines for a two year period with "a two year extension option subject to the satisfactory performance by the appointed contractor".
- 4.2 The two year extension option was taken up and approved by cabinet on 12 December 2007, making the contract expiry date 25 April 2010. It was also reported at this meeting that the renewal of the Facilities Management contract for Cheshire Lines from April 2010 would align with whatever option the Council agreed for the future of Corporate Facilities Management Services across the authority.

- 4.3 Cabinet approved at its meeting on 24 September 2009 a one year extension to the Facilities Management contract at Cheshire Lines Building with the present service provider (1 - Call Business Solutions). That company has carried out the Facilities Management contract at Cheshire Lines Building since April 2006, and has performed to a high standard across all areas of the contract.
- 4.4 Work is now in progress through the Facilities Management Project within the Strategic Change Programme to develop options and a recommended way forward for corporate facilities management. A business case will be reported to the Programme Board in June 2011. Depending on the agreed way forward, implementation of new arrangements could take up to a further 15 months if a procurement exercise was undertaken.
- 4.5 Whilst this work is in progress, arrangements are also being developed to accommodate the departure of facilities management staff through the recent early retirement and voluntary severance exercise.
- 4.6 Given these priorities it is considered that the most appropriate way forward would be to extend the existing arrangements pending the implementation of a new corporate solution. At the same time, and having regard to the financial situation, the opportunity has been taken to see if savings can be made on current costs.
- 4.7 Discussions have taken place with 1 – Call Business Solutions and the following agreement has been reached, subject to approval:-
- 1 - Call Business solutions will continue to provide the current level of service for a further period of 12 – 18 months (as required by the Council).
 - They will reduce their charges to the Council by 15% (approximately £27,800 p.a)
 - Other terms to continue as existing.
- 4.8 This proposal is recommended for acceptance because it is considered to offer the most cost-effective provision of services whilst the current corporate facilities management review is progressed.

5.0 RELEVANT RISKS

- 5.1 1 - Call Business Solutions have a high level of knowledge of the Cheshire Lines building particularly the Mechanical and Electrical installation including CCTV installation, access systems, fire and intruder systems. Service continuity could be weakened during a transitional period for a change of contractor or if other temporary arrangements are introduced.
- 5.2 Retendering at this stage would require the input of significant staff resources and could divert attention and resources from the wider facilities management project.
- 5.3 Continuation of the existing arrangements presents the lowest risk to service continuity and delivery, and to staff working in the building, pending agreement on future corporate facilities management arrangements.

6.0 OTHER OPTIONS CONSIDERED

- 6.1 Allow existing arrangements to continue without review. Whilst existing service standards are good, this would forego the opportunity to achieve savings for the Council. It is not recommended.
- 6.2 Retender a contract for the Cheshire Lines building in isolation. The current review of corporate facilities management arrangements is intended to deliver an integrated approach to facilities management across the Council's building stock, where at present there is a range of contracts and approaches. The Cheshire Lines building will be dealt with in those revised arrangements, and a tender for this building alone would only be a short term arrangement. It is considered that such an exercise would not offer value for money and is likely to be of limited appeal to the market. It is therefore not recommended.
- 6.3 Bring the management of the building in-house. Given the departure of staff under early retirement and voluntary severance plus the priority given to developing future facilities management options there is no in-house capacity to do this at the present time, and it is not recommended.

7.0 CONSULTATION

- 7.1 The Head of Central Procurement has been consulted and agrees the recommended approach.

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 Staff from the Department of Law, HR and Asset Management will manage the contract extension.
- 9.2 All costs related to this service are contained within the Cheshire Lines Complex budget. The current cost of the service is £185,818.36 p.a.
- 9.3 Members should note that if approved the contract extension will be delivered for a cost of £157,945.61 p.a. This equates to a 15% saving as a result of negotiations between Asset Management and 1 – Call Business Solutions. This saving of £27,873 contributes towards overall savings within the Facilities Management Project within the Corporate Change Programme.
- 9.4 All issues relating to the management and supervision of the service provider are undertaken by existing employees as part of their normal duties.

10.0 LEGAL IMPLICATIONS

- 10.1 None arising from the report other than to document the contract extension.

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

12.0 CARBON REDUCTION IMPLICATIONS

12.1 There are no specific implications in this report.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are no specific implications in this report.

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SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet - Proposed extension of facilities management contract for Cheshire Lines Building	24 September 2009

WIRRAL COUNCIL

CABINET

14 APRIL 2011

SUBJECT:	<i>BYRNE AVENUE RECREATION CENTRE, BYRNE AVENUE, ROCK FERRY</i>
WARD/S AFFECTED:	<i>ROCK FERRY</i>
REPORT OF:	<i>DIRECTOR OF LAW, HR AND ASSET MANAGEMENT</i>
RESPONSIBLE PORTFOLIO HOLDER:	<i>CORPORATE RESOURCES</i>
KEY DECISION?	<i>NO</i>

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of the report is to advise Members of the present position in respect of the Byrne Avenue Recreation Centre and seek instructions as to the way forward.
- 1.2 A lease of this building would support the Council's goal of ensuring that the Council's buildings and assets are safe, effectively managed and used.
- 1.3 The transfer of responsibility for the repair and maintenance of this building would save the Council revenue expenditure on security, empty rates etc.
- 1.4 The action proposed in this report is not a Statutory duty.

2.0 RECOMMENDATIONS

That:

- 2.1 The Byrne Avenue Recreation Centre be transferred to the Byrne Avenue Community Trust, by way of lease.
- 2.2 The Director of Law, HR and Asset Management in consultation with the Portfolio Holder for Corporate Resources to agree the terms and conditions of the lease.
- 2.3 The director of Law, HR and Asset Management be authorised to complete the necessary legal documentation.
- 2.4 In the event of appropriate terms of lease not being agreed, or the necessary funding not being obtained, the matter be reported back to Cabinet.

3.0 REASON FOR RECOMMENDATIONS

- 3.1 Byrne Avenue Community Trust (BACT) has advised the Council that it cannot comply with a key aspect of the funding criteria of the Reaching Communities (Big Lottery) Fund because it does not have ownership of the building. Accordingly, no application to this fund can progress unless BACT has been granted a lease.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 At its meeting on 4th November 2010, Cabinet received representations from BACT in respect of the proposed transfer of this asset. It concluded that further information needed to be provided by the group to enable a final decision on its application to be taken, particularly in respect of works to be undertaken, timescales, the availability of funding and the sustainability of its business plan.
- 4.2 In all the circumstances, it considered that the group should be afforded a final opportunity to submit a transfer proposal which demonstrates the availability of funding to refurbish the facility within a reasonable timescale and contains a sustainable business plan for its future operation;
- 4.3 Accordingly, Cabinet resolved that:-
- (1) BACT be thanked for its efforts to date in pursuing an asset transfer of this facility;
 - (2) BACT be granted a further period, expiring on 31 March 2011, to allow it to satisfy officers on the programme of works to be undertaken to the building, the timescales for those works which should contain specific milestones against which performance will be judged, the availability of all necessary funding to complete those works and the existence of a sustainable business plan for the future operation of the facility;
 - (3) Officers be requested to earmark a maximum sum of £350,000 within the overall provision to support Community Asset Transfer through the Community Fund as the Council's contribution towards the overall scheme, with that sum to be made available only when the total funding package is confirmed and the group's business plan is agreed;
 - (4) Upon the successful fulfillment of these conditions, a report be submitted to Cabinet on 14 April 2011 on the finally agreed terms for asset transfer; or
 - (5) If BACT fails to satisfy these conditions by 31 March 2011 the Director of Law, HR and Asset Management be authorised, in consultation with the Portfolio Holder, to dispose of the property on the open market in accordance with Option 3 of the report.

- 4.4 Since Cabinet made those resolutions, BACT has been trying to make progress in respect of the various requirements. Further inspections and visits to the building have been carried out and adjustments made to the proposed schedule of work. However, a final programme of works with timescales for those works including specific milestones, against which performance will be judged, has not yet been submitted. BACT has indicated that its professional advisers are ready to develop a detailed programme once it is confirmed that they can be granted a lease.
- 4.5 The Cabinet also required proof of the availability of necessary funding to complete the works required, but BACT has been unable to do this for the reason identified in this report.
- 4.6 With regard to a sustainable business plan, the Director of Corporate Services advised Cabinet in the report of 4th November 2010, of his opinion that the plan as submitted was aspirational, with the financial forecasts inadequate to make a judgement with regard to sustainability. Since then, BACT has submitted no additional information amending its original plan. However, in its update paper submitted on 8th March 2011, it advised that its own accountants consider the business plan to be viable, robust and sustainable. This matter remains unresolved, but BACT has said its accountants will be available to work with Council officers to identify and resolve any shortcomings in its plan.
- 4.7 BACT has previously advised that it has identified various different organisations that may be able to provide grant assistance towards the necessary scheme of refurbishment for the building. From the publically available information published by these different organisations, only small individual grants are likely to be available, in the event of BACT submitting successful applications. Accordingly, BACT now advises that it considers that its best opportunity to obtain significant grant support will come from an application to the Reaching Communities (Big Lottery) Fund.
- 4.8 However, BACT has identified a fundamental impasse with regard to an application for funding from the Reaching Communities (Big Lottery) Fund. This is that one of the principal criteria which has to be satisfied, before any grant application may be progressed to stage 2, is that the applicant must own the building, either by freehold or lease. BACT is confident that, if it can satisfy this criterion, it will be well placed to secure funding from this source, because it considers that it meets all the other funding criteria.
- 4.9 It will be for the Reaching Communities' grant application process to determine whether BACT does indeed satisfy all the other criteria, and the grant of a lease cannot guarantee funding support from Reaching Communities. Nevertheless, BACT has requested an opportunity to pursue this option, with the benefit of a lease of the building.
- 4.10 In circumstances where a building requires such substantial repair and refurbishment, the Council would normally grant a Building Agreement and subsequently a lease, once the conditions of the Building Agreement had been satisfied. Officers understand that a proposal structured in this way

would not satisfy the Reaching Communities' criteria and that, therefore, a lease would have to be granted from the outset. Any lease would make the following actions conditional:-

- A schedule/programme of agreed works to be undertaken to the building.
- The inclusion of timescales for those works, including specific milestones, against which performance will be judged.
- The existence of an approved sustainable business plan for the future operation of the facility.

4.11 It would be important that the Council, as Landlord, is able to ensure that this building is brought back to operational use by the Trust in a structurally safe condition with a sustainable business plan. Accordingly, the lease would contain forfeiture clauses that would be triggered if any of these three essential actions are not completed. BACT would not be allowed to open and run the facility operationally, until the Council was satisfied that all the necessary works have been completed to a satisfactory standard.

4.12 Once the lease had been entered into, the Council would also have to be satisfied that sufficient progress was being made towards securing funding to finance the necessary works of repair and refurbishment. If, for any reason, funding was not secured, the Council would reserve rights to terminate the lease. BACT has indicated that it would accept a 12 month deadline beyond which, if funding is not received, the property would revert to the Council. The lease would also provide that the Community Fund allocation of £350,000 could not be drawn upon until the full funding package for the necessary works is in place.

4.13 If Members are minded to give BACT a final opportunity to try and effect a Community Asset Transfer, it is recommended that the Council transfers the building by granting a lease on the basis set out above, with detailed terms to be agreed by the Director of Law, HR and Asset Management in consultation with the Portfolio Holder for Corporate Resources.

4.14 Members will appreciate that any grant application of this nature will take time to process and a definitive approval is not necessarily guaranteed. Therefore, the report also recommends that Cabinet be advised if appropriate lease terms are not agreed or that the necessary funding is not obtained.

5.0 RELEVANT RISKS

5.1 Until any lease is signed, the Council will continue to be responsible for the empty rates and security costs associated with the retention of this building. If Members are minded to approve the proposal set out in this report to transfer this building to BACT these costs will become the responsibility of BACT.

5.2 BACT has however asked whether the Council is prepared to continue insuring the building for the 12 month period in which it will put together its funding package. In all the circumstances it is recommended that this be

agreed on the basis that the Council will not insure the building after the first 12 months of the lease and that BACT will assume responsibility for insuring the building beyond that point.

- 5.3 Risks arise in the event that BACT is unable to meet the conditions of the lease, or fails to secure the necessary funding. In these circumstances, the Council will make provision for the building to be returned to its control. Similarly, if the lease is commenced but BACT cannot operate the facility to deliver the services identified in the user clause in the lease, then the building will also revert to the Council.

6.0 OTHER OPTIONS CONSIDERED

- 6.1 To carry on pursuing Asset Transfer as at present. BACT has clearly stated that without a legal interest in the building, it will be frustrated in its attempts to apply for grant funding. Accordingly, this option is not recommended because there is a need to overcome this impasse.
- 6.2 To implement the Cabinet Minute authorising disposal of the asset. This could be undertaken, however, given the current adverse market conditions, it appears that there will be little lost in giving BACT a final opportunity to accept a transfer of the building.
- 6.3 To continue to retain the building in the Council's control. This is not recommended because Cabinet has confirmed that the building has no future operational purpose and is therefore a surplus asset.

7.0 CONSULTATION

- 7.1 As part of the process of compiling its business plan, BACT has consulted potential customers and other user groups who might use the facility if it was reopened following refurbishment.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 8.1 The building was previously run by a voluntary group, which was unable to continue to operate the premises as a swimming pool. The building was advertised for Community Asset Transfer (CAT) in accordance with the Council's CAT policy and BACT were the preferred bidder (one other party having applied). The Council has made provision for swimming activities to be met elsewhere.

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

- 9.1 The £350,000 previously earmarked by Cabinet from the Community Fund, to support this transfer, has to be spent by 31st March 2012.
- 9.2 The annual costs of approximately £23,000 currently being incurred by the Council in retaining this vacant building are empty business rates, electricity, insurance, rental of temporary fencing around the pool, security and boarding up.

9.3 In the event of BACT taking over the building, it will have an opportunity to apply for an exemption from business rates because of its status as a charity. This would reduce these outgoings considerably.

9.4 There is no existing revenue budget for this property and currently these monies are being met from the Strategic Assets budget.

10.0 LEGAL IMPLICATIONS

10.1 The Director of Law, HR and Asset Management will be required to prepare a lease, if satisfactory terms are agreed.

11.0 EQUALITIES IMPLICATIONS

11.1 An Equality Impact Assessment is not required.

12.0 CARBON REDUCTION IMPLICATIONS

12.1 The building is currently vacant. In the event that it is repaired and refurbished, it is anticipated that CO2 production will be less than that previously produced when the building was last used operationally by the Council, because of the installation of more energy efficient plant. There would be a reduction in the Council's carbon emissions, if the facility was leased to BACT.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 Planning permission is not required to recommission the building as a swimming pool and sports centre.

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APPENDICES

None

REFERENCE MATERIAL

None

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet	04.11.2010
Cabinet	02.09.2010
Cabinet	28.05.2009

WIRRAL COUNCIL

CABINET

14TH APRIL 2011

SUBJECT:	CHILD POVERTY STRATEGY AND ACTION PLAN
WARD/S AFFECTED:	ALL
REPORT OF:	CHIEF EXECUTIVE DESIGNATE
RESPONSIBLE PORTFOLIO HOLDER:	CLLR SHEILA CLARKE
KEY DECISION:	NO

1.0 EXECUTIVE SUMMARY

- 1.1 The local authority has a statutory duty to develop a Wirral Child Poverty Strategy as set out in the Child Poverty Act 2010. Following the general election, the national coalition government expressed its commitment to maintaining the goal of ending child poverty in the UK by 2020 and a national strategy has now been launched further to the Independent Review on Poverty and Life Chances led by Frank Field MP.
- 1.2 This report sets out the approach that the Council has put in place to develop a Wirral Child Poverty Strategy and action plan in partnership with local organisations and agencies, including the voluntary, community and faith sector. This approach will deliver the £10,000 policy option agreed by Cabinet and Council in February 2010 to invest in targeted engagement with Wirral organisations and local communities to develop an action plan for Wirral with the aim of lifting children and families out of poverty.
- 1.3 The Council has already taken action to develop and publish information which sets out the characteristics and needs of our local population in line with the statutory duty to develop a needs assessment set out in the Child Poverty Act. This evidence will underpin the development of the strategy and action plan and help us to understand where and how we need to focus activities in partnership with others to tackle the often complex problems faced by children and families.
- 1.4 The approach that the Council has put in place includes the establishment of a local advisory group, the Wirral Child and Family Poverty Working Group. This group will act as a focal point for engagement with stakeholders across the borough and make recommendations to the Council its partners about a local Child Poverty Strategy and action plan. This strategy will inform the future priorities of the Council and its partners in respect of delivering services

and commissioning activity from others, including from the voluntary, community and faith sector.

2.0 RECOMMENDATION

- 2.1 It is recommended that Cabinet notes the approach set out in this report to develop a strategy and action plan and agrees to receive recommendations in due course from the Wirral Child and Family Poverty Working Group.

3.0 REASON FOR RECOMMENDATION

- 3.1 The local authority has a statutory duty to develop a local strategy to tackle child poverty in line with the Child Poverty Act 2010. This report sets out the approach that has been put in place to deliver the statutory duty and requests Cabinet to agree that it will receive the resulting recommendations.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 The Child Poverty Bill 2010 received Royal Assent and became an Act of Parliament prior to the General Election. The Act established national targets for the reduction of child poverty and placed duties on local authorities and other local delivery partners to work together to tackle child poverty.
- 4.2 Following the general election, the coalition government set out its commitment to maintain the goal of ending child poverty in the UK by 2020 and emphasised the importance of action at national and local levels. The coalition government also indicated that it would issue no statutory guidance relating the production of local needs assessments and strategies.
- 4.3 Frank Field MP was asked by the coalition government to lead a National Review of Poverty and Life Chances to study the extent of poverty in the UK and making recommendations to help less affluent families. The report of this review was published in December 2010, followed by a national consultation exercise. A national strategy has now been launched: 'A New Approach to Child Poverty: Tackling the Causes of Disadvantage and Transforming Families' Lives'. The national strategy has also been informed by an independent review of early intervention undertaken by Graham Allen MP. A national Strategy for Social Mobility was launched simultaneously.
- 4.4 Frank Field MP is also acting as Chair of the Liverpool City Region Child Poverty and Life Chances Commission. Wirral has a number of representatives on the Commission, including the Cabinet Member for Children's Services and Lifelong Learning and from the local voluntary, community and faith sector. The Commission is overseeing the development of a sub-regional strategy and action plan, which will be also linked as appropriate to activity at the local level.
- 4.5 Wirral has worked closely with Liverpool City Region colleagues to develop a common approach to developing an evidence base which sets out the characteristics and needs of our local population in relation to child and family poverty. A summary of this evidence has now been published alongside a full

City Region needs assessment. This evidence will underpin the development of Wirral's strategy and action plan and help us to understand where and how we need to focus activities in partnership with others.

- 4.6 It is evident that there are many examples of good practice in Wirral and significant strengths in the public and voluntary, community and faith sectors with which to underpin a more co-ordinated approach. In a time when it has never been more critical to harness and build on such strengths, it is clear that Wirral's approach should engage as wide a range of stakeholders as possible to capture local knowledge about what works and potential innovation across organisations and sectors both borough wide and in local neighbourhoods.
- 4.7 To develop a local Child Poverty Strategy and action plan, Wirral has therefore put in place the following approach:
 - 4.7.1 An independent advisory forum, the Wirral Child and Family Poverty Working Group, has been initiated by the Council to progress our local approach. The Terms of Reference for the group are to consider the local evidence and potential options for Wirral's local child poverty strategy and to make recommendations to the Council and its partners about Wirral's strategy and action plan, including options for governance and delivery.
 - 4.7.2 The group has representation from all political groups, including the Cabinet Member for Children's Services and Lifelong Learning. It includes Wirral members of the LCR Commission to ensure continued links to sub-regional activity. It has representation from the voluntary, community and faith sector and those that use services as well as partners including Job Centre Plus and Wirral Metropolitan College. It is chaired by a representative from the voluntary, community and faith sector.
 - 4.7.3 The considerations of the Wirral Child and Family Poverty Working Group will inform a broader programme of consultation and engagement, as referenced in section 7 of this report. This programme will include engagement with local partners via Wirral's Local Strategic Partnership arrangements and a consultation event in June, which will bring together front line service providers with a range of stakeholders and the voluntary, community and faith sector to discuss emerging proposals. The programme will also include targeted engagement with local communities, families and children, and an online questionnaire, linked where appropriate to other consultation activities to avoid duplication.
 - 4.7.4 Following consideration of the outcomes of the consultation and engagement programme, the Wirral Child and Family Poverty Working Group will make recommendations to the Council (as the statutory lead for child poverty) and partners by Autumn 2011.
- 4.8 All papers relating to the meetings and discussions of the Wirral Child and Family Poverty Working Group, including Terms of Reference and membership, will be published on the Council's website, alongside background information.

5.0 RELEVANT RISKS

- 5.1 Project and risk planning is in place in relation to the approach set out in this report and will be regularly reviewed to ensure that key risks are addressed through mitigating action.

6.0 OTHER OPTIONS CONSIDERED

- 6.1 Not applicable

7.0 CONSULTATION

- 7.1 The approach set out in this report has been developed to initiate the widest possible consultation and engagement with local partners and communities. Activities will include a consultation event for partners and front line service providers and a targeted programme of engagement with local communities. These activities will build on the initial findings of the Wirral Child and Family Poverty Group to develop recommendations for a local strategy and action plan.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 8.1 The role of the voluntary, community and faith sector in tackling the complex problems faced by children and families living in poverty and in identifying those at risk is recognised through appropriate representation on the Wirral Child and Family Poverty Working Group. In addition, the group is being chaired by a representative from the voluntary, community and faith sector.
- 8.2 It is anticipated that the outcomes of the work will include recommendations relating to the role of the voluntary, community and faith sector in tackling child and family poverty in Wirral. The sector will be a key partner in Wirral's strategy and action plan.

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

- 9.1 The activities described in this report are being progressed using existing staff resources from a number of departments. Resource implications of Wirral's Child Poverty Strategy and action plan will be considered as appropriate by the Council and partners. The Cabinet and Council budget resolution earlier in 2011 identified a policy option of £10,000 to support targeted engagement with Wirral organisations and local communities in respect of developing a strategy.

10.0 LEGAL IMPLICATIONS

- 10.1 The local authority has statutory duties in relation to the Child Poverty Act 2010, which will be progressed through the delivery of the activities set out in this report.

11.0 EQUALITIES IMPLICATIONS

- 11.1 The Child Poverty Strategy will have a clear focus on supporting those who are disadvantaged, including the delivery of specific services and through

ensuring that all of Wirral's diverse communities are equally able to access services. The strategy and action plan will have an equalities assessment informed by the consultation programme referred to in this report. The consultation will include targeted actions to engage minority communities and target groups.

12.0 CARBON REDUCTION IMPLICATIONS

12.1 This report has no specific carbon reduction implications.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 This report has no specific planning and community safety implications.

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APPENDICES

None

REFERENCE MATERIAL

'A New Approach to Child Poverty: Tackling the Causes of Disadvantage and Transforming Families' Lives; Government's Child Poverty Strategy (Department of Work and Pensions and Department of Education, April 2011)

'Opening Doors, Breaking Barriers: A Strategy for Social Mobility (ODPM, April 2011)

'The Foundation Years: preventing poor children becoming poor adults'; the report of the Independent Review on Poverty and Life Chances (Frank Field MP, December 2010)

'Early intervention: the next steps'; an independent report to HM Government (Graham Allen MP, 2011)

<http://www.liverpoolcitystrategyces.org.uk/> for information about City Region child poverty needs assessment, including Wirral summary

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
No previous reports	

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WIRRAL COUNCIL

CABINET – 14th APRIL 2011

REPORT OF THE ANTI-SOCIAL BEHAVIOUR COMMISSION

EXECUTIVE SUMMARY

This report provides background information regarding the report of the Anti-Social Behaviour Commission.

1. Background

1.1 The Anti-Social Behaviour Commission was established by Cabinet on 24th June 2010. The initial Terms of Reference of the Commission were:

- To review how much money, from different streams of expenditure, the Council puts towards combating anti social behaviour, to examine how this money is spent and to advise the Leader on how this budget might be better spent.
- The Commission will report frequently, as directed by the Leader of the Council. As its first piece of work the Commission will undertake a study on the size and objectives of the under-fives budget to report back to the Leader and Cabinet by 1 September 2010 at the latest.

Therefore, the Commission had the task of reviewing the operation of those teams directly combating the consequences of anti-social behaviour. In addition, the Commission was to consider the longer-term ambition of reducing the tendency towards anti-social behaviour by challenging poor behaviour at a much earlier stage in a young person's development.

1.2 Contributors to this Commission report have included staff from the Children and Young People's Department at Wirral Borough Council as well as from Wirral NHS, in addition to Councillors Sheila Clarke, Chris Blakeley and Dave Mitchell.

2. Focus for the Commission's work

2.1 Two key messages from Wirral Council's consultation programme 'Wirral's Future: Be a part of it' were residents' support for tackling anti-social behaviour as well as provision of early intervention services to support vulnerable children.

- 2.2 The new Corporate Plan for 2011-2014, agreed by Wirral Council Cabinet on 17th March 2010 and due to be referred for adoption by full Council, included the following priority:
 “People should feel safe in their own neighbourhoods and we are committed to dealing with issues that could prevent this. Working with Merseyside Police and other partners, we will continue our focus on preventing and tackling anti-social behaviour and reducing the fear of crime to create a safer borough. The ‘Wirral’s future - be a part of it’ consultation identified anti-social behaviour as a key concern to Wirral residents and it is vital that we provide the most effective action possible. This year we will conduct a full review of the Council’s and partner organisations’ approach, including the implementation of our commitment to community justice in this vital area”.
- A full review of the Council’s approach to anti-social behaviour is, therefore, envisaged during 2011. As a consequence, the Commission has particularly reflected upon the steps that can be taken to challenge poor behaviour among some young people at an earlier stage.
- 2.3 A key conclusion of this Commission is the support for moving further service provision towards early intervention in Wirral, delivered in a timely manner following early identification of the problem. Particular emphasis should be placed on those programmes for which proven evidence exists.

RECOMMENDATIONS

Cabinet:

- (1) Welcomes the report of the Anti-Social Behaviour Commission and thanks all those who have contributed to it;
- (2) Accepts, in principle, the seventeen recommendations contained in the report and the emphasis placed on early intervention strategies;
- (3) Requests the Interim Director of Children’s Services to, in the first instance, prioritise on the following recommendations contained in the Report:

No. 2	Monitoring of the Children’s Centre Plan
No. 3	Sure Start Children’s Centre Provision in Wirral
No. 4	Enhanced Induction Process
No. 5	Family Information website
No. 6	Private Sector Nurseries
No. 8	Orrets Meadow Services
No. 11	The Principle of Early Intervention in Wirral
No. 12	The Commissioning process
No. 13	Management of the Commissioning process
No. 14	Use of proven Early Intervention Programmes
No. 15	On-going Evaluation of Early Intervention Programmes
- (4) Agrees that the Anti-Social Behaviour Commission report should be further considered in conjunction with the proposed full review of the Council’s approach to preventing and tackling anti-social behaviour.

**WORKING TOGETHER TO ENHANCE
THE LIFE OF WIRRAL CHILDREN
TO REDUCE ANTI-SOCIAL BEHAVIOUR**

*“If you don’t invest in your 0-19 year olds...
...you get the young people you deserve.”*

**A report produced by
The Anti-Social Behaviour Commission**

ANTI-SOCIAL BEHAVIOUR COMMISSION

FINAL REPORT

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The following documents identify the current strategy/action plan and are attached as separate pdf files:

- Anti-Social Behaviour (ASB) Strategy 2009-2012
- Delivering the Strategy – Action Plan (2009-2012) : Updated January 2011

1. **BACKGROUND AND ORIGINAL BRIEF**

The initial concept of an Anti-Social Behaviour Commission followed discussions between Frank Field, MP for Birkenhead and Councillor Jeff Green, Council Leader, Wirral Borough Council. At Cabinet on 24th June 2010, a Wirral Combating Anti-Social Behaviour Commission was established. The Terms of Reference of the Commission were:

- To review how much money, from different streams of expenditure, the Council puts towards combating anti social behaviour, to examine how this money is spent and to advise the Leader on how this budget might be better spent.
- The Commission will report frequently, as directed by the Leader of the Council. As its first piece of work the Commission will undertake a study on the size and objectives of the under-fives budget to report back to the Leader and Cabinet by 1 September 2010 at the latest.

Therefore, the Commission had the task of reviewing the operation of those teams directly combating the consequences of anti-social behaviour. This is an issue which has an impact in the shorter-term. The second approach for the Commission was to consider the longer-term ambition of reducing the tendency towards anti-social behaviour by challenging poor behaviour at a much earlier stage in a young person's development.

Contributors to this Commission report have included staff from the Children and Young People's Department at Wirral Borough Council as well as from Wirral NHS, in addition to Councillors Sheila Clarke, Chris Blakeley and Dave Mitchell.

2. EXECUTIVE SUMMARY AND RECOMMENDATIONS

This Commission had the task of reviewing the different funding streams available to those teams directly combating the consequences of anti-social behaviour. This is an issue which has an impact in the shorter-term. The second aspect of the Commission's work was to consider the longer-term ambition of reducing the tendency towards anti-social behaviour by some young people. This could potentially be achieved by challenging poor behaviour at a much earlier stage in a young person's development.

Two key messages from Wirral Council's consultation programme 'Wirral's Future: Be a part of it' were residents' support for tackling anti-social behaviour as well as provision of early intervention services to support vulnerable children. Both of these issues have been fully supported in subsequent Cabinet decisions.

With respect to combating anti-social behaviour, on 7th February 2011, the Government launched a Consultation document, 'More Effective Responses to Anti-Social Behaviour'. Among the proposals in the document were to repeal the ASBO (Anti-Social Behaviour Order) and other court orders and replace them with two new tools that bring together restrictions on future behaviour and provide support to address underlying problems. These are a Criminal Behaviour Order that can be attached to a criminal conviction; and a Crime Prevention Injunction that can quickly stop anti-social behaviour before it escalates. In addition, there are proposals to make the informal and out-of-court tools for dealing with anti-social behaviour more rehabilitative and restorative as well as introducing a 'Community Trigger' that gives victims and communities the right to require agencies to deal with persistent anti-social behaviour. The Consultation process closes on 3rd May 2011. It is, therefore, likely that some or all of these measures will, in the future, be included in new legislation. As a result, it is possible that the role of Anti-Social Behaviour teams may change in the future.

The new Corporate Plan for 2011-2014, agreed by Wirral Council Cabinet on 17th March 2010 and due to be referred for adoption by full Council, included the following priority:

"People should feel safe in their own neighbourhoods and we are committed to dealing with issues that could prevent this. Working with Merseyside Police and other partners, we will continue our focus on preventing and tackling anti-social behaviour and reducing the fear of crime to create a safer borough. The 'Wirral's future - be a part of it' consultation identified anti-social behaviour as a key concern to Wirral residents and it is vital that we provide the most effective action possible. This year we will conduct a full review of the Council's and partner organisations' approach, including the implementation of our commitment to community justice in this vital area".

A full review of the Council's approach to anti-social behaviour is, therefore, envisaged. As the Government's consultation on 'More Effective Responses to Anti-Social Behaviour' is due to close in May 2011, conclusions can be expected some time later. As a consequence, it is difficult for the Council to fully review the future role of its Anti-Social Behaviour team until that process is concluded. As a result, the Council's review is due to be complete by December 2011. It has been confirmed that a number of funding streams on which the Anti-Social Behaviour Team relies will cease on 31 March 2011. However, at Council on 1 March 2011 additional funding was made available for the Anti-Social Behaviour Team for twelve months.

The Comprehensive Spending Review of October 2010 announced a new Early Intervention Grant, which is a combination of previous Area Based Grant and Specific Grants. The termination of Area Based Grant and the consequential ending of ring-fenced budgets mean that Local Authorities will have greater flexibility to fund priorities that are set locally, albeit within the constraints on the

national budget. The Early Intervention Grant, funding for which will run from 2011 until 2015 will provide a new funding stream for early intervention and preventative services. The intention is to support a focus on early intervention in the early years and up through the age range, enabling pooling of funding where that enables local authorities and their partners to target disadvantage and achieve better results.

Allied to the direction of the Coalition Government regarding their approach to early intervention in the early years, is the significant quantity of evidence suggesting that early intervention can lead to better outcomes for young people, with a consequential reduction in anti-social behaviour. In December 2010, the Independent Review on Poverty and Life Chances led by Frank Field MP, produced the report 'The Foundation Years: preventing poor children becoming poor adults. That report emphasised that:

"We have found overwhelming evidence that children's life chances are most heavily predicated on their development in the first five years of life. It is family background, parental education, good parenting and the opportunities for learning and development in those crucial years that together matter more to children than money, in determining whether their potential is realised in adult life. The things that matter most are a healthy pregnancy; good maternal mental health; secure bonding with the child; love and responsiveness of parents along with clear boundaries, as well as opportunities for a child's cognitive, language and social and emotional development. Good services matter too: health services, Children's Centres and high quality childcare. Later interventions to help poorly performing children can be effective but, in general, the most effective and cost-effective way to help and support young families is in the earliest years of a child's life".

In July 2010, the Government announced the setting up of an independent commission on early intervention to be chaired by Graham Allen, MP for Nottingham North. A summary of that process is detailed in section 3.2 of this report (Early Intervention: The Evidence Base). An initial report, 'Early Intervention: The Next Steps', setting out the rationale for early intervention, was published on 17th January 2011. A second report, to be published in May 2011, will detail the new funding options needed to resource early intervention. In the context of the Allen report, the term 'Early Intervention' is used to refer to the general approaches, plus specific policies and programmes, which help to give children aged 0 to 3 years, the social and emotional foundation they need to reach their full potential, and to those which help older children become the good parents of tomorrow. The Allen Report makes the case for early intervention as follows:

"Early Intervention enables every baby, child and young person to acquire the social and emotional foundations upon which our success as human beings depends. Most parents give this to their children, and often by instinct and common sense alone, but all of our children deserve nothing less. A child who is rounded, capable and sociable has a great chance in life. Those denied these qualities have a bad start and few of them recover. During their lifetimes they can impose heavy penalties on themselves and generate major costs, financial and social, for their families, local communities and the national economy".

In the 'Early Intervention: The Next Steps' report, Graham Allen comments that:

"There are now two competing cultures: the dominant one – of late intervention – and the growing one – of Early Intervention. It is not an either/or – we must continue to swat the mosquitoes but we can drain the swamp too. The bleak truth is that decades of expensive late intervention have failed. Major social problems have got worse not better: despite heroic frontline efforts tackling the symptoms, their causes often remain unaddressed".

The claims for the impact of early intervention programmes on social, emotional and economic wellbeing are broad. However, there is also specific evidence relevant to anti-social behaviour. As an example, if a young person cannot communicate effectively, they are less likely to be able to find a job or reach their potential in other ways. Likewise, if they are unable to articulate emotionally, which enables them to manage their behaviour, they are more likely to engage in anti-social behaviour.

As a consequence of Cabinet's decision to review the Council's and partner organisations' approach to anti-social behaviour, the balance of this report places emphasis on the provision of early intervention services. With regard to the Council's Early Intervention Grant, the Comprehensive Spending Review of October 2010 announced that the allocation for Wirral's Early Intervention Grant is £15,066,000. However, after adjustments, the budgeted spend on Early Intervention Grant areas in 2011-12, due to additional funding being made available in the Council's budget, will increase the total to £17,873,000. On 3rd February 2011, Wirral Council's Cabinet agreed that the priorities underpinning the commissioning of the Early Intervention Grant should be:

- Sure Start
- Parenting, Behaviour and Family Support
- Services for Disabled Children

The Commissioning process is now underway with new contracts due to commence in July 2011. This report highlights some of the Intervention Programmes currently being provided in Wirral from age 0–19, as well as generic programmes which are due to be provided from July 2011 onwards. However, the programmes are provided not only by Wirral Council but there is also considerable investment by other agencies such as Wirral NHS in the form of, for example, the Healthy Child programme, health visiting and the family nurse partnership. This Commission recognises that working with hard-to-engage families requires a distinct and different skill set to those traditionally employed with the delivery of universal services.

A key conclusion of this Commission is the support for moving further service provision towards early intervention in Wirral, delivered in a timely manner following early identification of the problem. Particular emphasis should be placed on those programmes for which proven evidence exists. This is an important message emphasised in the Graham Allen report on early intervention. As a natural consequence, the balance of spending between early intervention and anti-social behaviour will change, with a greater proportion being targeted at the early years and early intervention. Evidence supporting such an approach can be seen in the investment in the Youth Offending Services Prevention Service which has helped to reduce first time entrants to the Youth Justice System in Wirral by 47% over the last 12 months. This has had a knock-on effect on the number of days needed in the Youth Court which have been reduced by one day per week. As a result, less young people have been made subject to Criminal Orders and less Wirral young people have been sentenced to imprisonment. In turn, this has led to significant savings for all partnership agencies involved. The findings of the second part of the Graham Allen report, regarding funding streams for Early Intervention, due in May 2011, will inform future decision-making regarding funding.

In considering the evidence found during the review, the Commission Members have formulated the recommendations identified on pages 7 and 8.

RECOMMENDATIONS

1. **ADHD (Attention Deficit Hyperactivity Disorder)**

Support NHS partners in reviewing the pathway for the early identification of young people with ADHD (Attention Deficit Hyperactivity Disorder) in order to provide greater support to relevant children and their families.

(Reference Section 4.2, page xx)

2. **Monitoring of the Children's Centre Plan**

The Children's First Strategic Board should continue to monitor and evaluate the delivery of Priority 2 of the Enjoy and Achieve section of the Children and Young People's Plan which includes priorities for Children's Centres. There should be a report on progress to the Children's Trust Board on a six monthly basis.

(Note – Priority 2 is to improve the outcomes for young children or families, especially the most vulnerable, through effective early years support and intervention).

(Reference Section 4.3.1, page xx)

3. **Sure Start Children's Centre Provision in Wirral**

The full complement of the Sure Start Children's Centres in Wirral is warmly welcomed. The strong commitment to all Children's Centres is acknowledged. Whilst universal services are essential to enable early identification and prevention, there should be increased targeting of support to families in most need.

(Reference Section 4.3.1, page xx)

4. **Enhanced Induction Process**

The current induction process should be enhanced to include the need for families with children under five to register when they visit their local Children's Centre.

(Reference Section 3.5.1, page xx)

5. **Family Information website**

The Information Service website for families should be developed as soon as possible and should include a facility for users to make comments on the service they have received. This website should be linked with the TEEN Wirral website and the Children in Care Council website when developed.

(Reference Section 4.3.1, page xx)

6. **Private Sector Nurseries**

Whilst the quality assurance of private sector nurseries and child minders is an Ofsted function, there should be further development of processes to engage with them to raise their awareness of, and contribution to, the Early Intervention Strategy.

(Reference Section 4.3.1, page xx)

7. **Pathway for Children's Speech and Language Service**

The new service model, developed by NHS Wirral, for the provision of the Speech and Language Therapy service is welcomed. Whilst being performance managed by NHS Wirral, a report should be provided to the Council Leader and to the Children's Trust Board, in approximately one year's time, to evaluate the effectiveness and impact of the new provision.

(Reference Section 4.3.2, page xx)

8. **Orrets Meadow Outreach Service**

The Overview and Scrutiny report of January 2010 which focused on Literacy makes two recommendations about Orrets Meadow (dealing with funding and the statementing process) that is subject to a Children and Young People's Department working group and a pilot to review provision. These should be supported.

(Reference Section 4.3.2, page xx)

9. The Anti-Social Behaviour Commission and the Future Task Force Consultation

The findings from this Anti-Social Behaviour Commission should be used as input for the questions being prepared for the 2011 version of the Task Force Consultation.

(Reference Section 5.1, page xx)

10. Restructure of Integrated Youth Support

The review of Youth Services under the Integrated Youth Support restructure, to enable a more efficient and effective use of resources, should be given immediate priority.

(Reference Section 5.1, page xx)

11. The Principle of Early Intervention in Wirral

The emphasis of moving further service provision towards Early Intervention in Wirral is fully supported. A priority for Wirral should continue to be 'Parenting, Behaviour and Family Support'.

(Reference Section 5.2, page xx)

12. The Commissioning Process

The commissioning process should continue to ensure the full involvement of voluntary, faith and community sectors and the private sector in the delivery of services.

(Reference Section 6.1, page xx)

13. Management of the Commissioning Process

The one Joint Commissioning Group established by the Children and Young People's Department should continue to provide a co-ordinating role for the delivery of contracts within the remit of the Children's Trust Board.

(Reference Section 6.1, page xx)

14. Use of proven Early Intervention Programmes

Emphasis should be placed on the use of those Early Intervention Programmes for which proven evidence of success exists.

(Reference Section 6.2, page xx)

15. On-going Evaluation of Early Intervention Programmes

Local evaluation systems should continue to be developed and strengthened to ensure that programmes are delivering expected outcomes.

(Reference Section 6.2, page xx)

16. Review the Council's approach to Anti-Social Behaviour

Cabinet is requested to identify a lead officer to undertake the full review of the Council's and partner organisations' approach to preventing and tackling anti-social behaviour. This review should be conducted as soon as possible after the publication of the outcomes of the government's consultation around the tools and powers to tackle anti-social behaviour. This will include giving regard to:

- delivery against the Community Safety Partnership's Anti-Social Behaviour Strategy (2009-2012);
- the Administration's commitment to community justice.

(Reference Section 7, page xx)

17. Partnership Working with Crime Reduction Partners

Closer working relationships between crime reduction partners and the Children's Services Area Teams should be explored.

(Reference Section 7, page xx)

3. THE NATIONAL CONTEXT

3.1 Government Initiatives

Since taking office in May 2010, the Coalition Government has announced a number of initiatives that have a direct impact on the delivery of services aimed at combating anti-social behaviour as well as the budgets to support such work. The termination of Area Based Grant and the consequential ending of ring-fenced budgets mean that Local Authorities will have greater flexibility to fund priorities that are set locally. The Terms of Reference for this Commission report requested inclusion of “a study on the size and objectives of the under-fives budget” as well as “to review how much money, from different streams of expenditure, the Council puts towards combating anti social behaviour, to examine how this money is spent and to advise the Leader on how this budget might be better spent”.

In May 2010, the Coalition Government published its programme, setting out its priorities. The section on families and children stated, “The Government believes that strong and stable families of all kinds are the bedrock of a strong and stable society”. Key commitments include:

- Taking Sure Start back to its original purpose of early intervention, increasing its focus on the neediest families, and better involving organisations with a track record of supporting families.
- Refocusing funding from Sure Start (Children’s Centres) peripatetic outreach services, and from the Department for Health budget, to pay for 4,200 extra Sure Start health visitors.
- Investigating a new approach to helping families with multiple problems.

Further examples of more recent Government announcements include a Pupil Premium to support disadvantaged children and community-based budgets to allow local areas to pool resources to support families with multiple problems. Recent policy changes at national level provide an opportunity for local authorities and other policy makers to change the way they approach and join up early intervention provision at local level, albeit within the financial constraints that the national budget presents.

In July 2010, the Government announced the setting up of an independent commission on early intervention to be chaired by Graham Allen, MP for Nottingham North. A summary of that process is detailed in section 3.2 of this report (Early Intervention: The Evidence Base).

The Comprehensive Spending Review of October 2010 announced a new Early Intervention Grant, which is a combination of previous Area Based Grant and Specific Grants. The range of activities provided, under the old funding regime, 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.

On 31 March 2011, the specific funding of the programmes outlined above will cease. The Early Intervention Grant, funding for which will run from 2011 until 2015 will provide a new funding stream for early intervention and preventative services. The Department of Education has specifically stated that funding is sufficient to maintain the existing network of Sure Start Children’s Centres. The new grant is not ring-fenced, meaning that local decision-making will determine priorities and commissioning requirements. The intention is to support a focus on early intervention in the early

years and up through the age range, enabling pooling of funding where that enables local authorities and their partners to target disadvantage and achieve better results. The guidance from the Department for Education indicates that the Early Intervention Grant 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.

Further analysis of the Early Intervention Grant is available in Section 3.3.2 ('Wirral's Response to the Early Intervention Grant') of this report.

With respect to combating Anti-Social Behaviour, on 7th February 2011, the Government launched a Consultation document, 'More Effective Responses to Anti-Social Behaviour'. The Consultation process closes on 3rd May 2011. Among the proposals in the document are:

- repealing the ASBO (Anti-Social Behaviour Order) and other court orders and replacing them with two new tools that bring together restrictions on future behaviour and support to address underlying problems. These are a Criminal Behaviour Order that can be attached to a criminal conviction; and a Crime Prevention Injunction that can quickly stop anti-social behaviour before it escalates;
- ensuring there are powerful incentives on perpetrators to stop behaving anti-socially, for example, by making breach of the new orders grounds for eviction from social housing;
- bringing together many of the existing tools for dealing with place-specific anti-social behaviour from persistent litter or noisy neighbours, to street drinking and crack houses, into a Community Protection Order;
- bringing together existing police dispersal powers for anti-social behaviour into a single police power to direct people away from an area for anti-social behaviour;
- making the informal and out-of-court tools for dealing with anti-social behaviour more rehabilitative and restorative
- introducing a 'Community Trigger' that gives victims and communities the right to require agencies to deal with persistent anti-social behaviour.

It is, therefore, likely that some or all of these measures will, in the future, be included in new legislation.

3.2 Early Intervention: The Evidence Base

Allied to the direction of the new Government regarding their approach to early intervention in the early years, is the significant quantity of evidence suggesting that early intervention can lead to better outcomes for young people, with a consequential reduction in Anti-Social Behaviour.

In December 2010, the Independent Review on Poverty and Life Chances led by Frank Field MP, produced the report 'The Foundation Years: preventing poor children becoming poor adults. This report commented:

"We have found overwhelming evidence that children's life chances are most heavily predicated on their development in the first five years of life. It is family background, parental education, good parenting and the opportunities for learning and development in those crucial years that together

matter more to children than money, in determining whether their potential is realised in adult life. The things that matter most are a healthy pregnancy; good maternal mental health; secure bonding with the child; love and responsiveness of parents along with clear boundaries, as well as opportunities for a child's cognitive, language and social and emotional development. Good services matter too: health services, Children's Centres and high quality childcare. Later interventions to help poorly performing children can be effective but, in general, the most effective and cost-effective way to help and support young families is in the earliest years of a child's life".

In the summer of 2010, Graham Allen MP was invited to lead an Independent review on Early Intervention. An initial report, 'Early Intervention: The Next Steps', setting out the rationale for Early Intervention, was published on 17th January 2011. In the context of the Allen report, the term 'Early Intervention' is used to refer to the general approaches, plus specific policies and programmes, which help to give children aged 0 to 3 years, the social and emotional foundation they need to reach their full potential, and to those which help older children become the good parents of tomorrow. A second report, to be published in May 2011, will detail the new funding options needed to resource Early Intervention.

In the 'Early Intervention: The Next Steps' report, the Review team describes 'The Core Message on Early Intervention' as:

"Early Intervention is an approach which offers our country a real opportunity to make lasting improvements in the lives of our children, to forestall many persistent social problems and end their transmission from one generation to the next, and to make long-term savings in public spending. It covers a range of tried and tested policies for the first three years of children's lives to give them the essential social and emotional security they need for the rest of their lives. It also includes a range of well-established policies for when they are older which leave children ready to face the challenges of each stage of childhood and of passage into adulthood – especially the challenge of becoming good parents to their own children.

In spite of its merits, which have achieved increasing recognition by national and local government and the voluntary sector, the provision of successful evidence-based Early Intervention programmes remains persistently patchy and dogged by institutional and financial obstacles. In consequence, there remains an overwhelming bias in favour of existing policies of late intervention at a time when social problems are well-entrenched – even though these policies are known to be expensive and of limited success. Strong leadership by all political parties is required to overcome this bias and achieve a cultural shift to Early Intervention. A move to successful Early Intervention requires new thinking about the relationship between central government and local providers. It also needs authoritative evidence about which forms of Early Intervention are most successful, and about their impact".

In the 'Early Intervention: The Next Steps' report, Graham Allen comments that:

"There are now two competing cultures: the dominant one – of late intervention – and the growing one – of Early Intervention. It is not an either/or – we must continue to swat the mosquitoes but we can drain the swamp too. The bleak truth is that decades of expensive late intervention have failed. Major social problems have got worse not better: despite heroic frontline efforts tackling the symptoms, their causes often remain unaddressed".

It is generally accepted that the countries of Scandinavia consistently lead international comparisons in terms of child welfare and general well-being. Recognising the value of prevention and early intervention programmes, in the last 20-30 years, these countries have increased investment in such funding streams.

Much academic literature clearly demonstrates that adverse childhood experiences can have a detrimental influence on a number of outcomes. The California Adverse Childhood Experiences Study was one of the largest investigations ever on links between childhood maltreatment and later life health and well-being. As many as 17,000 participants had comprehensive physical examinations and provided detailed information on childhood abuse, neglect and family dysfunction. The study found that adults who had adverse childhoods showed higher levels of violence and anti-social behaviour, adult mental health problems, school underperformance and lower IQs, economic underperformance and poor physical health. These led to high expenditure on health support, social welfare, justice and prisons; and lower wealth creation.

The claims for the impact of early intervention programmes on social, emotional and economic wellbeing are broad. However, there is also specific evidence relevant to anti-social behaviour. The Allen report quotes a recent authoritative study of boys assessed by nurses at age 3 as being 'at risk', which found that they had two and a half times as many criminal convictions as the group deemed not to be at risk at age 21. Moreover, in the 'at-risk' group, 55 per cent of the convictions were for violent offences, compared to 18 per cent for those who were deemed not to be at risk.

In four decades of research into the origins of violent behaviour, Professor Richard Tremblay of the University of Montreal has found solid evidence that the most aggressive and violent adolescents did not become more violent in their adolescent years; they were already very violent at age 6. In fact, comparisons at age 3 show they had much higher levels of violence than other children of the same age, and maintained that higher level of violence for the next 10-15 years: at age 2½ years the 17% most aggressive toddlers are already 10 times more aggressive than the 32% least aggressive.

Not surprisingly, one of the primary recommendations of the Allen Report, 'Early Intervention: The Next Steps' is that a greater proportion of any new public and private expenditure be spent on proven Early Intervention policies, with great emphasis on the word "new".

4 WIRRAL – THE CURRENT SITUATION

4.1 The Incidence of Anti-Social Behaviour in Wirral

Levels of anti-social behaviour in the borough are measured through incidents reported to the Police (PI1701). All callers are asked to indicate whether the incident involves children/young people. This process, therefore, provides an indication of numbers involved. However, there will inevitably be occasions whereby the individuals involved are aged 18 or over but reported as minors. In addition, such incidents are based on the perception of the incident by the caller and, therefore, on occasions, there may not be any actual engagement in anti-social behaviour. The Community Safety Partnership's 2009 Strategic Assessment attempted to gauge the proportion of anti-social behaviour relating to 'youths'. Between September 2008 and August 2009, of the 13,672 reported incidents, 5,781 (42%) were referred to as involving "youth", "teen" or "kid".

Challenge & Support is a multi-agency process, coordinated by the Council's Anti-Social Behaviour Team, to deal with children and young people engaged in, or at risk of engaging in, anti-social behaviour. A range of agencies make referrals into the process which sees a twin-track approach of both 'challenge' (enforcement) and 'support' (to tackle the underlying causes of the behaviour) taken. A snapshot taken as at September 2010, shows a total of 206 children / young people in the Challenge & Support process.

Many crimes amount to or include behaviour that constitutes anti-social behaviour. Crimes recorded by the police are quality assured and provide a better indication of the proportion relating to young people (aged 10 or over). The Community Safety Partnership's 2009 Strategic Assessment shows that 10–20 year olds are responsible for 55 per cent of criminal damage offences, a reliable proxy for anti-social behaviour. An analysis of all crime by four year cohorts shows that 10–22 year olds are responsible for 42% of all crime.

In 2007/8 reports of anti-social behaviour reduced by 17%; that is 3,793 fewer incidents (compared with 2006/7). 2008/9 saw anti-social behaviour reduce by 16%; 2,890 fewer incidents (compared with 2007/8). 2009/10 saw a 9% reduction in incidents (compared with 2008/9); 1,399 fewer incidents (see figure 1 below).

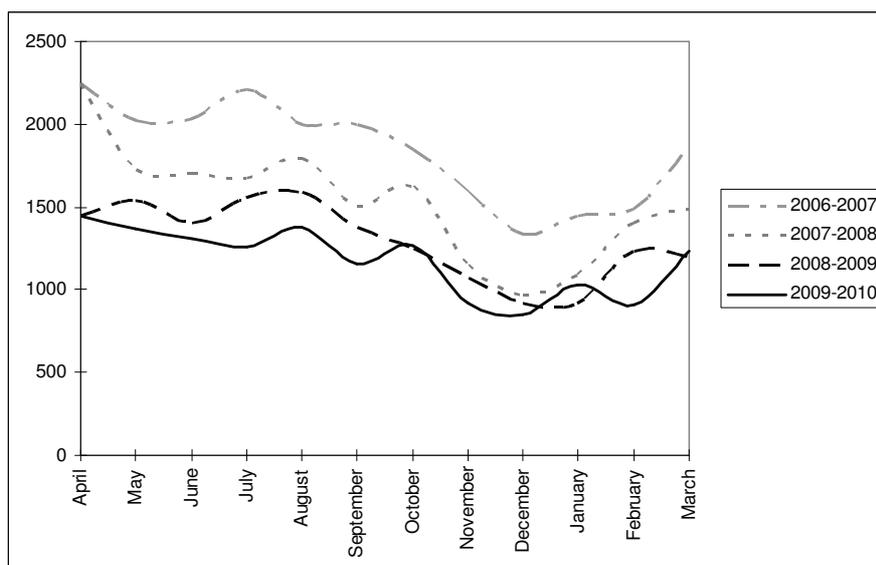


Figure 1: Four year comparison of all anti-social behaviour calls to the police (Wirral Basic Command Unit) 2006-2010 (Note - these figures include adults and young people)

Results of the Place Based Survey published in June 2009, showed that 18.7% of those people surveyed in Wirral considered anti-social behaviour to be a problem in their area. Wirral's performance was better in this perception indicator (NI 17) than the averages for other Merseyside Community Safety Partnerships, Metropolitan areas, North-West region and England respectively. In July 2010, it was announced that the government was removing the requirement for reporting National Indicators related to the Place Based Survey, including NI 17.

Whilst incidents of anti-social behaviour reported to the police are subject to national recording standards (National Standard of Incident Reporting), the use of this data to set purely quantitative targets and compare across areas has not been recommended by the Home Office. There are, therefore, no national comparators for incidents of anti-social behaviour across England and Wales. Anti-social behaviour is subjective and the quantity and/or severity can be biased by the tolerance of those reporting it. Similarly, an area with higher levels of public confidence and trust may be more likely to report incidents.

The Home Office has commissioned a review of the collection and publication of crime statistics with the aim of increasing public confidence in the statistics. The 'invitation to comment' period closed on 10 March 2011 and the review is due to report at the end of April 2011, after which it is intended to run a public consultation on its recommendations. Changes are expected to be implemented from April 2012. The Social Landlords Crime & Nuisance Group (the leading national organisation specialising in delivering effective solutions to tackling anti-social behaviour; a key part of its work being focused on influencing national policy and practice) is advocating that anti-social behaviour data should be included within the publication of crime data, in order that the picture presented to the public is more complete.

4.2 Combating Anti-Social Behaviour in Wirral – Current Resources

The budget of the Anti-Social Behaviour team moved to Children and Young People's Department in April 2010 and now forms part of the newly created Integrated Youth Support Service. The total resources of the Wirral Anti-Social Behaviour (ASB) Team in 2010/11 are £967,513. Of this total, Wirral Council allocated £190,500 to tackling anti-social behaviour; this constitutes the ASB Team's core budget. The balance of the resources £777,013 comes from service level agreements and other grant funding (Appendices 1 and 2). Of the core budget, £157,600 is staffing costs, £10,000 is assigned primarily for evidence gathering and witness support activity and £22,500 is for departmental charges. The staffing structure is shown in Appendix 3 and further detail on the staffing and activity costs is outlined below.

It has been confirmed that a number of funding streams which finance the Anti-Social Behaviour Team will cease on 31 March 2011. These include Housing Market Renewal Initiative, Working Neighbourhoods and District Activity Fund (totalling £102,760). A number of others have been incorporated into the Early Intervention Grant which is currently in the process of being commissioned; these include Think Family, Challenge & Support, Respect and Youth Crime Action Plan (£147,500). These have been extended for three months in the interim providing a contribution of £36,900 for 2011/12 budget.

At Council on 1 March 2011, a further £290,000 was agreed for the Anti-Social Behaviour Team for twelve months. In addition, provisional agreement has been given by the Community Safety Partnership to an allocation of £54,000 for 2011/12. It is also anticipated that the Contracts with

registered providers Leasowe Community Homes and Beechwood & Ballantyne Community Housing Association will continue into 2011/12.

Staffing costs: Enforcement Officer (Private Sector)

The equivalent of one Officer is assigned to deal with cases in the private sector requiring enforcement action amongst owner-occupied and private rented properties. The Team on average receives one new complaint of anti-social behaviour (in the private sector) every day. Complaints relate primarily to harassment, intimidation and youth causing annoyance, followed by noise, verbal abuse and damage to property as the main types reported.

Complaints of anti-social behaviour in the private sector are taken directly from the public through the 'It's Your Call' service (operated through the Council's Call Centre and One Stop Shops). A filter procedure is in operation to assess the most appropriate cases for further action. Only those complainants who complete Incident Diaries (written logs) are contacted further and only the most serious are selected for further action. Activity in this area is resource defined and the service lacks capacity to be responsive to demand.

Staffing costs: Enforcement Officer (Challenge & Support)

In September 2008 Wirral was one of 52 areas nationally selected to implement Challenge & Support; a multi-agency process for dealing with children and young people (aged up to 19 years) engaged in, or at risk of engaging in, anti-social behaviour. This process sees the Wirral split into three geographical areas (Respect Panels) with any agency or service able to refer children and young people using the Common Assessment Framework (CAF). Both challenge/enforcement and support/intervention are coordinated by the ASB Team, with an Enforcement Officer coordinating each Respect Panel in addition to their enforcement duties (albeit carrying a smaller caseload). The process has been supported through the secondment to the Team of two additional police constables to act, amongst other things, as a key link between the ASB Team and police neighbourhoods.

Core funding is used to fund one of the three Enforcement Officers responsible for coordinating the challenge and support process. The remaining two officers are funded through time-limited funding which is due to expire on 31 March 2011.

Wirral's Challenge & Support process was selected as one of eight areas as part of a national evaluation due to its "innovative approach". Since the launch of this early intervention programme, over five hundred young people have been referred contributing to the reduction of incidents of ASB and criminal damage and the number of first-time entrants into the criminal justice system.

Staffing costs: Contributions to other posts

Core funding also contributes to the salaries of the ASB Team's Manager, Enforcement Coordinator and Administrative Officer. These are all permanent posts and the remainder is met through contracts with Registered Providers of social housing. The largest of these contracts (Wirral Partnership Homes) ended on 30 September 2010 leaving a net short-fall of £97,026 this financial year.

Activity costs

Core funding has been assigned to the enforcement activity outlined above to provide for evidence gathering and intensive support to witnesses. The operating budget for the anti-social behaviour service (through the Anti-Social Behaviour Team) is, however, funded through income from contracts and time-limited funding. These income sources provide for the procurement of equipment, tools and materials; specialist equipment; repairs and maintenance of vehicles; printing; mileage; specialist

training; documentation; postage and publicising outcomes, in addition to the evidence gathering and witness support activity of other officers within the Team.

Wirral Family Intervention Project (FIP)

Family Intervention Projects (FIPs) provide intensive support to families with multiple social, economic, health and behaviour problems. Wirral Family Intervention Project was created in October 2007 and brings together the assertive delivery of support services with sanctions and possible enforcement action to increase a family's motivation to change their behaviour. Action for Children (formerly NCH) has been commissioned to deliver this service throughout this time. This funding (£147,000) is part of the Think Family Grant. The Family Intervention Project employs a Manager, one Senior Project Worker, nine Project Workers and two part-time Administrative Workers to deal with a total of 60 families. These staff are employed by Action for Children. Additional support services are also being commissioned through the funding provided by the Department of Health (£19,000).

In September 2009, the FIP extended its service to focus upon youth crime; funded through the Youth Crime Action Plan (£209,800). The approach is the same for the anti-social behaviour element, however, the referral criteria is different, requiring that at least one child within the household is aged between 0-10 years and that the family has a history of both alcohol/substance misuse and domestic violence. The youth crime element can work with up to 30 families at any one time.

In November 2009, social housing providers (Registered Providers) were invited by the former Department for Children, Schools & Families to bid for resources from a Challenge Fund to identify and provide support directly to families experiencing, or causing, problems within their local community. This could be used to extend existing Family Intervention Projects and a successful application saw the allocation of £40,000 to Wirral Family Intervention Project matched in part by Wirral Partnership Homes (£27,500). This enabled the appointment of two further full-time Project Workers who are based in a Wirral Partnership Homes' housing office and allows for up to 12 families to be worked with at any one time within the social landlord's anti-social behaviour hot spot areas.

ADHD (Attention Deficit Hyperactivity Disorder)

Local evidence suggests a significant correlation between the diagnosis of ADHD (Attention Deficit Hyperactivity Disorder) and the possible entry into the Youth Justice System. As of February 2011, a current caseload of approximately 125 cases included 36 young people who had received a formal diagnosis for ADHD / learning disabilities. There is, therefore, a strong case to ensure that potential ADHD is identified and supported early.

RECOMMENDATION 1: Support NHS partners in reviewing the pathway for the early identification of young people with ADHD (Attention Deficit Hyperactivity Disorder) in order to provide greater support to relevant children and their families.

4.3 Current Intervention Programmes (2010/11)

This section of the report highlights some of the Intervention Programmes currently being provided in Wirral. Some of those described in detail are those giving rise to further recommendations.

4.3.1 Sure Start / Children's Centres

The majority of the Early Years budget in Wirral is allocated to Sure Start / Children's centres. This area is, therefore, key to Early Years provision in the borough. The Sure Start Support Team ensures effective delivery of programmes of work relating to statutory demands for children 0–5 years, as defined in the Childcare Act 2006 and confirmed through subsequent legislation. This would include:-

- activity relating to under 5s in early education and care
- the quality of the childcare workforce
- quality improvement strategy
- advice and guidance to new and existing providers of service
- sufficiency of childcare
- provision of information for parents/carers and other agencies.

The Children First Strategic Board was established in 2007 as an oversight Board specifically for activity for the under 5s. Membership is taken from partner agencies including Health, Social Care, the Voluntary Sector, Local Authority departments, schools, parents and Jobcentre Plus. The Chair of this Board is the Head of Branch, Learning and Achievement, a role which enables the work of the Board to be shared with members of the Children's Trust and the Enjoy and Achieve Strategy Group.

Funding for the under-fives budget areas is provided in Appendix 4. The objectives of each of the areas are provided below. The Sure Start Early Years and Childcare Grant, which applies until the end of March 2011 (before being replaced by the Early Intervention Grant), should support the duties set out in the Childcare Act 2006 as amended by the Apprenticeships, Skills, Children and Learning Act 2009. Local authorities and their partners in health services and Jobcentre Plus are required to:

- Improve outcomes and narrow gaps at age five through access to high quality integrated early years provision. Wirral has an upward trend in outcomes and continues to narrow the gap between the lowest 20% and the rest;
- Provide and maintain access to sufficient children's centres and ensure they each have an advisory board;
- Ensure there is sufficient childcare available for parents who want to work and train, including an expanded and, where possible, more flexible free offer for three and four year olds; a specific focus in terms of childcare sufficiency is on families living in disadvantaged areas and parents of children with a disability.
- Provide a comprehensive information service for families, making available any information parents and carers might need to support their children up to the age of 20.

The key priorities and challenges which the Sure Start Early Years and Childcare Grant has supported in 2010-11 include:-

- Delivering a Sure Start Children's Centre for every community in 2010 (national target for at least 3,500 centres by March 2010). A key aim is to ensure that the Children's Centres achieve value for money and a fair distribution of resources to support services for all children under five while concentrating the greatest level of resource to meet the needs of the most disadvantaged families. Currently, there are 16 designated centres with a range of delivery points. The full core offer includes support for:-
 - Childcare
 - Family support
 - Health services
 - Employment advice from Jobcentre Plus
 - The local authority's information, advice and assistance service.

- Continuing to fill the gaps between demand and supply identified in the Childcare Sufficiency Assessment. The aim is to secure, as far as reasonably practicable, sufficient childcare for working parents of children up to the age of 14 (17 for disabled children).
- Delivering a high quality information service for local families, parents and carers which helps maintain the national Family Information Directory. This statutory duty came into force in April 2008, and applies to all working parents, and parents preparing for work with a requirement to pay particular attention to the needs of lower income parents and those who have disabled children. The duty also feeds directly into efforts to promote the take up of formal childcare (including both the free early education entitlement and paid for childcare supported through tax credits), in particular amongst lower income families.
- Focusing sharply on continuing to raise the standard of early learning and care provision by excellent delivery of the Early Years Foundation Stage, to secure a strong foundation for children's learning and development throughout other key stages. Providing strong performance management of early years settings across the PVI (Private, Voluntary and Independent) and maintained sectors, the Quality Improvement Strategy is having a positive impact on the provision.
- Delivering a reduction in the achievement gap between the lowest achieving children and the rest, in the context of securing better results for all 5 year olds.
- Continuing to professionalise the early years workforce by encouraging investment in, and equal access to, staff qualifications, particularly in the PVI sector and for childminders. Priorities for the Children's Centres workforce, such as leadership and outreach, necessary for providing integrated services, should also be met.
- Early education of disadvantaged 0–2 year olds
This programme supports the access to childcare for two year olds with a high level of need. Nationally, the first level of eligibility criteria relates to benefit dependency with Local Authorities able to set a second level of criteria to determine access to this service. The allocated level of funding enables around 142 two year olds with the highest level of need to access 10 hours per week of high quality childcare, with parents / carers signposted to family support and other appropriate services offered through their local Children's Centre. However, this area of work is considered to be a high priority and, therefore, the nominal allocation in the overall budget that could be used for family support will be allocated to fund an additional 32 places for two year olds up until the end of March 2011. Family support work will be absorbed within the core activity of local Children's Centres. A body of evidence has been gathered through case studies and evaluation to demonstrate the impact of this initiative. Local evidence includes a report, 'A Review of the Assessment Criteria and Short term Impact of Free Early Learning and Childcare Offer for Two Year Olds in Wirral', produced by Helen Richards of Chester University.
- The Communication Language and Literacy Development and 'Every Child a Talker' allocation is to provide consultant support and allocations to settings in the lowest 20% nationally defined Index of Multiple Deprivation (IMD) Lower Super Output Areas. Each Local Authority is required to set statutory early year's targets to:
 - a) Raise the standards of the overall results of all children at the end of the Foundation Stage
 - b) Narrow the gap between the 20% lowest achievers and the rest.

Both targets have been achieved for 2010 and results are showing an upward trend.

In addition, the Nursery Education Grant (funded from within the Schools Budget) provides funding for 15 hours' free childcare for three to five year olds in nursery schools, nursery classes and the private, voluntary and independent sector. Local Authorities are required to introduce a single funding formula from April 2011 for provision for three and four year olds and from September 2010 to extend the early years entitlement to 15 hours and make it more flexible for parents. This extended offer has been available from September 2009 for children in the lowest 25% disadvantaged areas. Alongside this work, there is additional consultation and development underway to assess the capacity of school and other providers to deliver the extended offer of 15 hours as flexibly as possible to meet parental demand.

RECOMMENDATION 2: The Children's First Strategic Board should continue to monitor and evaluate the delivery of Priority 2 of the Enjoy and Achieve section of the Children and Young People's Plan which includes priorities for Children's Centres. There should be a report on progress to the Children's Trust Board on a six monthly basis.
(Note – Priority 2 is to improve the outcomes for young children or families, especially the most vulnerable, through effective early years support and intervention).

RECOMMENDATION 3: The full complement of Sure Start Children's Centres in Wirral is warmly welcomed. The strong commitment to all Children's Centres is acknowledged. Whilst universal services are essential to enable early identification and prevention, there should be increased targeting of support to families in most need.

RECOMMENDATION 4: The current induction process should be enhanced to include the need for families with children under five to register when they visit their local Children's Centre.

RECOMMENDATION 5: The Information Service website for families should be developed as soon as possible and should include a facility for users to make comments on the service they have received. This website should be linked with the TEEN Wirral website and the Children in Care council website when developed.

RECOMMENDATION 6: Whilst the quality assurance of private sector nurseries and child minders is an Ofsted function, there should be further development of processes to engage with them to raise their awareness of, and contribution to, the Early Intervention Strategy.

4.3.2 Speech, Language and Communication

The Bercow Report, 'A Review of Services for Children and Young People (0-19) with Speech, Language and Communication Needs', produced in July 2008 stated:

"Early intervention means making a prompt intervention to support the child and family. In addressing speech, language and communication needs, there is strong clinical opinion about the value of early intervention and the danger of its absence. If a child receives the right help early on, he or she has a better chance of tackling problems, communicating well and making progress. If a child does not benefit from early intervention, there are multiple risks – of lower educational attainment, of behavioural problems, of emotional and psychological difficulties, of poorer employment prospects, challenges to mental health and, in some cases, of a descent into criminality."

Speech and Language Therapy

Wirral Council's Scrutiny Review of Literacy Levels at Key Stage 2, which reported in January 2010, found that a number of officers, head teachers and governors raised the issue of the role of the Speech and Language Therapy Service. There was a repeated request for the service to be available in the school setting rather than in "remote" clinics.

During that Review, a head teacher argued that:

"The availability of speech and language therapists in schools would be preferable. When children visit a clinic they are in a false environment where the sessions are contrived. The service would be far better if the sessions were provided in the school. In addition, a large number of appointments are not kept".

The Scrutiny Review found that the service as it was then organised was not as accessible to disadvantaged and vulnerable groups as it could be; 'universal services' were clinic based, and required the parent/carer to 'opt in' to the service. This often resulted in parents who did not understand the system (and who may be those with language and literacy problems themselves) not opting in, not being able to get to the clinic, having to take a child out of school for an appointment, or not perceiving that any benefit was to be gained from accessing the service for their child. As a result, there were reports of a significant number of missed appointments.

Therefore, the Scrutiny Panel Members suggested that a service review should, in particular, assess the accessibility and benefits accruing from the service as well as the experience of clients. Following the conclusions of the scrutiny review, and to meet the specific recommendations for the Bercow Report for Speech and Language Therapy services, NHS Wirral have commissioned a redesigned Speech & Language Therapy service, consulting with parents of children referred to the service and members of the 'Better Communication' multi-agency group. The resulting new service model, due to be implemented from April 2011, addresses the issues raised in the review plus additional issues raised by parents during the consultation:

Early identification of problems:

- All infants are included in a neonatal hearing screening programme to identify primary hearing loss. This programme has consistently achieved 100% coverage since its inception;
- As part of the universal delivery of the Healthy Child Programme led by Wirral's Health Visiting Service, all babies and young children are offered reviews of their health and development, with specific attention paid to speech and language development at 9-12 months and 2-2 ½ years of age. This has an uptake of 95%, and resulted in a rise in the number of referrals to the SLT service at 2-2 ½ years.

More accessible service:

- A more flexible and responsive referral system, with a choice of venues for appointments offered to parents wherever possible, and closer communication with the 'Lead Professional' coordinating the child's care;
- Choice of venue should be guided by three principles: care provided as close to home (or school) as possible, the quality of the environment for the therapy to take place, and the efficient use of the therapist time;
- Regular audit of service uptake, with non attendance for appointments being notified to the referrer (or Lead Professional) with multi agency planning if required to ensure children receive the care that they need;

Improved benefit from the service

- Providing high quality, outcome focused therapy, using evidence based approaches;
- Sharing the expected outcomes from therapy with parents both verbally and in writing, and sharing this with other professionals involved in the child's care (with the parents consent);
- Regularly reviewing progress towards goals with parents, with changes in therapeutic approach discussed and agreed with parents, and shared with other key professionals;
- Auditing outcomes from therapy and responding to issues identified by the audit, both for individual children and for the service generally;

Better experience for parents and children

- Use of CAF (Common Assessment Framework) and TAC ('Team around the Child') models of care, reducing the need for parents to 'tell their story' repeatedly to different professionals and better multi-agency coordination of care;
- Parents explicitly involved in setting goals and outcomes for therapy;
- Creating a balance between convenience of venue for the family, the quality of the environment for therapy and efficient use of the therapist's time;

The new service model, to be provided by Wirral Community NHS Trust, will be performance managed by NHS Wirral, with a range of both quantitative and qualitative performance indicators.

RECOMMENDATION 7: The new service model, developed by NHS Wirral, for the provision of the Speech and Language Therapy service is welcomed. Whilst being performance managed by NHS Wirral, a report should be provided to the Council Leader and to the Children's Trust Board, in approximately one year's time, to evaluate the effectiveness and impact of the new provision.

Reading Recovery

Reading Recovery is an early intervention tutoring programme for pupils aged six and seven who are experiencing difficulty in their early reading instruction. The programme provides the lowest-achieving readers (lowest 20 per cent) with supplemental tutoring in addition to their normal reading classes. Pupils participating in Reading Recovery receive daily 20 minute one-to-one lessons for 12–20 weeks with a specially trained teacher. The lessons include assessment, reading known stories, reading a story that was read once the day before, writing a story, working with a cut-up sentence, and reading a new book. Reading Recovery is a key plank of 'Every Child a Reader'.

The Reading Recovery programme was first introduced to Wirral in 1993 and has been employed by a significant number of primary schools in the borough. Although regarded as expensive to operate, anecdotal evidence suggests that results from the programme are very strong.

Orrets Meadow

Wirral Council's Scrutiny Review of Literacy Levels at Key Stage 2, which reported in January 2010, included comments on the statementing process and the role of Orrets Meadow Special School. When children are assessed as requiring Special Educational Needs (SEN), school based provision of School Action and School Action Plus is available. School Action could include further assessment, additional teaching materials or a different way of teaching. If a child is deemed not to have made adequate progress during School Action, School Action Plus enables a school to seek outside advice from the Local Authority's support services or from health and social work professionals.

If a child's needs cannot be met through School Action Plus, the Local Authority may consider the need for a statutory assessment. Following the assessment, the Local Authority may decide to make a Statement of Special Educational Needs setting out the child's needs in detail. However, beyond the statementing process, there are a considerable number of children who are viewed by their school as requiring additional support.

Concerns were raised during the Scrutiny Review regarding the statementing process. Some head teachers expressed frustration regarding the speed and lack of flexibility of the process. As an example, of those children who are admitted into Orrets Meadow, the majority arrive in Year 5 and some in Year 6. Some of these children arrive at the school with a reading age as low as 4.3 years. By the time of admission, the child has often become frightened, frustrated and their self-esteem has been damaged.

While it is accepted that many children are supported through the interventions at their 'primary' school, culminating in Wave 3, the quicker identification of children with significant problems would be beneficial to child and school alike. In general, quicker access to outside agencies to support children where Wave 3 intervention highlights specific learning difficulties (for example, speech therapy, educational psychologist, or any other agencies) would be beneficial. Responses from schools provided evidence that access to services at Orrets Meadow is not as available as some schools would wish.

The responses from the school's questionnaire undertaken by the Literacy Level Scrutiny Review also highlighted a desire from a number of schools for greater access to Orrets Meadow Outreach Services. There is a perception that the ability of a child to access these services is dependent upon the address of that child and the budget of his or her school. Two of the recommendations which were included in Wirral Council's Scrutiny Review of Literacy Levels at Key Stage 2 were:

- a) "A review of the statementing process should take place with a view to the system becoming more flexible and quicker, whilst maintaining integrity. There is a need to identify children at a younger age. Consideration should be given to the development of guidelines which would enable children to be allocated places at Orrets Meadow without having to go through the full statementing process"
- b) "The funding arrangements for the Orrets Meadow Outreach Services should be reviewed to ensure consistent opportunity of provision to every child in need".

RECOMMENDATION 8: The Overview and Scrutiny report of January 2010 which focused on Literacy makes two recommendations about Orrets Meadow (dealing with funding and the statementing process) that is subject to a Children and Young People's Department working group and a pilot to review provision. These should be supported.

4.3.3 Other Current Intervention Programmes

Family Nurse Partnership

The Family Nurse Partnership (FNP) is an evidence-based intensive programme for vulnerable first-time teenage mothers and their families. The programme provides intensive visits by nurses during a woman's pregnancy and the first two years after birth. The goal is to promote the child's development and provide support and instructive parenting skills to the parents. It is a structured antenatal and

infancy home visiting programme delivered by nurses to the most disadvantaged children and families, which has shown to:

- Improve pregnancy outcomes
- Improve child health, development and future school achievement
- Improve parent's economic self-sufficiency

The Nurse Family Partnership (as it is known in the United States) has consistently delivered positive economic returns over 30 years of rigorous research. The programme, delivered in England since 2007, is voluntary and in the first wave of test sites in England has been taken up by 87% of the families who have been offered it. After promising early findings (though substantial site variability was observed), the programme is now being tested across England. In Wirral, local delivery is an integral part of the Health Visiting Service to deliver the Healthy Child Programme for pregnancy and the first five years. The Wirral team started to recruit young parents in February 2010, and the programme will run until March 2013. As at 1st November 2010, 98 clients had enrolled on the programme.

Multi Systemic Therapy (MST)

Multi-Systemic Therapy (MST) was developed to provide scientifically validated, cost-effective, community-based treatment for young people aged 10 to 17 with serious behaviour disorders who are at high risk of out-of-home placement. MST is an intervention for young people that focuses on improving the family's capacity to overcome the known causes of delinquency. Its goals are to promote parents' ability to monitor and discipline their children and replace deviant peer relationships with pro-social friendships. Trained MST therapists have a caseload of four to six families and the intervention typically lasts between three and six months. MST uses the strengths in each young person's social network to promote positive change in his or her behaviour. The overriding purpose of MST is to help parents deal effectively with their child's behavioural problems; help them cope with family, peer, school and neighbourhood problems; and reduce or eliminate the need for out-of-home placements. To empower families, MST also addresses identified barriers to effective parenting (for example, parental drug abuse, parental mental health problems) and helps family members build an indigenous social support network involving friends, extended family and neighbourhoods.

The first randomised controlled trial of MST in the UK was run by the Brandon Centre in partnership with Camden and Haringey Youth Offending Services. The Brandon Centre has estimated the unit cost of MST per family as being approximately £6-7,000 per family. The benefit-to-cost ratio of MST has been estimated at around 2.5:1, with benefits including reductions of 25-70% in long-term rates of re-arrest. In the United States, models have shown that every \$1 spent on MST today can be expected to return between \$12.40 to \$28.33 to taxpayers and crime victims in the years ahead. In Wirral, the use of MST was introduced in November 2009. Since that time, 23 referrals commenced the programme.

Alcohol Misuse

Between September 2009 and August 2010 there were a total of 15,532 criminal offences recorded on Wirral, 2,045 of which the Police Officer reporting stated were alcohol related. This represents 13% of reported crime. This is an increase in the number of alcohol related crimes of 4% over the last 12 months and contrasts with the trend of the previous five years during which, year on year, reductions in alcohol related crimes have been achieved.

During the period September 2009 to August 2010, the level of anti social behaviour fell by 7.5%, compared to the same period the previous year. However, the number of alcohol related anti-social behaviour incidents was 3,109 which represent 23% of all anti-social behaviour incidents reported on

Wirral. The number of youth related anti-social behaviour incidents was 5,781 which is 42% of all anti-social behaviour incidents. Analysis shows that 20% of youths causing anti-social behaviour were under the influence of alcohol.

The current Wirral Alcohol Harm Reduction Strategy was launched in 2007 to cover a period up to and including 2010. The three priorities of the existing strategy (2007-10) are:

- Young People's Alcohol Misuse
- Alcohol Related Identification and Treatment
- Alcohol Crime, Disorder and Communities

The implementation of the overall strategy is coordinated by Wirral DAAT (Drug and Alcohol Action Team) in conjunction with a number of key partners in a multi-agency collaboration. However, with specific regard to the delivery of the element relating to young people, the Children and Young People Department of Wirral Borough Council plays a major strategic role. Key to the strategy is a recognition that long-term success is likely to rely on both a reduction in the supply of alcohol to young people as well as a decrease in the demand for alcohol among some young people by changing their behaviour patterns. A third aspect of the Action Plan is an understanding of the need to tackle some of the negative outcomes that arise from alcohol consumption among young people.

Within the context of Wirral, it also important to note that 'Tackle alcohol harm' is a Priority for Improvement in the Council's Corporate Plan for 2010/11. Multi-agency working is a cornerstone on which the delivery of the Wirral Alcohol Harm Reduction Strategy is built.

A first draft of Wirral's second Alcohol Harm Reduction Strategy has been written and circulated for further comments from partners within the DAAT network. However, it is clear that success in reducing the negative impact of alcohol on crime and anti-social behaviour will require the continued level of joint agency working within the following partnerships:-

- Community Safety Partnership
- Drugs & Alcohol Action Team
- Integrated Youth Support

Other Programmes

In addition, the Local Authority and other partners are funding a range of other Intervention Programmes that are shown in Appendix 5. This appendix describes the schemes, the target age range, the impact and the cost benefit of the interventions.

5 WIRRAL – LOOKING TOWARDS THE FUTURE

5.1 'Wirral's Future' Consultation and the Task Forces

The Council's consultation programme 'Wirral's Future: Be a part of it' was initiated by Cabinet on 24th June 2010. One of the four Task Forces established as part of the consultation programme to review service priorities and delivery around four distinct themes that correspond with the Council's corporate objectives concentrated on Children and Young People's Services.

One question asked during the Consultation process was "The Council provides some community safety services such as Anti-Social Behaviour and Drug and Alcohol prevention. The Task Force suggests that services are reviewed to make sure they provide value for money. Do you agree?" 85.8% of respondents agreed. The results of the Task Force reported that "Generally, the key trend which emerged highlighted that there is a major public interest issue in tackling anti-social behaviour and drug and alcohol misuse but also ensuring there is an emphasis on ensuring these services are efficient and provide value for money".

Other key points that emerged from the analysis were:

- Reviewing spend in these areas should not mean removing spend. These are important issues which should be tackled;
- Concerns around whether a 'review' would be cost-effective;
- Specific praise for the work of the Response service and a concern that any review should build upon the work already being done.

Therefore, the Task Force recommended to Cabinet to "Review its community safety provision to ensure it is cost effective and demonstrates added value to police services". As a result, the Cabinet resolution, agreed on 9th December, included the following statement: "Cabinet instructs the Director of Law, HR and Asset Management to restructure the Community Patrol service and introduce a broader enforcement role for officers".

The Cabinet resolution of 9th December, responding to the Task Force report, also included the following:

"This Administration places the highest importance upon protecting Wirral's children and young people from harm, and ensuring that vulnerable children and families are supported. We welcome the Task Force recommendations that support must continue to be provided at an early stage in order to reduce costly demand for services in the future at the same time as improving outcomes for children".

It is, therefore, clear that the Council Administration places a priority on provision which should focus on early intervention supporting vulnerable children. At the same time, efficiencies in service provision should be obtained, while greater involvement of the voluntary and community sector is expected.

In particular, attention is drawn to Question C4, in the Task Force consultation which asked: "The earlier the Council acts to help vulnerable children, the better the chances those children have. This also saves money in the future as it is more expensive to support children whose problems have not been addressed at an early stage. How can the Council involve communities more to identify problems and support families who need help?" There were 1762 free text responses to this question.

The Task Force reported that respondents tended to support increased involvement from communities in identifying problems and supporting families who need help. Many respondents commented on the

need to do this through working with schools, Children's Centres, community workers, the Police and the voluntary, community and faith sector.

Suggestions from respondents included:

- Increasing outreach activity in local communities to work directly with children and families and make sure that they are accessing the right services and support;
- Alongside this, increased promotion of local Children's Centre activities to attract harder to reach families;
- Targeted use of skilled professionals and practitioners in schools and homes ('super nanny' service).

A key theme for respondents was about improving information and access to services. Suggestions included introducing a referral service for local people to suggest families in need of support and increasing the use of local people as volunteers by Council services. Respondents commented on the need to encourage families to access services in non-threatening environments where they feel safe and listened to.

Some respondents felt that the Council needs to go further in reviewing services, particularly children's social care and preventative services, to ensure that children and families are supported. There were some comments from respondents who felt that the responsibility for identifying problems does not lie with communities but solely with the Council and, more particularly, with professionals and specialists. Another key theme for respondents was about the Council and others providing targeted support to ensure that parents and carers have the skills to be able to support children's development.

RECOMMENDATION 9: The findings from this Anti-Social Behaviour Commission should be used as input for the questions being prepared for the 2011 version of the Task Force Consultation.

A further factor in determining the shape of future service delivery in Wirral is the impact of the Early Voluntary Retirement (EVR) process undertaken by the Council in the autumn of 2010, allied to the impact of the Comprehensive Spending Review and the resulting Council Budget for 2011/12. A full departmental restructuring is evolving. The development of a new Council Corporate Plan for Wirral particularly the section on 'Your Family' and the development of Wirral's Child Poverty strategy and Implementation Plan provide an opportunity to establish a coherent policy which places early intervention at its core. This strategy should encompass all relevant partners. There is also an opportunity within the Corporate Plan for Wirral to review the effectiveness of its Anti-Social Behaviour Strategy.

RECOMMENDATION 10: The review of Youth Services under the Integrated Youth Support restructures, to enable a more efficient and effective use of resources, should be given immediate priority.

Work had already commenced, through the Wirral Health and Local Government Group, on developing a joint health / local authority response to the following:

- Early identification of need and risk
- Developing effective multi-agency early intervention in the early years
- Developing joint commissioning of early years services

This work was identified because of its potential to both improve outcome and life chances for disadvantaged children and reduce the later costs of service provision required for those with poor

outcomes. There is strong evidence of the crucial importance of the antenatal period and the first two years of life in the determination of future outcomes and life chances. The focus is to ensure that high quality universal services provide an effective level of support and care to all families from early in pregnancy until children reach their fifth birthday, with pathways in place to proactively identify children at risk of poor outcomes, or likely to require continuing specialist or additional care as early as possible. A range of effective interventions to mitigate or reduce the risk of poor outcomes should be available. As a result, each child should be enabled to achieve an optimum level of health and wellbeing with associated improved school readiness at age five.

5.2 Wirral’s Response to the Early Intervention Grant

The Comprehensive Spending Review of October 2010 announced the new Early Intervention Grant. In 2011-12 the allocation for Wirral’s Early Intervention Grant is £15,066,000. However, after adjustments, the budgeted spend on Early Intervention Grant areas in 2011-12, due to additional funding being made available in the Council’s budget, will increase the total to £17,873,000.

On 3rd February 2011, Wirral Council’s Cabinet agreed that the priorities underpinning the commissioning of the Early Intervention Grant should be:

- Sure Start
- Parenting, Behaviour and Family Support
- Services for Disabled Children

Early Intervention Grant funded initiatives will be framed by the following aspects:

- Early intervention: to intervene to stop the problem developing.
- Early prevention: acting proactively to ensure that problems do not arise in the first place.
- Early identification: identifying problems early or identifying the risk of problems early.
- Personalisation: the provision of greater personalised support.

In Wirral, the Early Intervention Grant will be used to drive service delivery to ensure that there is no duplication or gap in services.

The budget areas agreed by Council for 2011/12 are set out in the table below:

	£000s
Connexions	2,712
Children’s Fund	1,341
Think Family	596
Positive Activities for Young People	598
Youth Opportunity Fund	306
Teenage Pregnancy	150
Youth Crime Action Plan	190
Substance Misuse	14
Respect	40
Challenge and Support	75
Foundation Learning	133
Sure Start Children’s Centres	10,044
Social Care Workforce Training	133
Aim High for Disabled Children	1,541
TOTAL	17,873

Source: ‘Early Intervention Grant’ Report, Council Excellence Overview & Scrutiny Committee, 16th March 2011

RECOMMENDATION 11: The emphasis of moving further service provision towards Early Intervention in Wirral is fully supported. A priority for Wirral should continue to be ‘Parenting, Behaviour and Family Support’.

6 COMMISSIONING OF PRIORITY PROGRAMMES FOR WIRRAL

6.1 The Commissioning Process

The new Early Intervention Grant (EIG) will not be ring-fenced and has brought into sharp focus the need to move from buying discrete services to strategic commissioning. The Children's Trust Board will continue to have a key role within the commissioning framework. To support the Children's Trust Board in its decision-making, the Interim Director of Children's Services led the establishment of a new Children's Trust Joint Commissioning Group in December 2010. The key aims of the group include providing support in identifying effective use of resources in delivering local priorities. It is expected that it will identify issues around governance, resources and policies e.g. inconsistencies, overlaps, gaps and good practice.

A concern persists regarding the ability for one commissioning group to oversee the delivery of all contracts within the remit of the Children's Trust Board due to the Public Health White Paper proposing that commissioning for 0-5s will not be part of the Local Authority's remit. It is the view of this Commission that it would be most beneficial for all commissioning in this area to be under the direction of a single group.

RECOMMENDATION 12: The commissioning process should continue to ensure the full involvement of voluntary, faith and community sectors and the private sector in the delivery of services.

RECOMMENDATION 13: The one Joint Commissioning Group established by the Children and Young People Department should continue to provide a coordinating role for the delivery of contracts within the remit of Children's Trust Board.

As stated earlier, new contracts will be commissioned from June 2011. The generic interventions which impact on anti-social behavioural issues include:

6.2 Priority Programmes for Wirral

The following non-specific programmes support the anti-social behaviour agenda:

6.2.1 Parenting and Compromised Parenting – Priority Programmes

Services will provide for vulnerable children, young people and adults to secure better outcomes for children by identifying families at risk of poor outcomes by:

- providing support at the earliest opportunity
- strengthening the ability of family members to provide care and support to each other

This will be done through open access and targeted parenting programmes and one-to-one support to help parents develop their skills and confidence in managing children's behaviour. It is anticipated that all services can potentially be delivered Wirral-wide whilst reflecting patterns of need and risk within the community.

6.2.1.1 Early Intervention Home Visiting – Age Range 0-5

The service will support families with children under the age of five years and will offer flexible support in the home for families in need of targeted support. This will include evenings and weekends when required. The service will offer support on a wide range of subjects, including housing, debt management, parenting, child behaviour, healthy lifestyles, including sexual health and child development.

6.2.1.2 Targeted Family Support – Age Range 5 – 19

Targeted family support services will use a model which has been subject to a formal evaluation approach. These services will be provided either on a one-to-one basis through a dedicated key worker or in a group setting and will be required to work within the CAF (Common Assessment Framework) / ‘Team around the Child’ framework. A particular focus for this service area will be accessible provision in the evenings, and the inclusion of parents who are less likely to engage, with reference to fathers, parents with mental health problems, parents with learning difficulties/disabilities, teenage parents/to be and domestic violence.

A range of specific service areas will include:

- (i) Evidenced Based Parenting Programmes/Groups – (Targeted at 5-13 / 13-19 age groups)
The service will provide one or more of the following evidence based parenting programmes such as Triple P Teens, Family Links, Incredible Years, Strengthening Families Strengthening Communities, and Strengthening Families 10-14. This is to help improve parenting skills through increasing the accessibility of evidence based parenting programmes for children and young people at risk of negative outcomes.

This service will be focused on the inclusion of parents who are less likely to engage, with specific needs identified and with reference to fathers, parents with mental health problems, parents with learning difficulties/disabilities, teenage parents/to be and domestic violence.
- (ii) Intensive Family Support
Using a model which has been subject to a formal evaluation approach (for example, Family Intervention Project or equivalent) this service will provide intensive support to vulnerable families and in particular those facing legal actions, evictions or who are affected by longstanding worklessness and poverty. Referral routes may include the anti-social behaviour team, youth offending service, social landlords, social care and so on.
- (iii) Home Visiting
The service will support families across a broad age range (5-19) working within the CAF (Common Assessment Framework) / ‘Team around the Child’ framework and will offer flexible support through home visiting. This will include evenings and weekends, providing links with key partners particularly area teams, youth offending service, schools and community groups.
- (iv) Domestic Violence Support
This service will support children aged 5-13 and young people, including young parents/parents to be aged 16-18 who have been affected by, or victims of domestic violence. The long term preventative aim is to break the cycle of domestic violence with shorter term aims to enable children and young parents/parents to be to develop their own behaviour management/strategies. A significant aim is to provide clear exit strategies for the children, young people and families including supporting them to develop healthy relationships within supportive social networks.

(v) **Black and Minority Ethnic Families Support**

The service is primarily intended to assist black and minority ethnic children with a particular focus upon children who are experiencing the negative effects of social isolation, family stress and racial harassment. Families are encouraged and supported to make more effective links with the other agencies that provide services to meet their specific needs. The service also works with the parents/carers of the referred children engaging them in activities to encourage better communication between parent and child, strengthening family relationships and developing skills and support networks.

6.2.2 Behaviour in Children, Young People and Families – Priority Programmes

The aim is to provide exciting and stimulating youth support services that will challenge and inspire the young people of Wirral and present them with innovative opportunities to develop their potential. Activities will provide young people, including those who are vulnerable and at risk, with diversionary activities and engage them in a Youth Offer which contributes to their personal development.

Engaging young people aged 13-19 in positive activities will be a priority. It is expected that any programmes will be complementary to the other commissioned activities aimed at providing appropriate support to children, families and young people. Funded by the Early Intervention Grant, activities will be provided in the evenings and at week-ends and in school holidays.

Specific activities / interventions will include the following Service Areas:

- (i) **Risk Taking Behaviour (Crime / Anti-Social behaviour / Substance Misuse / Risk of entering the Judicial System) (Age 8–19)**
Young people will be encouraged to engage in positive behaviour and achieve in school, employment or training. Young people will be targeted who engage in risk-taking behaviour which is evident in substance misuse, sexual activity and anti social behaviour and youth crime. An early intervention approach will be adopted to provide activities which engage young people before they progress to a level whereby they will require intensive support.
- (ii) **Workshops (Risk Taking Behaviour / Substance Misuse) (Age 13–19)**
Workshops will be provided as part of the early preventative agenda to develop in young people an awareness of the consequences of risk-taking behaviour while also developing resilience and protective behaviours.
- (iii) **Diversionary Activities (Age 13–19)**
The aim is to provide Big Nights such as Discos or Band Nights, Youth Arts activities and other diversionary activities such as the Duke of Edinburgh Award, and other sporting opportunities.
- (iv) **Advice / Guidance / Support Services (Age 13-19)**
The aim of this service is to provide information and advice to young people. This will be provided on a one-to-one basis, with the expectation that young people will be provided with the appropriate support and referred to more targeted support where necessary. This may involve supporting young people in issues such as homelessness, sexual health, substance misuse, school attendance, family breakdown.

To conclude this section on Commissioning, it is important to recognise the importance of employing evidence-based solutions. The Graham Allen Report, 'Early Intervention: The Next Steps' stresses this issue in two recommendations:

“I recommend that future expansion of Early Intervention programmes should favour those which combine strong evidence bases with impact on crucial stages in the development of social and emotional bedrock in children, and that the present national network of Children’s Centres should use such approaches, including evidence-based evaluation systems, to identify and meet the needs of vulnerable children and families”. (G Allen, Recommendation 13)

followed by:

“I recommend that a greater proportion of any new public and private expenditure be spent on proven Early Intervention policies rather than on unproven ones”. (G Allen, Recommendation 19)

RECOMMENDATION 14: Emphasis should be placed on the use of those Early Intervention Programmes for which proven evidence of success exists.

RECOMMENDATION 15: Local evaluation systems should continue to be developed and strengthened to ensure that programmes are delivering expected outcomes.

7. COMBATING ANTI-SOCIAL BEHAVIOUR: FUTURE PRIORITIES

The breadth of work to prevent and tackle anti-social behaviour across the borough is set out in Wirral Community Safety Partnership's Anti-Social Behaviour Strategy (2009-2012). This sets out a range of activity across five themes undertaken by the Council and Police and a variety of partners that impacts upon levels of anti-social behaviour. The Strategy is available as a separate pdf file. These themes also reflect the range of the Anti-Social Behaviour Team's work:

- improving awareness, perceptions and confidence;
- prevention and diversion;
- enforcement;
- resettlement; rehabilitation and targeted youth support;
- protecting and supporting victims and communities.

An Action Plan accompanies the Strategy which sets out thirty-four objectives. These objectives are the basis of a comprehensive programme of activity, a framework for action, to which all the partners are committed. Since publication, progress against the Action Plan, which is available as a separate pdf file, is updated through the Council's website.

The immediate future of the Anti-Social Behaviour Team is guided by the Cabinet resolution of 9th December 2010, which included:

“Conduct a full review of the Council's and partner organisations' approach to preventing and tackling anti-social behaviour”.

RECOMMENDATION 16: Cabinet is requested to identify a lead officer to undertake the full review of the Council's and partner organisations' approach to preventing and tackling anti-social behavior. This review should be conducted as soon as possible after the publication of the outcomes of the government's consultation around the tools and powers to tackle anti-social behavior. This will include giving regard to:
Delivery against the Community Safety Partnership's Anti-Social Behaviour Strategy (2009-2012);
The Administration's commitment to community justice.

The Government Consultation document, 'More Effective Responses to Anti-Social Behaviour' raises the prospect of greater emphasis being placed, in the future, on making the informal and out-of-court tools for dealing with anti-social behaviour more rehabilitative and restorative. This approach includes ensuring that community and restorative solutions can be used to address community issues outside the formal Criminal Justice System, hopefully giving victims a more immediate and proportionate response, as well as saving time and money. The Home Office is also keen to ensure that out-of-court disposals for young people include swift, restorative sanctions with real consequences for non-compliance, as well as encouraging parents to take more responsibility for their children's behaviour.

The Government also aims to develop innovative new ways of getting communities more involved in the Criminal Justice System, particularly through Neighbourhood Justice Panels, which would see community members and practitioners working together to decide how to deal with perpetrators of anti-social behaviour and low level crime. This is already happening in a number of localities in the country, including Sheffield, Chard in Somerset and Salford where community panels are helping local agencies decide the terms of Acceptable Behaviour Agreements with perpetrators.

The increasing emphasis on partnership working, partly to counter the impact of reduced budgets in the public sector, will also feature in future service delivery. An interesting proposal has been announced in February 2011 by the Greater Manchester Police Chief Constable, Peter Fahy, who has suggested that police officers could work with social workers in neighbourhood centres in order to tackle "chaotic" families. This proposal will build on existing partnership working, as well as provide opportunities for budget savings. The scheme would result in staff being moved out of police stations and into offices with council workers and could help reduce anti-social behaviour by working with families before they are involved in more serious offences. It is estimated that no more than 1,000 families out of Greater Manchester's three million population are responsible for taking up most of his officers' time. Indeed, in a wider context in Wirral, it is a concept that could be widened to include other groups of staff who are involved with combating anti-social behaviour. Peter Fahy commented that:

"There's a big imperative now for us to work closer together with other agencies. At present there's good relations and good partnerships, but I want to go a stage further and actually join up formally. We're all finding that certain chaotic families are taking up our resources and the figures are just staggering".

As part of the Safer Schools Partnership, Merseyside Police currently has seven schools officers embedded within nine secondary schools and one primary that support the schools in the delivery of ASB and crime prevention messages. They also deliver key messages in terms of personal safety and good citizenship. A key role of the officers is breaking down barriers between uniformed services and young people and increasing feelings of safety within schools.

RECOMMENDATION 17: Closer working relationships between crime reduction partners and the Children's Services Area Teams should be explored.

This report was produced by the Anti-Social Behaviour Commission

Appendix 1: Wirral Anti-Social Behaviour Team Funding (all sources) – 2010 / 11

	2010/11 (£)
EXPENDITURE	
Employees	710,255
Running costs (including activity)	234,358
Support costs	22,900
	967,513
INCOME	
Council Funded	190,500
Area Based Grant:	
Safer Stronger Communities ¹ (Community Safety Partnership)	28,483
Youth Taskforce (RESPECT – Enforcement Assistant post and witness support)	40,000
Other grants:	
Youth Crime Action Plan (contribution to Youth Respect Team posts)	20,000
Merseyside Police - Basic Command Unit funding ² (Community Safety Partnership)	106,754
Housing Market Renewal Initiative (Enforcement Officer & Youth Respect Worker posts) ³	50,000
Think Family (Respect Parenting Practitioner)	50,000
Youth Taskforce (Challenge & Support)	37,500
Working Neighbourhoods (contribution to Senior Youth Worker post)	33,000
District Activity Fund (for Sportsmobile; includes salaries of Instructors in Sports Development Unit)	19,760
Contracts for ASB services:	
Wirral Partnership Homes ⁴	290,458
Leasowe Community Homes	43,553
Beechwood & Ballantyne Community Housing Association	29,205
Other:	
Scottish Power (1 Jan 2010–31 Dec 2010 - contribution to Criminal Damage Reduction Officer post)	10,000
Advertising on Respect Bus	1,800
'You Decide' (Area Forums – for additional deployments of Youth Respect Team/Sportsmobile)	16,500
	967,513

¹ Includes contribution to salary costs of Community Development Officer (currently on honorarium to Prevention Co-ordinator post) (£13,483) and uplift (£15,000).

² Includes salary costs for an Enforcement Officer (Challenge & Support) (£36,490); contributions to salaries for Senior Youth Worker (£7,464), Education Social Worker (£19,500) and Youth Respect Team (£5,300) and interventions including diversionary activity (£20,000), mediation (£8,000) and deployment of the Community Mobile Police Station (£10,000).

³ Reduced to this amount in July 2010.

⁴ To cease from 30 September 2010.

Appendix 2: Wirral Anti-Social Behaviour Funding

Wirral Anti-Social Behaviour Team Council Funding

	SOURCE	2010/11 (£)
Employees		
Enforcement Officer (Private Sector)		36,282
Enforcement Officer (Challenge & Support)		36,282
Contributions to other posts (including Manager, Enforcement Co-ordinator & Administrative Officer)		85,036
Activity ⁵		10,000
Departmental charges		22,900
		190,500

Wirral Family Intervention Project Funding

	SOURCE	2010/11 (£)
Anti-social behaviour (Think Family Grant) ⁶		147,000
Youth crime (Youth Crime Action Plan) ⁷		209,800
Underspend (5%) carried over: Youth crime (Youth Crime Action Plan) ⁸		7,500
Social housing (Challenge Fund)		40,000
Wirral Partnership Homes		27,500
Health professional (Department of Health)		19,000
		450,800

⁵ Evidence gathering and witness support. The Anti-Social Behaviour Team's operating budget (i.e. for equipment, tools & materials; specialist equipment; evidence gathering; witness support; repairs and maintenance of vehicles; printing; mileage; specialist training; documentation; postages; publicising outcomes; etc.) is found from other time limited funding streams.

⁶ Ringfence recently removed from this funding.

⁷ Ringfence recently removed from this funding.

⁸ Ringfence recently removed from this funding.

Appendix 4: Overview of Early Years Funding 2010/11

SURESTART EARLY YEARS AND CHILDCARE GANTS		Budget Allocations
Main Revenue Expenditure Headings		£
Sure Start Children's Centres	Staffing, overheads and service delivery	7,950,950
Childcare Sufficiency and Access	Childminder networks, FIS, Childcare new places sustainability and special projects	897,448
Early Years Outcomes, Quality and Inclusion	SEN, EYFS Training, Workforce development, Performance Management	958,811
Graduate Leader Fund	Graduates in PVI full daycare settings and CPD	465,250
Every Child a Talker	Speaking and listening support for setting	112,460
Disabled Children's Access to Childcare (participating authorities only)	Increasing capacity, inclusion and improving quality of childcare	89,362
2 Year Old Offer Early Learning and Childcare	Up to 15 hours free childcare for most disadvantaged 2 year olds	336,706
Total expenditure on SSEYCG Revenue Blocks		10,810,987

AHDC REVENUE BLOCK		
Aiming High for Disabled Children Expenditure Headings		
Short Break Services	Time limited funding to March 2011	1,615,700
Transition Support Programme		25,000
Total expenditure on AHDC Revenue		1,640,700

DEDICATED SCHOOLS GRANT		
Nursery school, nursery class Private, Voluntary and Independent providers	15 hours free childcare for 3 and 4 year olds	9,441,700

CAPITAL BLOCK		CAPITAL BLOCK
Children's Centre's	To complete Phase 3 centres and maintenance	863,469
Quality and Access	To improve the quality of the learning environment and early years settings to support delivery of EYFS with particular emphasis on improving play an physical activities & ICT	1,238,960
Short Breaks		588,500

TOTAL Capital and Revenue		24,584,316
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Appendix 5: Funding of Additional Intervention Programmes 0 -19

Service and Provider	Age Group (0-5, 5-13, 13-19, cross cutting)	Budget £ 2010/2011 & Timescale	Description of service	Sector	Impact (results of any Pre and Post evaluation)	Cost benefit of service to society if organisation had not intervened
0-19 SERVICES						
Parenting and Family Support						
Catholic Children's Society Family Support Service	0-5 Family Groups 5-16 Parenting Groups and Home Visiting	£308,650 funded to 31 st March 2011	This organisation provides a portfolio of different services: peer support in groups, targeted individualized support, training, parenting structured programmes, home visiting, and family groups.	Voluntary sector (VCF) No of Staff 9 5.4 FTE's (Full Time Equivalent)	93% improved relationships within the family 98% positive changes in family situations 96% reported a reduction in risk taking behaviour	£28,440 – low level intervention £142,983 – high level intervention
Zero Centre - Leapfrog Programme for children and young people	5-11 leapfrog programme 11-16 Youth Programme	£80,117 funded to 31 st March 2011	Support for children who have experienced domestic abuse and display behaviour which causes concerns. This organisation will help them to have the skill in order to resolve conflict. It also provides emotional support for women who have also been victims. This service provides two programmes a) The Leapfrog Programme for 0-11 yrs olds and b) the youth programme for 11 to 16 yr olds	VCF No of Staff 7 2.3 FTE's	85% of children and young people show a willingness to talk about their experiences of domestic abuse 100% confirmed and demonstrated that they had gained skills in staying safe 60% children demonstrated a marked improvement in their behaviour 95% reported improved mother child relationship 80% felt more confident	Awaiting information
Homestart		£192,354 funded to 31 st March 2011	This service is a Home Visiting service and is targeted at Parents with a child under 5 who needs extra support. It provides a service to families at the earliest opportunity to prevent difficulties from escalating into crises, and crisis from developing into family breakdown.	VCF No of Staff 8 6.9 FTE's	62% Parents confidence improved and they experience better relationships with their children 76% Previously hard to engage parents and children access mainstream provision and participate in health screening programmes 54% Improved relationships with a parent/s who had their own problems; i.e. depression, lack of confidence, etc leading to improved well being for the child	£81,084– low level intervention £301,607- high level intervention

Service and Provider	Age Group (0-5, 5-13, 13-19, cross cutting)	Budget £ 2010/2011 & Timescale	Description of service	Sector	Impact (results of any Pre and Post evaluation)	Cost benefit of service to society if organisation had not intervened
Family Support for Black and minority ethnic families Wirral Multi-cultural centre	0-16	£32,000 funded to 31 st March 2011	Individual support for families who are isolated and unable or unwilling to access other services. Works closely with Hate Crime Forum	VCF No of Staff 2 1.5 FTE	48% Parents and children enjoy wider circles of acquaintance and supporting networks, reducing the need for statutory intervention 88% of families at level 2 of the continuum of need no longer need support 10% of families referred moved from level 3 to level 2 2% of families referred moved from level 4 to level 3 66% more mothers breastfeeding to 6-8 weeks 86% Parents self reported they feel more confident 77% had better relationships with their children/family 87% have and understanding of what is expected of them as a parent 100% know how to report racial incidents at school	Awaiting Information
PSS Wirral Young Carers	8-16	£125,163 funded to 31 st March 2011	Support for children and young people who have a caring role within the family	VCF No of Staff 6 3.2 FTE	52% of young people reported a reduction in isolation 19% were helped to access other services	£1,070 £186,521
Home school support Complex Social and Communication Team	5-21	£63,751 funded to 31 st March 2011	Funding is for two home school support workers as part of the Complex Needs multi-disciplinary team for children with Autism and other Social and Communication needs	Statutory sector No of Staff 2 FTE's	50% parents/carers were more confident in their behavioural management of their children 83% felt less isolated and understood better the Autistic Spectrum condition	£43,273.00 – low level intervention £109,263.00 - high level intervention
			Funding is for delivery of the YISP		94% who were engaged reported no	£22,144 – low level intervention

Service and Provider	Age Group (0-5, 5-13, 13-19, cross cutting)	Budget £ 2010/2011 & Timescale	Description of service	Sector	Impact (results of any Pre and Post evaluation)	Cost benefit of service to society if organisation had not intervened
Youth Offending Service – Risk of Offending and Targeted Parenting Work	8-17	£404,093 Funded to 31 st March 2011	(Youth Inclusion Support Panel) and JYIP (Junior Youth Inclusion Project). It also delivers Evidence Based Parenting programmes such as Strengthening Families 10 -14 and Strengthening Families and Strengthening Communities.	Statutory sector No of Staff 10 10 FTE's	recorded involvement in Anti Social Behaviour 92% showed a reduction in Risk Levels 49% reported and improvement in behaviour 79% improved home relationship	£172,917- high level intervention
THINK FAMILY SERVICES Family Intervention Project (Action for Children has been commissioned to deliver this programme)	0-19	£456,000 funded to 31 st March 2011	There are 4 different target areas to this funding <ul style="list-style-type: none"> • Anti social behaviour (147k) • Youth Crime Action Plan (210k) • Social Housing (80k) • Health Practitioner (19k) 	VCF No of Staff 12 12 FTE's	64% reduced bad behaviour, truancy and exclusion at school 70% of families had a successful intervention 83% reduction in complaints of ASB of families who were previously engaged 49% improvement in the use of harmful substances 35% quality of family life enhanced 35% improved educational achievement 85% families sustaining their tenancy	£94,393 – low level intervention £612,372- high level intervention
Parenting Early Intervention Project (PEIP)	0-19	£133,000 funded to 31 st March 2011	Deliver Triple P evidence based parenting programme one to one and in group settings This is the newest programme from the Think Family Grant which has 3 workers funded and began delivering in March 2010. The programme is targeted at 8-13 year olds who are at risk of poor outcomes and the delivery model is	Statutory sector No of Staff 3 3 FTE's	This programme has the following outcomes: Local Targets Improving parents' mental well-being Improving parenting skills	£10,006 – low level intervention £176,002- high level intervention

Service and Provider	Age Group (0-5, 5-13, 13-19, cross cutting)	Budget £ 2010/2011 & Timescale	Description of service	Sector	Impact (results of any Pre and Post evaluation)	Cost benefit of service to society if organisation had not intervened
Parenting Expert	0-19	£50,000 funded to 31 st March 2011	supporting parents through the use of evidence based parenting programmes. In April 2010 19 practitioners were trained in the Evidence Based Parenting Programme Triple P. 17 are now accredited. The practitioners are from across the CYPD workforce and VCS.	Statutory sector No of Staff 1 1FTE	And able to manage the behaviour of their children better Better relationship with their children Key messages from National Evaluation of PEIP PEIP has been successful in rolling out evidence based parenting programmes on a national Levels of emotional well being improved Reduction in parental laxness and over-reactivity Parents reported lower but still substantial improvements in their children's behaviour. For example, the percentage of children with serious behavioural problems reduced from 56% to 38%	
			This post supports the Parenting Commissioner to develop the wider parenting agenda and the Think Family Reform		Scoping of parenting and family support services Sign posting referrals and promoting partnership working Mapping questionnaire initiated On line mapping completed Coordinating workforce with Free offer of parenting opportunities Coordinated top up training of Nurturing Programme Co delivered Nurture programme in Wallasey	Please note this is a strategic role and does not deliver at the front line so it inappropriate to use the calculator to predict savings

Service and Provider	Age Group (0-5, 5-13, 13-19, cross cutting)	Budget £ 2010/2011 & Timescale	Description of service	Sector	Impact (results of any Pre and Post evaluation)	Cost benefit of service to society if organisation had not intervened
Respect Parenting Practitioner (Anti Social Behaviour Team)	0-19	£50,000 funded to 31 st March 2011	This post was established as part of the anti social behaviour team	Statutory sector No of Staff 1 1 FTE	Represents Parenting on strategic Groups Line Manages PEIP Coordinator Designed and delivered Parenting materials for Core Induction training for One Children's Workforce Coordinated Think Family Conference Coordinated District information sharing events Co-deliver training to new Parent Support Advisors	The worker has been absent on long term sickness. Parenting aspects have been picked up by the Parenting Expert and the PEIP Programme
Engagement, Involvement and Advocacy – Wired	4-19	£313,979	This service provides the following services as part of the commission <ul style="list-style-type: none"> • Parent Partnership – to support Parents with children who have a learning disability mediating with schools • Choice advisor – support parents with information at the main transition point in their children's lives • Children and young peoples advocate • Pupil advocate • Children/parent/carer involvement 	No of staff FTE	100% of young people were supported to achieve this outcome as this is the core underpinning of advocacy involvement. 41% of the young people had support from an advocate at TAC/CIN meetings to express their feelings and wishes and to help ensure they feel more able to be involved and fully participate in decisions that impact their lives. 100% of young people who access the service are supported to make informed choices know and understand their rights, and to understand the implications of decisions they make.	

Service and Provider	Age Group (0-5, 5-13, 13-19, cross cutting)	Budget £ 2010/2011 & Timescale	Description of service	Sector	Impact (results of any Pre and Post evaluation)	Cost benefit of service to society if organisation had not intervened
Sport & Recreation Sports Development Unit Positive Futures	13-19 year olds	£40,000 funded to 31 st March 2011	Positive Futures helps young people from deprived communities steer clear of crime, drug and alcohol misuse and move forward in their lives. Based within the Sports Development Unit, the project works with young people's interests to give them an insight and self-belief into what they can achieve. Sport is the hook engaging both individuals and groups in activities ranging from football and Boxercise through to outdoor pursuits.	Public Sector 1 FTE Number of casual sports coaches	Every Child Matters outcomes Gold Flag rated national project PF 12 - Gained employment 27 - Improved Health and well-being 24 - Improved their confidence 21 - Improved relationships 14 - Improved their self-esteem 63 - Qualifications gained PAYP 39 - enrolled on a drug treatment programme 24 - Improved their confidence 15 - Improved health and well-being DAAT 100% increase in number of young people provided with health and fitness advice 100% in number of young people provided with a health and fitness programme 100% increase in the number of young people reporting a reduction or stabilising their substance misuse.	
		£14,500 funded to March 31 st 2011 by Wirral DAAT	Positive Futures sessions operate at most leisure centres including The Oval, Wirral Tennis and Sports Centre and in 'hotspot' locations using the Sportsmobile.			
		PAYP extended to June 2011	Selected to Pilot the Big Society's 'National Citizen's Service' on Wirral with five other partners including the IYS Scheme enhanced to deliver PAYP outcomes to June 2011			

Service and Provider	Age Group (0-5, 5-13, 13-19, cross cutting)	Budget £ 2010/2011 & Timescale	Description of service	Sector	Impact (results of any Pre and Post evaluation)	Cost benefit of service to society if organisation had not intervened
Youth Sports Nights	8-17 year olds	No funding currently allocated. Current debit balance Annual cost £21,361	Youth Sports Nights engage young people in sport and physical activity, specifically on Friday and Saturday evenings. This provision now extends to other nights in partnership with community groups. The evening sports activities are aimed at young people, aged 8 – 17 years and run by a range of qualified instructors.	Public Sector 0.5 FTE Number of casual sports coaches	Staying safe from ASB YSN 1254 - individual young people on the YSN register 6330 – attendances to YSN activities	
You Decide – Youth Sports Nights	8-17 year olds	Variable each year. Currently £50,964 to March 2011, rolling over to 2012	Through funding available from Wirral's Area Forums, the Sports Development team is commissioned to deliver additional youth sports nights and appoint community sports development officers to designated areas of Wirral. As part of the project, Sports Development Officers offer advice and guidance and assist with applications for sports funding and accessing sports related courses.	Partnership of Public with community & voluntary sectors 2.0 FTE with responsibilities for a number of areas Number of casual sports coaches	Staying safe from ASB Achieving personal and social development Gaining volunteering and employment opportunities Developing self confidence and successfully dealing with life's challenges Engaging in law abiding and positive behaviour outside of school. Young people positively involved in their own areas Community cohesion Currently in its third year of operation You Decide - YSN 821 - individual young people on the You Decide - YSN register 2479 – attendances to You Decide-YSN activities	

Service and Provider	Age Group (0-5, 5-13, 13-19, cross cutting)	Budget £ 2010/2011 & Timescale	Description of service	Sector	Impact (results of any Pre and Post evaluation)	Cost benefit of service to society if organisation had not intervened
Youth Sports Activity Nights for Girls	Girls aged 14 years and over	To December 2010 £14,00 activities	Youth Sports activity nights for girls engage those aged 14 years and over in sport and physical activity. In consultation with girls activities such as dance, Boxercise and trampolines have proved most popular.	Public Sector 0.5 FTE and a number of casual sports instructors	YSANG 370 - individual young people on the YSANG register 1016 – attendances to YSANG activities	

Appendix 6 References

Public Documents used by the Anti-Social Behaviour Commission included:

Wirral Reports

‘Reducing Inequalities by using Evidence Based Programmes to Improve Outcomes for Vulnerable Groups – The Family Nurse Partnership Programme’, Wirral NHS, October 2006

‘Wirral Teenage Pregnancy Strategic Priority Action Plan 2009-2011’, published 20th August 2009

‘Scrutiny Review of Literacy Levels at Key Stage 2’ Wirral Borough Council, January 2010

‘Wirral CAMHS in Children’s Centres (CHiCC) Service, Wirral NHS, February 2010

‘The Family Nurse Partnership Programme Pilot for Wirral’, Wirral NHS, September 2010

‘Wirral’s Future: Be a part of it’: Task Force Options and recommendations’, Report to Cabinet, Wirral Borough Council, 9th December 2010

‘Budget Projections 2011-15’, Report to Cabinet, Wirral Borough Council, 9th December 2010

‘Provisional Local Government Financial Settlement’, Report to Cabinet, Wirral Borough Council, 13th January 2011

‘Annual Commissioning Report 2010-11’, Wirral Children’s Trust Board, 18th January 2011

‘Early Intervention Grant and Commissioning’, Wirral Children’s Trust Board, 18th January 2011

‘Wirral Sure Start Service Provision’, Children and Young People Overview and Scrutiny Committee, Wirral Borough Council, 26th January 2011

‘Early Intervention Grant’ Report to Cabinet, Wirral Borough Council, 3rd February 2011

‘Priorities and Milestones 2011-12’, Learning and Achievement Branch, Children and Young People’s Department, Wirral Borough Council, February 2011

‘The Impact of Alcohol on Community Safety’, Sustainable Communities Overview and Scrutiny Committee, Wirral Borough Council, 10th March 2011

‘Early Intervention Grant 2011-12’, Council Excellence Overview and Scrutiny Committee, Wirral Borough Council, 16th March 2011

National Documents

‘Healthy Lives, Brighter Futures – The Strategy for Children and Young People’s Health’, Department of Health, February 2009

‘Healthy Child Programme – Pregnancy and the first five years of life’, Department of Health, October 2009

‘Grasping the Nettle: Early Intervention for Children, Families and Communities’ C4EO (Centre for Excellence and Outcomes), October 2010

‘Early Intervention: The Next Steps’, An Independent Report to Her Majesty’s Government by Graham Allen MP, January 2011

‘More effective responses to anti-social behaviour – a consultation’, Home Office, published February 2011

‘Early Years – The Emerging Vision for Government Policy on 0-5s’ Department of Education, March 2011

Other Documents

‘A Review of the Assessment Criteria and Short term Impact of Free Early Learning and Childcare Offer for Two Year Olds in Wirral’, Helen Richards, University of Chester, October 2010

‘Supporting Families will Save Money now and in the Future’ Parenting UK

‘Revamped Greater Manchester police to share Offices’ BBC website, 9th February 2011



**ANTI-SOCIAL BEHAVIOUR
(ASB) STRATEGY
2009 - 2012**

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VISION STATEMENT:

To prevent and reduce anti-social behaviour in Wirral by working together in partnership with the community to improve quality of life and make Wirral a safer place to live, work and visit.

FOREWORD:

ANTI-SOCIAL BEHAVIOUR IS A KEY CONCERN FOR WIRRAL RESIDENTS. IT CAN HAVE A DEVASTATING IMPACT UPON INDIVIDUALS' QUALITY OF LIFE AND COMMUNITIES.

Throughout the duration of the previous Anti-Social Behaviour Strategy (2006-2008), we have consistently reduced incidents of anti-social behaviour.

We have improved the way we work together as services so that we are more responsive to the changing needs of local communities. We are however acutely aware that this is an ongoing battle in which we cannot become complacent and must continue to seek new and innovative ways of dealing with some of the most challenging issues facing our communities.

We are committed to building upon the excellent partnership work already operating in the borough to ensure that we continue to drive down incidents of anti-social behaviour and improve public perceptions and confidence.

This Strategy looks at existing strengths, identifies gaps and sets out a programme of partnership activity under key themes. The Action Plan that accompanies this Strategy will be updated regularly in order that progress can be monitored by the public and published at www.wirral.gov.uk

Together, we can make Wirral a safer place to live, work and visit.

Cllr George Davies
Cabinet Member for Housing & Community Safety

INTRODUCTION

This Strategy has been produced by Wirral's Crime and Disorder Reduction Partnership (CDRP). We are a partnership of key agencies involved in tackling crime and disorder and improving community safety, involving elected members and members of the public. The CDRP is committed to building upon existing work to tackle anti-social behaviour (ASB) to deliver our vision.

Many of the recommended actions in the previous ASB Strategy (2006-2008) were successfully implemented and additional initiatives were also put into practice where a need was identified. A small number of recommendations were not actioned; this was either due to there no longer being a need to do so or due to other more pressing demands and priorities from central government. A very small number that were unable to be implemented but still continue to have merit, have been carried forward into the 2009-2012 ASB Strategy.

The CDRP has recently published a three year Crime & Disorder Reduction Strategy (2009 – 2012). In the forming of this Strategy, the people of Wirral were asked through a variety of means what the crime and ASB priorities were that they wished the CDRP to focus upon. All the responses were collated and analysed and show the community's top five priorities for 2009/10 to reduce crime and disorder to be:

1. ASB caused by groups of youths gathering in public places;
2. Inappropriate use of alcohol by young people;
3. Unlawful damage to people's property (criminal damage);
4. Anti-social use of vehicles;
5. Illegal use of drugs.

This process will be repeated annually.

This ASB Strategy (2009-2012) not only sets out to respond to locally established priorities for tackling ASB, but also reflects the CDRP's aspirations to make Wirral a safer place by creating safer and stronger communities. Tackling ASB is a key priority for Wirral's CDRP and this document builds upon the Crime & Disorder Reduction Strategy, setting out our strategy for dealing with ASB for the forthcoming three years.

The ASB Strategy (2009-2012) is linked and gives consideration to a number of other Wirral strategies and plans¹; focusing upon

five themes and thirty-four objectives. These objectives are the basis of a comprehensive programme of activity to which all the partners are committed and this Strategy is therefore a framework for action on ASB for Wirral. The Strategy is accompanied by an Action Plan which specifies the time periods being worked to for each individual objective that is to be achieved. The Action Plan is intended to be flexible and responsive and if additional issues are identified throughout the lifetime of this Strategy, these will be added into the Plan.

This Strategy does not seek to focus in detail upon the very good work that is currently being undertaken in Wirral to tackle ASB by a range of partners, although that has been reviewed in the process of developing the Strategy and is set out in brief at the beginning of each 'strategic theme'. Many activities are applicable to multiple themes, but for ease they have been located in the most applicable theme; for example, the work around tackling graffiti impacts on all five themes in varying degrees, however for ease is detailed as current activity within the 'prevention and diversion' theme. This ASB Strategy focuses upon what still needs to be done and what steps we are committed to take to make Wirral a safer place in which to live, work and visit.

DEFINING ANTI-SOCIAL BEHAVIOUR

ASB is any activity that impacts on other people in a negative way and the key to categorising behaviour as anti-social must be consideration of its impact on others.

The term 'anti-social behaviour' includes a variety of behaviours covering a whole range of selfish and unacceptable activity that can blight the quality of community life. Other terms such as 'nuisance', 'neighbour disputes' and 'disorder' are also used to describe some of this behaviour.

For the purpose of this Strategy, the definition of ASB is consistent with that used in the Crime and Disorder Act 1998 and is as follows:

“behaviour which causes or is likely to cause harassment, alarm or distress to one or more persons not of the same household as the perpetrator”.

NATIONAL CONTEXT

When ASB is allowed to continue unchallenged, the effects for individuals and communities can be devastating. The cost of putting right the damage to both individuals and property and the time spent dealing with the issues can be extremely costly. The effect that ASB can have on individuals and their families can be enormous.

If ASB is not tackled promptly residents lose confidence in the authorities. Some residents are forced to tolerate the behaviour in the absence of any effective action being taken, which has a detrimental impact on their quality of life. Some residents take matters into their own hands, which often fails to address the original problem and results only in consequences for those residents. Some residents choose to leave their homes. Empty properties can be a target for ASB leading to a downward spiral of neglect, further ASB and crime within an area.

A national one-day ASB count² conducted by the Home Office resulted in 66,107 reports; that is one report of ASB every two seconds. This snapshot survey estimated the daily cost of ASB at £13.5 million, running into a yearly estimated cost of £3.4 billion.

Tackling ASB is one of the government's key priorities. The first significant piece of legislation, the Crime and Disorder Act 1998, placed a statutory duty on chief police officers and local authorities to work together to develop and implement a strategy for reducing crime and disorder; this Act also introduced Anti-Social Behaviour Orders.

In January 2003, the Home Office created a national Anti-Social Behaviour Unit to lead the government's overall fight to tackle ASB. It was set up to add value to the existing measures to tackle ASB and drive forward new policy and practice. One of the main roles of the Unit was to ensure the promotion of action to tackle ASB in every area of the country where it was needed. This was driven through the TOGETHER Campaign to tackle ASB. The work of the Unit culminated in the Anti-Social Behaviour Act 2003, which clarified, streamlined and reinforced the powers available to practitioners to tackle ASB.

In October 2004, Wirral was designated by the Home Office as a TOGETHER Action Area; an area demonstrating innovation and best practice in tackling ASB. This achievement came with a commitment to:

- take demonstrable action against the perpetrators of ASB
- communicate clearly to the public what can be done to tackle ASB and to publicise successes
- make services to tackle ASB accessible to the public
- ensure that all service providers are signed up to dealing with ASB
- continuously improve the services provided.

In September 2005, the government announced a new cross-departmental Respect Taskforce, based within the Home Office, with direct responsibility for delivering the Respect Agenda. Respect is about every citizen working together to build a society in which we can respect one another and communities can live in peace together. In January 2006 the Respect Action Plan was launched, which built upon the government's drive to tackle ASB

and reclaim communities for the law-abiding majority. The Respect Action Plan also explained why there was a need to deepen the approach by tackling the underlying causes of ASB, intervening early where problems occurred and broadening efforts to address other areas of poor behaviour. The Respect Action Plan placed greater responsibilities on agencies to tackle ASB.

In January 2007 Wirral was designated as a Respect Area, being at that time one of forty areas nationally who demonstrated a commitment and capacity to do more to tackle ASB and lead the rest of the country. This status required the commitment to deliver five non-negotiables:

- establish a Family Intervention Project (FIP) to challenge and change the behaviour of the most problematic households responsible for ASB;
- deliver parenting programmes for families at risk of or behaving anti-socially;
- demonstrate openness and accountability through 'Face the People' sessions (delivered in Wirral primarily through Area Forums and Neighbourhood Action Groups);
- make a renewed commitment to use the full range of available tools and powers to tackle both the causes and symptoms of ASB
- promote and ensure the adoption of the Respect Housing Management Standard by key landlords in the area.

In October 2007 the Youth Taskforce was created from the Respect Taskforce to build upon the Respect Programme and support local delivery of the government's vision for young people; putting an even greater focus on helping young people to achieve their potential, preventing them getting into trouble and giving and getting respect in their communities. The Youth Taskforce Action Plan was published in March 2008 which set out a triple track approach of tough enforcement action where behaviour is unacceptable; non-negotiable support to address the underlying causes of poor behaviour and better prevention to tackle problems before they become serious and entrenched and to prevent problems from arising in the first place.

The Casey Review published in June 2008 by Cabinet Office, entitled 'Engaging Communities in Fighting Crime' outlines thirty-two proposals around reducing crime, fear of crime and increasing public confidence. The proposals include, amongst other things, increasing the visibility of community sentences so that offenders 'payback' to the community, minimum standards for neighbourhood policing and dedicated funding to spend on community safety in local areas.

The Youth Alcohol Action Plan was launched in June 2008 by the Department for Children, Schools & Families, Home Office and Department of Health. This outlined the steps the government intended to take to address the drinking of alcohol by young people. This was followed by the cross-governmental Youth Crime Action Plan (July 2008). The Action Plan is a targeted effort to stop those under eighteen years old from committing crimes. Wirral is one of sixty-nine areas nationally to receive funding for a number of activities including increased outreach based youth engagement and provision of activities for young people on Friday and Saturday nights.

LOCAL CONTEXT

ASB remains a high priority for local communities, with on average 15%³ of all calls for service to the Police being made in relation to ASB incidents.

In 2007/8 reports of ASB⁴ reduced by 17%; that is 3,793 fewer incidents (compared with 2006/7). 2008/9 saw ASB reduce by 16%; 2,890 fewer incidents (compared with 2007/8). These reductions are illustrated in Figure 1 below.

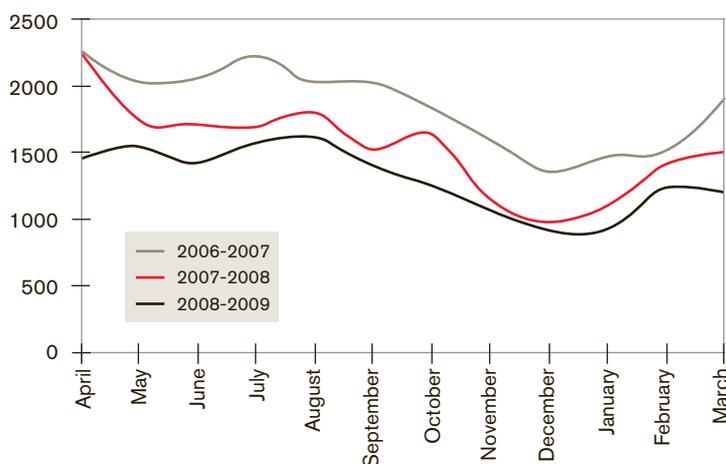


Figure 1: Three year comparison of ASB calls to the police (Wirral Police Basic Command Unit) 2006 - 2009

There are no national comparators for ASB incidents; however in July 2009 the Home Office launched the ASB Action website⁵ that compares the use of tools and powers to tackle ASB by individual CDRP areas. In addition, the social housing sector has access to HouseMark, which is a membership-based organisation helping the sector to improve performance and achieve value for money. This enables, amongst other things, benchmarking around ASB and the identification of good practice.

In 2007/8 offences of criminal damage reduced by 28%; that is 2,098 fewer incidents (compared to 2006/7). 2008/9 saw criminal damage reduce by 27%; 1,448 fewer incidents (compared to 2007/8).

The Home Office operates an internet-based analysis tool, iQuanta, which turns statistical data routinely collected by the Home Office into useful information for understanding and improving crime reduction and community safety performance. This tool is used, in this context, to compare performance around criminal damage offences with other similar CDRP areas. Wirral is the best performing CDRP in terms of criminal damage when compared with other similar CDRP areas⁶.

PERFORMANCE MEASURES

The vision set out within Wirral's 2025 Sustainable Community Strategy is of a more prosperous and equal Wirral, enabling all communities and people to thrive and achieve their full potential. Local Area Agreements have been made between Wirral CDRP and Government Office. The LAA is the medium term delivery plan for the Sustainable Community Strategy and sets out the three year improvement priorities for Wirral Local Strategic Partnership (LSP)⁷. Alongside the introduction of one hundred and ninety-eight National Indicators, Wirral has identified 25 National Indicators and a number of Local Indicators which are priorities for improvement over the next three years. In addition to prioritising a reduction in violent crime, it is a priority to achieve further reductions in ASB also monitored by the LAA (see Appendix 1).

There are six relevant National Indicators that we are now required to address; these are largely based on levels of perception and understanding of ASB and satisfaction with services that aim to tackle and reduce ASB (See Appendix 1). Previous measures of perception showed an improvement; the results of Wirral's Citizen's Panel saw a 16.5% improvement in perceptions around youth disorder from January 2005 to January 2007⁸.

The Place Based Survey (2008) provides information on people's perceptions of their local area and the local services they receive. National Indicator 17 is measured through this survey, which is concerned with the percentage of the public who feel that ASB is a problem in their area. The results released in June 2009, show Wirral's perception percentage at 18.7%; this means 18.7% of those people surveyed considered ASB to be a problem in their area. Wirral's performance is better in this perception indicator than the averages for other Merseyside CDRPs, Metropolitan areas, North-West region and England respectively.

ORGANISATIONAL CONTEXT

This Anti-Social Behaviour Strategy will be delivered through cross departmental and multi-agency working. Delivery of the Strategy will be led by Wirral Anti-Social Behaviour Team. The Team is multi-disciplinary consisting of officers from a number of Council services and seconded officers from Merseyside Police.

STRATEGIC THEMES AND OBJECTIVES



THEME 1: IMPROVING AWARENESS, PERCEPTIONS & CONFIDENCE

THIS THEME FOCUSES UPON:

- RAISING AWARENESS ABOUT ASB AND HOW TO REPORT IT;
- HIGHLIGHTING THE CONSEQUENCES OF ENGAGING IN ASB;
- PROMOTING RESPECT AND PRO-SOCIAL BEHAVIOUR;
- IMPROVING PERCEPTIONS OF ASB AND PARTICULARLY PERCEPTIONS OF YOUNG PEOPLE (INCLUDING PROMOTING YOUNG PEOPLE POSITIVELY);
- IMPROVING PUBLIC CONFIDENCE IN AGENCIES TO TACKLE ASB.

CURRENT ACTIVITY IN WIRRAL:

'It's Your Call' (606 2020)

'It's Your Call' is a borough-wide reporting and signposting service for ASB, introduced in Wirral in 2005 as part of a Home Office initiative. The service is delivered through the Council's Call Centre and One-Stop Shops across the borough.

Area Forums

Area Forums are the key community engagement method used by the Council at which local people have an opportunity to shape local services. There are eleven Area Forums in Wirral that each meet three times a year; they are a positive and active partnership of local people and organisations working together to tackle local issues. A Community Safety representative attends each and every meeting. In 2008, each Forum was allocated £20,000 to spend on additional Council services; through the campaign 'You Decide'. A number of additional ASB related services were bought by a number of Forums, including deployment of the Anti-Social Behaviour Team's Respect Bus staffed with Enforcement Officers and the Team's Youth Respect Team (youth outreach). The 2009 round of 'You Decide' has seen further services to tackle ASB purchased.

Neighbourhood Action Groups

Each Police Neighbourhood within Wirral has regular meetings to discuss local issues and to set priorities in order to deal with these issues; these meetings are referred to as Neighbourhood Action Groups (NAGs). Issues related to ASB are frequently discussed.

Events

Public events are used to raise the profile of efforts to tackle ASB; highlight the consequences of engaging in such behaviour and promote pro-social behaviour. Agencies regularly participate in national and local campaigns with ASB-related themes (such as the Home Office's 'Not in my Neighbourhood Week' and National Tackling Drugs Week).

Publicising enforcement activity

Activity taken against the perpetrators of ASB is often publicised through such means as the issuing of press releases and in some circumstances through localised leafleting to residents and businesses where appropriate. The purpose of this is to act as a deterrent to other potential perpetrators; demonstrate to residents that their concerns have been responded to; increase confidence in agencies' abilities to tackle ASB and enable relevant court orders to be effectively 'policed' by the public to allow the prompt reporting of any breaches. There are a variety of options when deciding how and when to publicise a case (including, but not limited to, the methods described above). Decisions are made on a case by case basis as to whether the action taken against a perpetrator should be publicised and if so, the nature of that publicity and how best to achieve the aims identified above having regard to a wide range of factors. Registered Providers of social housing have a key role in publicising successful outcomes to help build confidence and improve perceptions, not only in their own services, but the combined efforts of partners to tackle ASB.

Providing information and key messages to the public

Each Neighbourhood Police Inspector circulates a newsletter every month about activity in their respective neighbourhood, which includes issues relating to ASB. Each neighbourhood also has a dedicated area on Merseyside Police's web site to provide information about activity related to tackling ASB and crime.

Merseyside Police has also recently launched a Force wide campaign; 'It All Adds Up'. The campaign is focused upon demonstrating how the Police and other agencies' performance can make a real difference to people's lives. The campaign delivers messages at a local level that enable local communities to make the link between the information and how it has made a difference to their community (for example, x number of people in this area have been issued with Anti-Social Behaviour Orders). The means of delivering the message is often through the use of 'ambient media', which put simply are messages delivered in unusual and innovative ways (for example, seized motor vehicles on display outside police headquarters).

The press is regularly used as a vehicle to deliver information to the public around ASB. More recently Bluetooth proximity marketing has been used to deliver messages to both adults and young people. The technology enables animated messages and information to be sent to mobile telephones within a particular radius. People can choose to accept or reject a message and over time the technology will be used for social marketing purposes delivering information about ASB related issues such as alcohol misuse.

Branding

All partnership activity is branded with the Safer Wirral logo, representing the partners' commitment and joint working to tackle crime and disorder. This partnership approach does not prevent the work of individual efforts to tackle ASB, such as a specific project, from being branded independently of the partnership. It is important, in particular, that Registered Providers of social housing are seen to be effective in tackling ASB, particularly in relation to lower level breaches of tenancy. As regulated services, it is important that Registered Providers build on confidence by actively promoting their respective ASB service to customers and partners.

HATE Crime Multi-Agency Risk Assessment Committee (MARAC)

A HATE Crime MARAC provides a co-ordinated approach to increasing confidence in reporting HATE related incidents and in doing so identifies areas of concern that can be monitored and responded to in order to tackle such incidents. HATE related incidents include those related to disability, race, religion or belief, gender, sexual orientation and age; this co-ordinated approach is led by the Joint Community Safety Team. All incidents are recorded and monitored on a multi-agency web based database which is developed and supported by the Crime & Disorder Reduction Partnership's Information, Communication & Evaluation Team (see THEME 2).

Housing Market Renewal Initiative (HMRI)

Housing Market Renewal is a £175 million pound regeneration programme which will improve the housing offer in Birkenhead, Rock Ferry, Tranmere and Wallasey through rebuilding, refurbishment and improved management of areas. It is delivered by Wirral Council and partners, such as private developers and Registered Providers of social housing in consultation with the community, working towards revitalising important local communities on the eastern side of Wirral and making places where people want to live, are proud of their home and enjoy a great lifestyle. With continuing levels of crime and ASB being a real problem within the HMRI area, a need for a more preventative, strategic approach was identified. This resulted in HMRI funding being used to pay for a dedicated Enforcement Officer and two Youth Respect Workers (from Wirral Anti-Social Behaviour Team) to tackle the cause and effect of ASB in HMRI neighbourhoods, helping communities through potentially difficult times. This work focuses around engagement with communities to increase confidence in reporting ASB, working in partnership with other agencies and community groups including the Live Wirral Wardens to identify and tackle crime and ASB.

Monitoring satisfaction levels

The Police and Anti-Social Behaviour Team respectively both monitor satisfaction levels of ASB complainants and use this data to shape future service delivery where relevant. Similarly, customer focused monitoring is carried out by many Registered Providers of social housing and by building upon the partnership's monitoring, Registered Providers can assess the impact of their own work and tailor resources to improve customer perceptions and the delivery of ASB services.

Monitoring perceptions and views on ASB

Residents' perceptions around ASB are regularly monitored, primarily in hot spot areas to which the Community Mobile Police Station is deployed (see THEME 5). Views are formally sought across the borough on an annual basis as to the public's priorities around ASB and crime for the forthcoming year.

OBJECTIVES - WHAT WE WILL DO:

Whilst we understand most of the reasons that discourage the public suffering ASB from contacting agencies, we will undertake **consultation to formally identify the reasons why the public do not report ASB [OBJECTIVE 1]**; this will be linked into the areas where our Community Mobile Police Station is deployed (see THEME 5). Positive steps will be taken to challenge these barriers and based upon our consultation, we will undertake where possible targeted campaigns to encourage reporting and provide reassurance about our abilities to tackle ASB. Not least, we will also seek to encourage reporting amongst minority and disadvantaged groups.

The more that people know about action to tackle ASB and crime, the more confidence they are likely to have in their local services and the more likely they are to get involved by reporting crime and acting as witnesses. The Home Office notes that a strong communication strategy will seek to⁹:

- Inform - tell the community what action is being taken to reduce ASB
- Explain - what we do to tackle ASB and how it works
- Reassure - showing that we are genuinely concerned and have the interests of the community at heart
- Engage - gain greater understanding of local priorities and concerns by providing opportunities for community involvement and that this is valued
- Provide a supportive response - support to victims and witnesses
- Help prevent ASB - preventative and diversionary work.

There is a need to extend further the provision of information to the public informing them of efforts to tackle ASB and reassuring them that we are responding to their concerns. We will produce a **twice yearly newsletter [OBJECTIVE 2]** highlighting work undertaken to tackle ASB. This will be distributed to community groups; local politicians and other relevant groups and individuals and will also be disseminated through the Area Forums and Neighbourhood Actions Groups. We will also **update the Council's web pages [OBJECTIVE 3]** to include wider information about ASB, which will include a directory of ASB related services.

We will also **utilise new technologies [OBJECTIVE 4]** to deliver informative messages to communities, including but not exclusively, details of efforts to tackle ASB in their areas and related activities taking place. Internet based social networking and communication sites such as YouTube, Facebook and Twitter will also be used to provide updates on activity to tackle ASB and generate debate and discussion about ASB related issues.

We will **strengthen our use of Problem Solving Groups [OBJECTIVE 5]** (see THEME 2), which are multi-agency meetings to tackle locational issues of ASB. We will ensure that in areas where we have convened a Problem Solving Group, local residents will receive notification that agencies are working together to address their issues; this will assist in reassuring residents that we are responding to their concerns. Furthermore, whilst residents are currently represented on Problem Solving Groups on an ad hoc basis, we will commit to ensure that residents are routinely engaged in this process and represented on the Groups.

We will increase our efforts to strengthen communities and support the work of the Anti-Social Behaviour Team's Enforcement Officer dedicated to the Housing Market Renewal Initiative (HMRI) area, through the use of a **Community Reassurance Vehicle [OBJECTIVE 6]**. The vehicle is equipped with CCTV and will be used to provide reassurance to communities in the HMRI area, acting as a deterrent for anti-social and criminal behaviour and fulfilling the role of an information point in the area for residents and agencies. Work will take place from the vehicle that will raise levels of awareness amongst adults, children and young people around ASB and its consequences. This vehicle will also be used where capacity allows in wider areas and for attendance at evictions and the service of legal orders on perpetrators.

A week long multi-agency event was operated as a pilot in 2007 under the banner of Respect Wirral, co-ordinated by Wirral Anti-Social Behaviour Team. This included an Information Day for members of the public, community clean ups and environmental activity and a conference for community groups and local politicians. The event was successful in raising the profile of efforts to tackle ASB, but due to capacity issues was not possible to be run in 2008. We will commit to make **Respect Wirral [OBJECTIVE 7]** an annual event.

We will provide a programme that sees local politicians formally briefed on the processes for tackling ASB and tools and powers available; through a **Respect Programme for Elected Members**. We will also provide formal **training for Police Community Support & Traffic Officers (PCSTOs)** around ASB and policies and processes to tackle it **[OBJECTIVE 8]**.

The positive promotion of young people is currently undertaken on an ad hoc basis. We will seek to **promote young people [OBJECTIVE 9]** who have made a positive contribution or made an achievement at every opportunity. The Council's Press & Public Relations Team, in partnership with the Youth & Play Service, has recently appointed a Web Editorial Officer to develop and maintain a website aimed at young people in the Wirral area. This will include details of positive contributions made by young people and community-based activity undertaken. Both the Council and Police Press Offices will routinely monitor the number of articles generated by their respective organisations that positively promote young people. Furthermore, we will formally recognise the positive contribution made by young people and the dedicated individuals who work with them to guide and support them. This will be through an **annual Recognition Event [OBJECTIVE 10]** hosted jointly by Merseyside Police and Wirral Council.

Following the ongoing reconfiguration of the Youth & Play Service, we will increase our use of **inter-generation work [OBJECTIVE 11]** between young people and adults, with each youth unit (club or street work based) having been set targets to ensure that intergenerational work takes place and is celebrated across Wirral in all four districts of the borough. This work typically will involve young people giving a service to the wider community.

THEME 2: PREVENTION & DIVERSION

THIS THEME FOCUSES UPON:

- PREVENTING ASB FROM OCCURRING IN THE FIRST PLACE;
- PREVENTING ASB BY BOTH ADULTS AND YOUNG PEOPLE;
- DIVERTING YOUNG PEOPLE FROM ASB.

CURRENT ACTIVITY IN WIRRAL:

Information, Communication & Evaluation (ICE) Team

Work to tackle ASB is supported by the ICE Team based within the Joint Community Safety Team. The ICE Team co-ordinates all intelligence and performance analysis across Wirral's Crime and Disorder Reduction Partnership (CDRP). The main task of the ICE team is to combine data from agencies within Wirral CDRP to create a holistic picture of crime and disorder hotspot locations and to identify vulnerable victims and persistent offenders. Wirral Police Resource, Tasking & Intelligence Unit (RTIU) and the ICE Team work as a Joint Intelligence Group on all strategic and tactical intelligence data and analysis.

ASB Governance Group

A multi-agency ASB Governance Group meets on a monthly basis to develop and implement plans to tackle ASB in 'hot spot' locations across the borough. These hot-spots are identified through analysis undertaken of Police, British Transport Police, Fire Service and Wirral Community Patrol data by the Crime & Disorder Reduction Partnership's ICE Team. The Group also provides a response to any emerging issues that are identified by agencies and focuses upon repeat victims. The ASB Governance Group is chaired by the Partnership Development Officer (Chief Inspector) within the Joint Community Safety Team.

Problem Solving Group (PSGs)

Long-standing and/or problematic locational issues that cannot be resolved at the ASB Governance Group are devolved to a multi-agency Problem Solving Group (PSG). The members of the PSG work together over a period of time to address entrenched hot

spot locations, developing short and longer term responses and sustainable outcomes. It is at these Groups that the use of Section 30 Designated Dispersal Areas¹⁰ will be considered and implemented if appropriate. The PSGs are chaired by the Prevention Co-ordinator within Wirral Anti-Social Behaviour Team.

Respect Consortium

In June 2007 eighteen Registered Providers of social housing signed up to the government's Respect Standard for Housing Management as part of a local Wirral Consortium. The standard is aimed at social landlords and those who signed up made a public commitment to deliver good services to help stop anti-social behaviour and create a culture of respect. A monthly meeting of representatives from Registered Providers of social housing, co-ordinated by Wirral Anti-Social Behaviour Team, share information and intelligence related to ASB. Monthly analysis is undertaken by the ICE Team that identifies all offenders that have committed offences connected to Registered Provider stock, enabling social landlords to consistently investigate and, where appropriate, take action against their tenants for breach of their respective tenancy agreements. Whilst Registered Providers are key partners working towards achieving a safer Wirral, they must also be seen by their customers and regulators as an effective service that builds confidence and works effectively at managing their customers' perceptions of how, as landlords, they tackle ASB.

Anti-Graffiti Policy & Strategy

Wirral Anti-Social Behaviour Team, the Council's Streetscene service and Together Neighbourhood Management Pathfinder developed a new comprehensive policy and strategy to prevent and tackle graffiti, launched in September 2008. The policy extended a free graffiti removal service to private residential dwellings and small businesses. The Strategy, which is overseen by an Anti-Graffiti Steering Group, focuses upon six themes including strategic management; graffiti removal; proactive graffiti management; enforcement action; legalised graffiti sites and wider environmental issues.

Mediation

Whilst mediation is not appropriate in some instances of ASB it can be an effective way of preventing situations from escalating and avoiding more stringent action and additional strain on limited resources; it is therefore particularly effective with low level ASB issues. In Wirral, mediation is delivered by Wirral Mediation Service¹¹, who deploys trained mediators to facilitate the reaching of a mutually acceptable agreement between parties to a dispute or community issues.

Safer Schools Programme

Merseyside Police currently has seven Schools Officers embedded within secondary schools that support the schools in the delivery of ASB and crime prevention messages. They also deliver key messages in terms of personal safety and good citizenship.

After-school police patrols

The Police Officers referred to above also patrol local communities pre and post school time. They also have a presence on the transport system both buses and trains to reduce ASB and bullying.

Respect Programme for Primary Schools

This seven-week interactive modular programme is delivered in primary schools (two at any one time) by Wirral Anti-Social Behaviour Team, aimed at Year 5 and 6 pupils. The programme is aimed at making pupils aware of what ASB is and the possible consequences. The programme includes a number of classroom sessions and location-based activities, including a trip to a decommissioned courtroom where the pupils take part in a mock trial. The programme is led by an Education Social Worker and Police Officer seconded to the Anti-Social Behaviour Team and key elements are delivered by other services including Arriva, Merseyrail, Merseyside Fire & Rescue Service, HM Courts Service, Tranmere Rovers FC and the Council's Dog Wardens.

Youth Inclusion Support Panel (YISP)

The YISP is a preventative project aimed at young people (aged 5-17) who are likely to become involved in anti-social and/or criminal behaviour in the future. Young people are referred by agencies and parents and can make self-referrals. An allocated YISP key worker will, in conjunction with other services, draw up an Integrated Support Plan which includes the young person's behaviour at home, school and in the community; also addressing any parenting requirements. Interventions are usually time limited to twelve weeks and young people will be signposted to other agencies who can continue to offer support if necessary.

Connexions

Connexions is a free and independent information, advice, guidance and support service for 13 to 19 year olds offering an extended service up until the age of 25 for young people with learning difficulties and/or disabilities. It provides access for all 13-19 year olds to a Personal Adviser who will help them work out what information or support they need to make a successful transition from school to employment or further training/education. The service is differentiated according to need; some young people only require minimal intervention while others have to be able to overcome a number of barriers. Personal advisers work closely with specialist workers from other organisations and can help these young people get the extra help they need.

Youth Clubs

Youth Clubs are in each of the four districts across Wirral. Some owned and managed by the Youth & Play Service¹² work in partnership with the voluntary and faith sector by supplying staff and in some cases grants. Youth Clubs are places where young people come to meet friends and socialise and are also places of informal education and learning. Youth Workers, through identifying the learning needs of young people, design a programme of activity to meet their wants and needs. Young people through experience learn skills that equip them for later life.

Positive Activities for Young People (PAYP)

Positive activities also take place in communities where a range of partners work with young people delivering the same opportunities as in youth clubs but in settings out in the community. This could be on the streets, in parks or at specific venues around a particular activity. Since April 2009, positive activities are commissioned through the Council.

Youth Sports Nights

The Youth Sports Nights project, delivered by the Council's Sports Development Unit¹³, currently provides seven sessions per week across six locations enabling young people to learn in a new environment and achieve awards and qualifications in sport through training and educational programmes. The principal aim is to raise the educational aspirations and levels of physical activity of disengaged young people, who might otherwise be marginalised from society. This project highlights the benefits of sport and physical activity and the sessions are enhanced by a training and education programme. Through the attainment of awards, young people are able to make a positive contribution, both for themselves and for the communities in which they live.

Youth outreach and engagement

Youth outreach activity is currently undertaken by the Council's Youth & Play Service (aimed at 13-19 year olds) and Wirral Anti-Social Behaviour Team (through its Youth Respect Team aimed at children and young people of any age).

Mobile diversionary sporting activity

Using a van equipped with a wide variety of sports equipment and roof-mounted lighting rig to light dark or unlit areas, diversionary sporting activity is deployed in 'hot-spot' locations of ASB. The 'Sportsmobile' uses Sports Instructors (Community Sports Development Unit) to deliver sessions together with Youth Respect Workers (Wirral Anti-Social Behaviour Team) delivering key messages about ASB and respect.

Operation SafeSpace

This annual operation, comprising Merseyside Police, Merseyside Fire & Rescue and Merseyside Councils, has the specific focus of tackling ASB. Multi-agency activity is targeted in 'hot-spot' parks and open spaces across Merseyside to prevent and reduce ASB by young people throughout the summer months.

Training off-licences regarding under age sales

As part of a Wirral NHS funded project Trading Standards provide training to licence premises staff to reduce incidents of sale of alcohol to under 18s. Trading Standards also signpost off-licences who are concerned about young people gathering outside their premises to the Youth & Play Service's Response service (see THEME 4).

Swings & Roundabouts

Due to its success, Wirral Youth Theatre's¹⁴ 'Swings & Roundabouts' production is in its second year. The play was devised by young people for young people (primarily aged 12-14 years) and considers risk taking behaviour around alcohol and drugs. This hard hitting but funny play has targeted young people in schools, youth clubs and parks. 2009 also saw the production support parents and carers with information, advice and guidance available from professionals following the show.

Police Cadets

Two groups involving a total of approximately fifty Wirral young people meet once a week and are involved in various community activities at weekends and at specific events.

Hillside Arson Reduction Initiative

Analysis shows that during the summer months grassland fires historically increase in hillside areas in Wirral (such as Caldys and Bidston Hill). An Arson Reduction Officer from Merseyside Fire & Rescue Service and Wirral Community Patrol conduct regular cycle patrols throughout the summer months in identified areas at peak times to raise awareness with members of the community around innocent activities that can cause grassland fires, such as the careless use of cigarettes and barbecues. Young people are also engaged with to discourage anti-social fire starting.

Dog fouling

Concerted efforts continue to be made to encourage responsible dog ownership and to reduce irresponsible and anti-social dog fouling. The 2009/2010 'Don't give a dog a bad name' campaign introduced a rolling summer programme of increased evening and weekend enforcement activity focusing on country park areas and the Wirral waterfront promenade areas. The campaign has promoted a new Council reward card scheme to encourage responsible ownership. Increasing enforcement activity to combat fouling and to promote responsible dog walking continues to benefit from the cross-discipline support of Environmental Health staff, Park Rangers, Community Patrol Officers and Police Community Support & Traffic Officers (PCSTOs).

West Kirby & Hoylake Shore Initiative

Wirral Council's Community Patrol and Merseyside Fire & Rescue Service have recently launched an initiative targeting West Kirby and Hoylake shorelines, which will see patrols in the areas. The aim is to engage with young people about fire safety, alcohol and ASB. Work will also be undertaken with dog walkers linking into the 'Don't give a dog a bad name' campaign.

Fixed and mobile CCTV

Wirral has over a hundred CCTV cameras linked to both the Council and Police respective CCTV Control Rooms. The cameras have full 'pan-tilt-zoom' facility and record twenty-four hours a day, with images stored for a minimum of twenty-eight days. The cameras are used for both crime and disorder and traffic monitoring purposes. In 2007, Wirral was selected by the Home Office as one of only twenty areas in the country to receive funding to introduce 'Talking CCTV' and broadcasting systems are attached to eight cameras in ASB hot-spot areas. This allows CCTV operators to broadcast key messages directly to members of the public or challenge unacceptable behaviour. Additionally, Wirral has twelve 3G mobile cameras in operation in hot-spot locations of crime and ASB. These are deployed by Tranmere Neighbourhood Management Pathfinder and Woodchurch Neighbourhood Management area through their respective Neighbourhood Action Groups and/or Liveability meetings. Wirral Anti-Social Behaviour Team has a separate camera for deployment to support casework or for addressing serious locational issues of ASB.

OBJECTIVES - WHAT WE WILL DO:

Designated Public Places Orders (DPPOs)¹⁵ are a tool that can be used by local authorities to deal with the problems of anti-social alcohol drinking in public places. Once a DPPO is in place the police can use their confiscation powers to enforce the restriction. It is not an offence to consume alcohol within a designated area, but failure to comply with an officer's request to stop drinking and surrender alcohol without reasonable excuse is. DPPOs have been used in Wirral in specific areas to deal with alcohol-related ASB problems. We are currently **investigating the feasibility of covering the entire borough of Wirral with a Designated Public Place Order (DPPO) [OBJECTIVE 12]**.

One of the keys to success in tackling ASB is educating children at as young an age as possible as to rights and wrongs and what society expects of them as citizens. Whilst there continues to be the deployment of many interventions in schools around ASB and crime, this has been on an ad hoc basis. This is not routinely co-ordinated between agencies, with some schools receiving significant input and some receiving little or none. A Police Officer seconded to Wirral Anti-Social Behaviour Team will **co-ordinate all input into schools [OBJECTIVE 13]** in order that areas where there is limited intervention and potentially duplication can be identified.

The use of high-frequency sound equipment, detectable only to young people, has been utilised in Wirral by private businesses to deter young people from congregating in inappropriate public areas; the units are referred to as Mosquito devices. It is not known however, how many devices are in operation within Wirral. An informal analysis was conducted by the Anti-Social Behaviour Team on the purpose and use of Mosquito devices in 2007; it was concluded that, as a general rule, their use would not be advocated by the Team unless in exceptional circumstances. This was based on the view that there were more effective ways of dealing with locational issues of ASB perpetrated by young people; this was not however taken through any formal committee process. Merseyside Police operate a mobile unit installed in a vehicle, which is deployed into hotspot areas across the county. This has from time to time been used in Wirral and the police now use an escalation policy before deployment that requires authorisation by an officer ranked Inspector or higher.

The use of such equipment in Wirral has been requested by a number of residents. However concern has been expressed nationally about the use of the equipment by lobby groups and other organisations. The **use of Mosquito Devices will be investigated [OBJECTIVE 14]** giving full consideration to any health and safety and human rights issues. As part of this process, thought will be given to whether there is a need to 'regulate' the use of this equipment across the borough and if so, how that might be achieved.

Ball games, particularly football, engaged in by children and young people frequently results in reports of ASB and is a source of annoyance and frustration for many residents, particularly during the summer months. Whilst children and young people have a right to play safely in their neighbourhood, residents have a right to live peacefully in their homes. There are also occasions when this extends beyond playing and enters into the realms of criminal damage, vandalism, trespass, abuse and intimidation. Issues around

ball games are responded to on an ad hoc basis and often results in unsuccessful attempts to simply move the children elsewhere and causes conflict within the community. We will develop and implement **a comprehensive and responsive approach to nuisance and annoyance caused by ball games [OBJECTIVE 15]**.

Parkour (often called freerunning) is a form of human movement in which the participants attempt to pass obstacles in the most efficient and fluid way possible. They use such movements as vaulting, jumping, climbing and swinging to conquer obstacles. Parkour is considered to be a discipline rather than an extreme sport; it is a way of thinking and a way of training. It is a method by which to develop spirit and inner strength through movement. Media coverage has shown individuals scaling tall buildings, jumping across vast chasms and performing seemingly superhuman feats. We will **continue to work with members of the British Parkour Coaching Association and Beechwood & Ballantyne Community Housing Association to develop the sport in Wirral [OBJECTIVE 16]**, which is a focal point for this activity due to one of the most well known and internationally renowned practitioners heralding from the area. We will continue to be supportive of this activity insofar as it does not impact upon our ability to adequately deal with any ASB that may arise from participants' behaviour.

Young people are often expected to manage their first tenancy with little or no support. The provision of social housing for young people in Wirral is limited and supported accommodation for this age group is even more restricted. Often unsupported young people can fail to manage their tenancies satisfactorily and nuisance and disorder result. Work will be undertaken by Wirral Anti-Social Behaviour Team with Registered Provider, Forum Housing¹⁶, to develop an **accredited Respect Programme [OBJECTIVE 17]** with their tenants.

A Police Officer can confiscate alcohol from individuals aged under 18. This power extends to individuals over 18 where a Police Officer reasonably suspects that the alcohol is intended for a person aged under 18 or has recently been consumed by a person aged under 18. This activity is undertaken routinely by neighbourhood officers, but as part of a wide range of policing duties and priorities. We have recently begun a pilot scheme, using short-term funding from the Youth Taskforce¹⁷ to tackle alcohol fuelled ASB over the summer months. This has seen a roaming patrol of two officers engaged solely in the **confiscation of alcohol from young people [OBJECTIVE 18]**; branded as the 'Confiscation Cops'. This is targeted in hot spot areas of alcohol related ASB by young people at peak times. The aim is to mainstream this dedicated activity for use at peak times of the year.

Due to demand, we will **extend the opportunities for young people to volunteer [OBJECTIVE 19]** in activity to prevent and tackle ASB that will enable them to use their skills and experiences to make a positive contribution. The Youth Respect Team will be used as the primary vehicle for this activity.

THEME 3: ENFORCEMENT

THIS THEME FOCUSES UPON:

- **PROMPT AND ROBUST ENFORCEMENT ACTION AGAINST THE PERPETRATORS OF ASB, INCLUDING ADULTS AND YOUNG PEOPLE.**

CURRENT ACTIVITY IN WIRRAL:

Wirral Anti-Social Behaviour Team

The Team was created in January 1998 to tackle ASB amongst Council housing tenants. Over time the Team has expanded and in 2003 offered its services in the private sector; to owner-occupiers and private tenants. Since the transfer of the Council's housing stock in 2005, it is contracted to provide enforcement services to Wirral Partnership Homes and Beechwood & Ballantyne Community Housing Association. All other Registered Providers of social housing deal with their own ASB cases.

Use of tools and powers

The tools and powers available to tackle ASB are used; these include but are not limited to warnings, Acceptable Behaviour Contracts; Anti-Social Behaviour Orders, Demotion Orders; Possession Orders; Anti-Social Behaviour Injunctions; Premises Closure Orders and Section 30 Dispersal Orders.

Housing Benefit Sanctions

Wirral was selected as one of only eight areas nationally to participate in a two-year pilot scheme for the sanctioning of Housing Benefit in relation to ASB. The scheme, launched in November 2007 allowed for tenants who had been evicted for ASB and who refused support to address the underlying causes of their behaviour, to see a deduction in their housing benefit or see it ultimately stopped. The sanctions were designed to tackle ASB by discouraging unacceptable behaviour and encouraging tenants to address the causes of their behaviour, providing a longer-term and more sustainable reduction in ASB. The effectiveness of the schemes is currently being evaluated nationally.

Surveillance

Overt and covert surveillance is used to gather evidence of anti-social and criminal behaviour. Covert surveillance is used in compliance with the Regulation of Investigatory Powers Act 2000 (RIPA). Surveillance has been used successfully to take action against the perpetrators of ASB.

Liaison with CPS

A seconded Police Officer within Wirral Anti-Social Behaviour Team is a designated point of contact with Merseyside's Crown Prosecution Service, facilitating the effective communication of agency information in relation to various court orders and their enforcement.

Tackling truancy

A range of tools are deployed to tackle truancy; these include casework by Education Social Workers, group work within schools, parenting support, the Konnecta Bus project and truancy sweeps which are undertaken in conjunction with Merseyside Police. The powers used to tackle truancy include the use of Fixed Penalty Notices and ultimately prosecution.

Under age sales

Trading Standards works with Police Licensing to conduct test purchasing operations to detect the sale of alcohol to under 18s. Offenders face Fixed Penalty Notices or prosecution. Increasing use is being made of powers in the Licensing Act 2003 to bring offending businesses' alcohol licences into review. The Council's Licensing Panel can suspend or revoke a licence or apply

additional conditions to prevent the risk of alcohol being sold to young people. Work is also undertaken to address the problem of proxy purchasers (adults buying alcohol for young people).

Noise nuisance

The Pollution Control Section (based within Environmental Health) responds to complaints regarding statutory noise nuisances (such as noise from barking dogs, DIY, loud music and commercial/industrial activities). Information and advice is provided in response to around one thousand requests for service each year. Complainants are usually required to keep a log of the noise nuisance as and when it occurs and in appropriate cases noise monitoring equipment will be installed to obtain evidence. Intervention and enforcement action will be taken to abate noise nuisances where required which includes the seizure of noise making equipment and prosecution.

Unwitnessed Criminal Damage Initiative

Following identification that social housing suffers higher levels of criminal damage an initiative was created in the spring of 2007 between the police, Registered Providers of social housing and Wirral Anti-Social Behaviour Team to tackle unwitnessed criminal damage amongst social housing stock. This sees joint visits to tenants' homes and in circumstances where a complaint of unwitnessed criminal damage is found to be false, the issuing of Fixed Penalty Notices (for wasting police time) and tenancy enforcement action by the landlord.

Tackling vehicle nuisance

Merseyside Police uses confiscation powers to deal with nuisance caused by mini motos. In addition, Operation Tango specifically targets uninsured cars.

Operation Banger

An annual multi-agency planned response to ASB issues connected to Mischief Night, Bonfire Night and Halloween. This includes the removal of fire making material and bonfires by offenders engaged with the National Offender Management Service (Probation); work with shops and businesses related to the sale of eggs and flour to young people and robust enforcement activity, including action to seize illegal or improperly stored fireworks.

ASB Taskforce

The ASB Taskforce is a joint initiative between Merseyside Police and Merseyside Fire & Rescue Service launched in 2006. The Taskforce is deployed into hotspot locations across the county and incorporates specifically designated ASB Advocates within Merseyside Fire & Rescue Service. The remit of the Taskforce is to tackle ASB related behaviour that includes secondary fires, hoax calls, incidents of violence at work and malicious criminal damage; the Taskforce takes an approach of both engagement and enforcement. The team works closely with the Fire Service's Arson Reduction Advocates and Police Officers and Police Community Support & Traffic Officers (PCSTOs).

Landlord Accreditation Scheme

Much work has been undertaken with private landlords through the established Landlord Accreditation Scheme (LAS). The Scheme is voluntary for private landlords, designed to recognise good quality, well managed accommodation in the private sector.

OBJECTIVES - WHAT WE WILL DO:

We will procure an **electronic case management system [OBJECTIVE 20]** to assist in the efficient and effective management of cases dealt with by Wirral Anti-Social Behaviour Team, which are currently managed through a paper-based system. This will be a joint venture with Wirral Partnership Homes which will provide the additional benefit of electronic data being available in all cases referred to the Team through its ASB Contract with the social landlord.

Discussions have recently taken place between the Anti-Social Behaviour Team and Birkenhead County Court to review how cases are progressed. **Working practices with HM Courts Service are to be agreed [OBJECTIVE 21]** to ensure that cases move through the system as efficiently as possible. We will also formally **evaluate breaches of enforcement orders and contracts [OBJECTIVE 22]** to review their continued effectiveness, addressing any issues as and when they arise.

Evidence is crucial to successful enforcement action and directed surveillance is utilised by Wirral Anti-Social Behaviour Team to corroborate evidence provided by witnesses. An assessment will be made of the demand for the **provision of directed surveillance as a fee-based service [OBJECTIVE 23]** to Registered Providers of social housing.

In circumstances when the Anti-Social Behaviour Team has been working in an area, a number of instances have been identified whereby the ability to issue (or warn about issuing) Fixed Penalty Notices would have been effective in tackling ASB. We will investigate the possibility and appropriateness of Enforcement Officers within the Team being able to **issue Fixed Penalty Notices [OBJECTIVE 24]** to increase the robustness of its activity.

Links with private landlords will continue to be developed [OBJECTIVE 25] in terms of their role in dealing with tenants who engage in ASB, which will include the development of an information guide for private landlords that includes advice on how to deal with anti-social tenants and templates of relevant documents for use. This will be supported by specialised surgeries to provide support and assistance to landlords in managing their tenancies effectively.

Efforts to tackle truancy will be strengthened [OBJECTIVE 26] with Safer Schools Officers better linked into enforcement activity tackling unauthorised school absence. Additionally, truancy sweeps will become a more prominent feature in multi-agency events and activity to tackle ASB, such as the deployment of the Community Mobile Police Station (see THEME 5). Activity will be further strengthened through specifically targeting the Housing Market Renewal area with additional activity; this will include using the proposed Community Reassurance Vehicle for tackling truancy (see THEME 1).

As part of the 2009/10 work programme for 'Environmental Health Merseyside', Pollution Control officers across the Greater Merseyside and Cheshire region will carry out a review of current working arrangements between each Authority, investigating current and future opportunities for partnership working with other agencies in respect of noise issues. Findings from the review will be collated and used to prepare, as a tool for improved engagement, a **good practice report on noise related ASB issues [OBJECTIVE 27]**.

THEME 4: RESETTLEMENT, REHABILITATION & TARGETED YOUTH SUPPORT

THIS THEME FOCUSES UPON:

- TACKLING THE UNDERLYING CAUSES OF ASB;
- PROVIDING TARGETED SUPPORT FOR YOUNG PEOPLE;
- TAKING AN INDIVIDUAL AND WHOLE FAMILY APPROACH TO TACKLING ISSUES.

CURRENT ACTIVITY IN WIRRAL:

Wirral Family Intervention Project (Wirral FIP)

The Family Intervention Project, launched in October 2007, works with the most problematic families to bring together the assertive delivery of support services with sanctions and possible enforcement action to increase a family's motivation to change their behaviour. The FIP is delivered on behalf of the Council by registered charity Action for Children and considers the needs of the whole family balanced with the needs of the community.

Parenting

Parenting support is available to parents of young people involved, or at risk of being involved, in anti-social and/or criminal behaviour. There are many facets to parenting including one-to-one support, parenting groups, telephone support and drop-in sessions. The support helps to build confidence by raising parents' self-esteem; improving communication; balancing 'love with limits'; provide alternative parenting methods and effective strategies to manage challenging behaviour while promoting positive, caring family relationships. Effective parenting acts as a protection against poverty and unemployment, social exclusion, poor academic achievement and involvement in crime and ASB.

Challenge & Support Project

Wirral is one of fifty-two areas nationally delivering a Challenge & Support Project, which is a multi-agency process of intervening with young people engaged in ASB or at risk of engaging in ASB in terms of both challenge (enforcement) and support (intervention and diversion). Any agency can refer a young person into this process and representatives meet at a monthly Respect Panel to determine the most appropriate course of action in respect of each young person.

TEAM Initiative

This activity is run by the Army (Mercian Regiment) targeted at young people engaged in the Challenge & Support process. A one-week residential insight course is supplemented with mentoring for those young people who wish to join the Army.

Youth Inclusion Programmes (YIPs)

The aim of the YIPs is to engage young people in five areas of deprivation in positive activities. Hosted by Wirral Youth Offending Service, a Junior YIP (JYIP) operates for children aged 8-12 years and a Senior YIP for (13-17 year olds), working with forty-five and fifty young people (plus 15-20 peers) respectively at any one time. The young people complete activities to increase self-esteem and build positive relationships with peers and family. One-to-one work is completed with young people they have identified as being "high risk". This work is identified through assessment and could range from anger management, peer pressure and tackling ASB. JYIP's Prevention Programme in Wirral is time limited; the time allocated to working with a young person is twelve weeks, although this is often exceeded because of need.

Positive Futures

Positive Futures is a national social inclusion programme using sport and leisure activities to engage with disadvantaged and socially marginalised young people. The aim is to have a positive influence on young people's lives by widening horizons and providing access to new opportunities within a culturally familiar environment. Sport and leisure activities are used as a catalyst to encourage project participation and young people are steered towards education, training and employment. Wirral's Positive Futures project is managed by the Council's Sports Development Unit and has strong partnership links with Wirral Drug & Alcohol Action Team and Wirral Anti-Social Behaviour Team. Activities are primarily focused upon Friday and Saturday evenings.

Response

Response is part of Wirral Youth & Play Service, providing a borough-wide service for young people aged 13-19 years and providing specialist support to vulnerable young people including those at risk of substance and alcohol misuse, homelessness, sexual exploitation, teenage pregnancy, low self-esteem, stress, abuse, poor health and poverty. Many of the young people referred have complex needs, requiring intensive support from the service and young people are catered for on an individual basis to address a wide variety of needs. The drug and alcohol services within Response provide specialist interventions for targeted young people including case work, care plans, brief interventions following alcohol related offences, bespoke education sessions, an alcohol drop-in service, diversionary activities and outreach services and information and advice and support to young people who have attended Accident & Emergency.

Multi-Systemic Therapy (MST)

An evidence based method of intervening with young people (aged 11 -17 years) who are at risk of care or custody, with the aim of improving the lives of individual children and their families, reducing ASB and making a contribution to reducing high cost care placements outside of Wirral. The pilot commenced in 2009 and is a partnership between Wirral Children & Young People's Department, Youth Offending Service, Primary Care Trust and the Cheshire & Wirral Foundation (NHS) Trust.

Mentoring

Mentoring is a well established practice within Wirral Youth Offending Service and is a process by which young people are supported by a designated mentor with the aim of reducing offending and the risk of reoffending and increasing self-esteem, motivation and self-confidence. Mentors within the service are volunteers from the community who undergo a comprehensive training programme. Mentors are also used as part of the Youth Offending Service's preventative work.

Young Person's Alcohol Intervention Project

This is a multi-agency partnership that sees young people either found in possession of alcohol or engaging in alcohol fuelled ASB by the police, confiscated of alcohol and referrals made to Response for an intervention related to alcohol misuse and/or Challenge & Support. Parents are contacted as part of this process.

Operation StaySafe

The Operation is a multi-agency response to unsupervised young people who are out at night and at risk of becoming victims of crime or of being drawn into criminal behaviour. Targeted operations are conducted to take young people found at risk to a place of safety to be collected by their parents/carers using safeguarding laws¹⁸. The Operation sees a range of follow-up actions put in place to stop problem behaviour from recurring, including referrals to Response and into Challenge & Support where appropriate. 2009/10 will see a total of twelve targeted StaySafe Operations in hot spot locations across the borough.

Tackling alcohol misuse

Through a range of innovative services, NHS Wirral is working with partners to reduce alcohol misuse to prevent and tackle local problems, reduce health inequalities and contribute to tackling crime and disorder. Over the past year a number of innovative services have been introduced including:

- The provision of advice, information and public awareness campaigns for the general public about sensible drinking levels;
- A new local service, including a range of organisations and involving twenty-seven pharmacies, set up to screen a minimum of two thousand people, providing brief advice and support;
- 1,348 people receiving specialist treatment for more serious alcohol problems;
- A new community based alcohol project to provide day and aftercare for high risk and dependent drinkers;
- Development of crisis intervention services to support vulnerable and dependent drinkers.

Integrated Offender Management

In November 2008, an Integrated Offender Management approach to reducing re-offending was implemented. This is built upon the success of the Prolific and other Priority Offender (PPO) scheme and the Drug Intervention Programme (DIP) to identify, prioritise and manage those individuals responsible for prolific offending and ASB. The Integrated Offender Management approach focuses on targeting the resources of partner agencies at offenders causing the most concern to our communities; who pose the highest risk of re-offending. It manages a selected and locally defined cohort of offenders who are in the community. Aimed at addressing issues believed to be the 'drivers' for their criminality, the approaches look at the individual in a holistic way, including their families and consider interventions relating to drugs, alcohol, mental health, employment, training, housing and benefits. A 'Repeat Offender' Multi-Agency Risk Assessment meeting is held each month to consider referrals, agree an action plan for each individual, review outcomes and monitor progress.

Integrated Youth Support (IYS) & Targeted Youth Support (TYS)

Integrated Youth Support (IYS) is the name given to the government approach to youth policy. It is about ensuring that the right services and support are available to all young people at the right time, in order to meet their needs and support their progression into adulthood. IYS focuses on young people aged 13–19 but also includes young people up to the age of twenty-five who have learning difficulties or disabilities or who are in the care system. Integrated Youth Support recognises that there are services and support that all young people should be able to access (known as universal services), but also that there should be focused support for young people in particular need or for young people who are at risk of poor outcomes (known as targeted youth support). In April 2008, Wirral published an Integrated Youth Support Strategy that outlined its approach.

OBJECTIVES - WHAT WE WILL DO:

The Family Intervention Project's current focus is around ASB. Through funding provided to support implementation of the Youth Crime Action Plan, we will **extend the Family Intervention Project [OBJECTIVE 28]** to include provision for families engaged in, or at risk of engaging in, crime. This will include an additional element targeting families displaying specific risk factors associated with offending behaviour, such as mental ill health and domestic violence. Responsibility for the operation of the FIP will be transferred from the Regeneration Department to the Children & Young People's Department. Further work will involve seeking funding to ensure the longer-term sustainability of the FIP. The development of a core residential unit for the most problematic families requiring twenty-four hour supervision and visitor control will be investigated further and a decision made as to its feasibility.

Wirral has a good range of parenting support and intervention across the borough, both in the statutory and voluntary and faith sectors, providing support to parents/carers in raising their children and young people. Wirral recently appointed a Parenting Development Co-ordinator to review existing provision, identify gaps in service delivery and work towards developing a co-ordinated approach ensuring the accessibility of services at all levels of need.

We will continue to work together to **ensure that a co-ordinated approach to parenting support and intervention is implemented across the borough and embed the 'Think Family' Reforms [OBJECTIVE 29]**. The Reforms are about ensuring that services work together to make sure that families at risk are provided with support at the earliest opportunity; the full range of needs within each family are supported and the ability of family members to provide care and support each other is strengthened. This involves co-ordinating work across the Children & Young People's Department, Adult Social Services, Family Intervention Project, Wirral Anti-Social Behaviour Team, Youth Offending Service and other related services.

All CDRPs are required to complete an annual Strategic Assessment¹⁹. This presents and interprets the summary findings of an intelligence (data and information) analysis and assists in identifying current and possible future crime, disorder and substance misuse issues. Wirral's most recent Strategic Assessment was produced in January 2009¹⁹. As part of this process, whilst it was identified that there was a deal of good work in targeting offenders, **a more co-ordinated approach to Offender Management [OBJECTIVE 30]** was required, particularly for those not at the highest levels of risk. Merseyside Police is taking the lead in driving forward this piece of work.

In October 2008, the Council's Children's Services and Lifelong Overview & Scrutiny Committee produced a Scrutiny Report following a review of youth outreach provision in Wirral to ensure the provision of a modern service that gives value for money. A number of recommendations stemmed from the report. These recommendations are currently being reviewed in the context of Wirral's overall approach to Integrated Youth Support and a proposed way forward in terms of the **delivery of targeted youth support services [OBJECTIVE 31]** is to be taken to Cabinet in 2009.

THEME 5: PROTECTING & SUPPORTING VICTIMS AND COMMUNITIES

THIS THEME FOCUSES UPON:

- PROVIDING PROTECTION AND SUPPORT FOR VICTIMS OF ASB;
- PROVIDING PROTECTION AND SUPPORT FOR COMMUNITIES FROM ASB;
- REDUCING THE NUMBER OF REPEAT VICTIMS;
- PROVIDING LONG TERM SUSTAINABLE SOLUTIONS TO ASB ISSUES.

CURRENT ACTIVITY IN WIRRAL:

Wirral Community Patrol

This Service operates 24 hours a day, 7 days a week to provide security and response patrols to schools, public buildings and parks. The team of over twenty officers are also tasked to incidents of ASB by the public and other services. The service responds to ten thousand incidents a year on average, with approximately four and a half thousand relating to incidents of ASB.

Neighbourhood Policing

Neighbourhood Policing has been in place across the borough since 2000, with every neighbourhood having a dedicated Neighbourhood Inspector with focus upon local priorities identified by the community.

Citizen Focus

Merseyside Police conducts independent surveys on a monthly basis of victims of ASB. They are questioned about the quality of some critical stages of service (such as the ease of contact; action taken; follow up; whether the police made further contact; investigation; treatment and the whole experience). The police aims to ensure that every victim of ASB (when details are provided) receives either a further contact call by phone or personal visit.

Repeat Victimisation Strategy 2007-2009

Merseyside Police reinforces its Citizen Focus through a strategy for repeat victimisation. This Victims' Charter categorises incidents

responses for crime in priorities, in terms of gold, silver and bronze. It aims to reduce the number of incidents of ASB categorised as 'repeat' and prevent victims suffering repeat victimisation.

Operation Monroe

A dedicated team consisting of a police sergeant, four constables and a radio room operator respond to incidents of ASB reported to the Police. The sergeant's role is one of co-ordination of not only Police resources but also of Council wardens and youth outreach teams. Although the sergeant does not direct non-Police resources, there is a better response to ASB by having shared knowledge of each service's activity in an area and the ability to make changes where required. The Operation takes place every Friday, Saturday and Sunday evening.

Respect 'Weeks of Action'

Routinely multi-agency activity takes place in neighbourhoods led by the police under the banner of Respect. These include a range of activity from providing advice and information through to enforcement action; the focus being on community reassurance.

Witness Support Network

The Network is run by Wirral Mediation Service (part of registered charity Involve North-West) and provided to complainants of ASB in the private sector referred to Wirral Anti-Social Behaviour Team. The Service uses trained volunteers to provide support.

Witness Support Package (WASBT)

Wirral Anti-Social Behaviour Team offers a comprehensive package of support to all its witnesses in cases it is investigating. The Team's strategy has four main aims in relation to witnesses: to keep them fully informed about the procedures and processes when dealing with cases involving ASB; to support them fully throughout their involvement with the Anti-Social Behaviour Team, both physically and emotionally; to update them frequently and promptly about the progression of the case and to recognise that the fast progression of cases is paramount.

Respect Watch Schemes

Respect Watch Schemes are a Wirral initiative designed to protect residents who have already suffered ASB so serious that it has warranted legal action by the Anti-Social Behaviour Team. The Schemes have elements that include a) a Local Lettings Agreement with local residents and landlords, committing to take steps to ensure that applicants guilty of previous unacceptable behaviour will not be offered property within the area; b) branding within the area affected by the Scheme with the additional benefit that this may also act as a deterrent to future ASB and c) regular meetings with residents to discuss any issues that have arisen in the preceding period and hopefully enable the early identification of any further ASB to ensure prompt intervention.

Witness Support (Registered Providers of social housing)

Registered Providers actively support complainants involved in ASB cases.

Community Mobile Police Station (CMPS)

The CMPS is a partnership between Wirral Council and Merseyside Police, managed by Wirral Anti-Social Behaviour Team. The CMPS is a 40x12x10 foot converted shipping container, introduced in Wirral in January 2006. This specially made unit is equipped with a public enquiry desk and a wide range of literature for community safety, support groups and local activities and located into the most problematic 'hot-spots' of ASB. The impact of the CMPS has recently been improved through a four month rolling programme of secondment (Police Community Support & Traffic Officer) to work with the Station, from the respective neighbourhood to where the CMPS is being deployed next.

Wirral Family Safety Unit (FSU)

The FSU is a multi-agency team based within the Joint Community Safety Team that co-ordinates a package of care, safety and support for individuals and their children experiencing domestic abuse. Support is given based on risk and need; this may include housing, solicitors, placement in the Refuge, counselling and target hardening. Clients are offered the services of an Independent Domestic Violence Advocate, who work directly with survivors to provide advice and support, helping them make safety plans and understand the options they have. They also assist in accessing the full range of legal and non-legal services and resources and engage proactively in multi-agency work to keep survivors and their children safe. Additional support is provided to clients through the Wirral MARAC (Multi-Agency Risk Assessment Committee). This is a formal conference that meets every two weeks to ensure a multi-agency management plan is agreed to support those at very high risk of experiencing further abuse.

Reparation

Reparation can help prevent reoffending by enabling the perpetrator (young person) to take responsibility for the offence and its consequences and to make amends, repairing some of the harm caused. Reparation can take the form of a letter of apology, a restorative meeting involving the victim, a direct apology and/or practical activity to benefit the victim or local community (community reparation). Community reparation should build on the young person's skills and learning, reducing the risk of reoffending. Reparation also restricts and reduces leisure time of a young person and can reduce the opportunities for further offending behaviour. Reparation should be a fundamental part of any community court sentence and be proportionate to the offending behaviour.

Restorative Justice (RJ) and Family Group Meetings

Restorative Justice gives victims the chance to tell offenders the real impact of their crime, to get answers to their questions and to receive an apology. It gives the offenders the chance to understand the real impact of what they have done and to do something to repair the harm. Restorative Justice holds offenders to account for what they have done, personally and directly, and helps victims to get on with their lives. A dedicated Restorative Justice (RJ) Co-ordinator, based within Wirral Youth Offending Service, coordinates RJ conferences. Family Group Meetings are also offered to all families engaged in the Youth Inclusion Support Panel (see THEME 2), which enables family members and friends to come together to find out what is happening in the family and to talk about how to sort out any problems.

OBJECTIVES - WHAT WE WILL DO:

As part of Wirral's most recent Strategic Assessment²⁰, it was also identified that Wirral required a **more co-ordinated approach to victim support [OBJECTIVE 32]** at all levels of victimisation. Wirral's Crime & Disorder Reduction Partnership Executive Group will take the lead in driving forward this piece of work.

We will extend the use and visibility of reparation [OBJECTIVE 33] in our communities, strengthening the work led by Wirral Youth Offending Service and ensuring that communities' views influence the work that is undertaken by young people.

Respect Watch Schemes will be developed [OBJECTIVE 34], subject to the needs of communities, to include wider activity. This may extend to the provision of parenting support groups, greater reparation activity and wider preventative work.

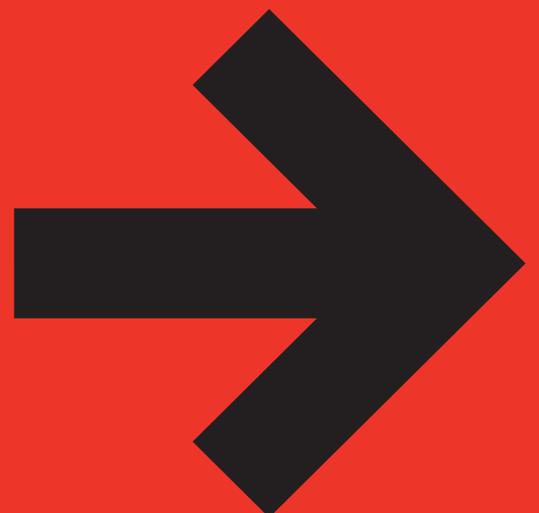
CONCLUSION

We have made some significant improvements to residents' quality of life, consistently reducing incidents of anti-social behaviour and improving perceptions. There is however always more that can be done and we will not rest on our successes. Further improvement will only be made if we continue to be supported by local residents. It is important that residents continue to report incidents of anti-social behaviour and tell us what we are doing well but more importantly where we are failing to meet their expectations.

**By working together we will make Wirral
a safer place to **live, work and visit.****



APPENDIX 1: PERFORMANCE INDICATORS



PERFORMANCE INDICATORS

National Indicator Reference	Indicator Title	2009/10	2010/11	2011/12
PI 4269	Vehicle Nuisance	1,420	1,400	1,380
PI 4270	Criminal Damage	4,915	4,670	4,436
PI 4206*	Anti-Social Behaviour incidents	17,558	17,207	16,863
NI 17	7 Strands of ASB	Reduce by 2%	Reduce by 2%	Reduce by 2%
NI 21	Dealing with crime and ASB that matter	Increase by 2%	Increase by 2%	Increase by 2%
NI 23	Treating people with respect	Reduce by 2%	Reduce by 2%	Reduce by 2%
NI 27	Views taken re crime and ASB that matter	Increase by 2%	Increase by 2%	Increase by 2%
NI 41	People drunk or rowdy in public places	Reduce by 2%	Reduce by 2%	Reduce by 2%
NI 42	Perceptions of drug use or drug dealing as a problem	Reduce by 2%	Reduce by 2%	Reduce by 2%

* Local Area Agreement aligned target

**APPENDIX 2:
DELIVERING THE STRATEGY -
ACTION PLAN (2009-2012)**



DELIVERING THE STRATEGY - ACTION PLAN (2009-2012)

Objective number	Action	Evidence of Progress	Anticipated completion date	Responsibility
AWARENESS, PERCEPTIONS & CONFIDENCE				
1	Consultation to identify barriers to reporting ASB and produce targeted campaigns to challenge those barriers	Embedded in all deployments of the Community Mobile Police Station	30 November 2009	WASBT (Council)
2	Production of a 6-monthly ASB newsletter	First edition produced	30 April 2010	WASBT (Council)
3	Increased information on the Council web site related to ASB	Directory of ASB published	30 April 2010	WASBT (Council)
4	Extend the use of technology to promote efforts to tackle ASB and provision of information to internet based social networks	YouTube, Facebook and/or Twitter in use.	30 November 2009	WASBT (Council)
5	Strengthen the effectiveness of Problem Solving Groups	Notification sent to residents in areas for all newly convened PSGs of the work of the partnership Invitations made to resident representatives in all newly convened PSGs to participate	30 November 2009 30 November 2009	WASBT (Council) & Merseyside Police
6	Launch the HMRI community reassurance vehicle	Vehicle in use	30 November 2009	WASBT (Council) & Housing Strategy Section (Council)
7	Respect Wirral to become an annual event	Respect Wirral event held	30 March 2010	WASBT (Council) & Merseyside Police
8	Provide ASB training to Police Community Support & Traffic Officers (PCSTOs) and local councillors	PCSTOs Training provided to councillors	31 March 2010 31 December 2010	WASBT (Council)
9	Positively promote young people	Publicise young people at every opportunity and monitor the number of positive press articles generated	30 November 2009	Press & PR, Youth & Play Service & WASBT (Council) & Merseyside Police

Objective number	Action	Evidence of Progress	Anticipated completion date	Responsibility
10	Annual awards ceremony to celebrate the achievements of young people and recognise the individuals who work with them	First event held	31 March 2010	WASBT (Council)
11	Promotion of inter-generational work with young people and adults	Each Youth Unit to deliver an intergenerational project	31 March 2010	Youth & Play Service (Council)
PREVENTION & DIVERSION				
12	Investigate the feasibility of covering the entire borough with a Designated Public Place Order	Feasibility assessed and decision made as to course of action	31 December 2009	Wirral Council (Legal Services)
13	Co-ordinate the provision of education and awareness activity related to ASB in schools by agencies	Activity reported into Police Youth Engagement Officers on a regular basis	31 December 2009	WASBT (Council) & Merseyside Police
14	Determine an approach to the use of Mosquito devices	Recommendations made	31 March 2010	WASBT (Council)
15	Develop a comprehensive response to nuisance caused by ball games	Response developed	31 April 2010	WASBT (Council)
16	Continue to work to develop Parkour within Wirral	Workshops embedded in mainstream activity	31 July 2010	BBCHA, WASBT, Youth & Play Service, Cultural Services, including Sports Development Unit (Council), Merseyside Police & British Parkour Coaching Association
17	Develop an accredited Respect Programme for young tenants	Programme developed	31 April 2009	WASBT (Council) & Forum Housing
18	Mainstream the dedicated police patrol focused upon the confiscation of alcohol from young people	Patrol available for activity following conclusion of the pilot scheme	30 November 2009	Merseyside Police
19	Extend the opportunities for young people to volunteer	First cohort of volunteers appointed	31 March 2010	WASBT & Youth & Play Service & Sports Development Unit (Council)
ENFORCEMENT				
20	Implementation of an electronic case management (ECM) system	Procurement of an ECM system Training of WASBT Officers Implementation of system	28 February 2010 30 May 2010 31 August 2010	WASBT (Council) & WPH
21	Agreement of working practices with HM Courts Service	Agreement reached	30 November 2009	WASBT (Council)
22	Evaluate the use of ASB related enforcement orders and contracts	Initial evaluation undertaken Regular review	30 November 2009 Ongoing	WASBT (Council) & Merseyside Police
23	Assessment of demand for provision of a fee-based directed surveillance service to Registered Providers of social housing	Assessment made	30 September 2010	WASBT (Council)

Objective number	Action	Evidence of Progress	Anticipated completion date	Responsibility
24	Determine the appropriateness of an extension of powers to Anti-Social Behaviour Team Officers	Decision made	31 May 2010	WASBT (Council) & Merseyside Police
25	Increase support to private landlords	ASB Information Pack for private landlords available	31 August 2010	WASBT (Council)
		Rolling programme of advice surgeries for private landlords commenced	31 August 2010	WASBT (Council)
26	Strengthen work around truancy	Safer Schools Officers involved in sweeps	30 November 2009	WASBT & ESW Service (Council) & Merseyside Police
		HMRI community reassurance vehicle in use for sweeps	30 November 2009	
		Truancy sweeps feature of multi-agency activity to tackle ASB	30 November 2009	
27	Good practice report developed in relation to tackling noise related ASB	Merseyside-wide report produced	31 March 2010	Pollution Control (Council)
RESETTLEMENT, REHABILITATION & TARGETED YOUTH SUPPORT				
28	Extend the (ASB) Family Intervention Project	Transfer of responsibility for the operation of the FIP to the C&YPD	31 December 2009	C&YPD (Council)
		Referral criteria extended to include crime and structures in place for delivery	31 March 2010	Action for Children, C&YPD & WASBT (Council)
		Identify longer-term funding for the FIP and assess the feasibility of the development of a core residential unit	30 March 2011	Action for Children, C&YPD & WASBT (Council)
29	Embed the Think Family Reforms and ensure that a co-ordinated approach to parenting support and intervention is implemented across the borough	Clear governance (responsibility) arrangements for the Parenting & Family Support Strategy in place	30 November 2009	C&YPD, DASS, YOS, & WASBT (Council), Action for Children, Health, DAAT & Voluntary Sector
		Parenting & Family Support Strategy and Action Plan refreshed to ensure a co-ordinated approach	30 November 2009	
		Parenting Early Intervention Programme (PEIP) Project Staff in place and Evidence Based Parenting Programme initiated working in partnership with Health, DAAT and the voluntary sector to deliver	31 December 2009	
		Improved links with the Department of Adult Social Services and a joint working protocol developed	31 March 2010	
30	Develop a co-ordinated approach to the management of offenders at all levels of risk	New process in place	30 March 2010	Merseyside Police
31	Recommendations made regarding the restructure of Wirral's approach to the delivery of targeted youth support	Report submitted to Cabinet	31 December 2009	C&YPD (Council)

Objective number	Action	Evidence of Progress	Anticipated completion date	Responsibility
PROTECTING & SUPPORTING VICTIMS AND COMMUNITIES				
32	Develop a co-ordinated approach to victims of crime and ASB	New process in place	31 March 2010	CDRP Executive Group
33	Extend the use and increase the visibility of reparation activity	Increase the frequency of reparation undertaken directly in communities	30 March 2010	YOS & WASBT (Council)
		Ensure residents' views are factored into decisions around the type of reparation engaged in by young people	31 August 2010	YOS & WASBT (Council)
34	Enhance the operation of Respect Watch Schemes	Enhanced version in operation for any designation after proposed completion date	31 December 2009	WASBT (Council)

Key:

BBCHA - Beechwood & Ballantyne Community Housing Association

CDRP Executive Group - Crime & Disorder Reduction Partnership Executive Group

C&YPD - Children & Young People's Department

DAAT - Drug & Alcohol Action Team

DASS - Department of Adult Social Services

ESW Service - Education Social Welfare Service

WASBT - Wirral Anti-Social Behaviour Team

YOS - Youth Offending Service

FOOTNOTES:

¹ Including - Alcohol Harm Reduction Strategy 2007-2010; Anti-Graffiti Strategy 2008; Children & Young People's Plan 2008-2011; Crime & Disorder Reduction Strategy (2009-2012); Integrated Youth Support Strategy 2008; Local Area Agreement Delivery Plan 2009/10; Merseyside Police Youth Strategy 2006-2009; Parenting & Family Support Strategy 2008-2011; Sustainable Community Strategy - Wirral 2025; Wirral Youth & Play Service Development Plan 2009/10.

² www.respect.gov.uk/members/article.aspx?id=7538

³ Police data.

⁴ Police categories that constitute ASB: Abandoned vehicles (not stolen / causing obstruction); Animal problems; Begging / Vagrancy; Hoax call to emergency services; Inappropriate use/sale/possession of fireworks; Malicious communications; Noise; Prostitution related activity; Rowdy / Nuisance - Environmental damage/littering; Rowdy / Nuisance - Neighbours; Rowdy / Nuisance - Rowdy or Inconsiderate Behaviour; Street Drinking; Substance Misuse; Trespass and Vehicle Nuisance / Inappropriate Vehicle Use.

⁵ www.respect.gov.uk/sasurvey.aspx?id=12864

⁶ 1st July 08 - 31st June 09.

⁷ LSP's bring together the key stakeholders operating in an area, including for example the local authority, police, primary care trust, private businesses and representatives from voluntary and community groups. The aim of the LSP is to bring together these key people to represent their organisations and discuss strategic issues that affect the area.

⁸ Data was not collected in 2008.

⁹ Communicating for Confidence: A Practical Guide. Home Office 2009

¹⁰ A Section 30 Dispersal Order gives the police the power to disperse groups in a designated area where an officer has reasonable grounds for believing that their presence or behaviour has resulted, or is likely to result, in a member of the public from being harassed intimidated, alarmed or distressed.

¹¹ Part of registered charity Involve North-West.

¹² Council's Children & Young People's Department.

¹³ Council's Regeneration Department.

¹⁴ Part of the Council's Youth & Play Service.

¹⁵ Available under Section 13 of The Criminal Justice and Police Act 2001 as amended by Section 26 of the Violent Crime Reduction Act 2006 and the "The Local Authorities (Alcohol Consumption in Designated Public Places) Regulations 2007".

¹⁶ Forum Housing Association has been a specialist provider of supported accommodation to young people aged 16-25 for forty years.

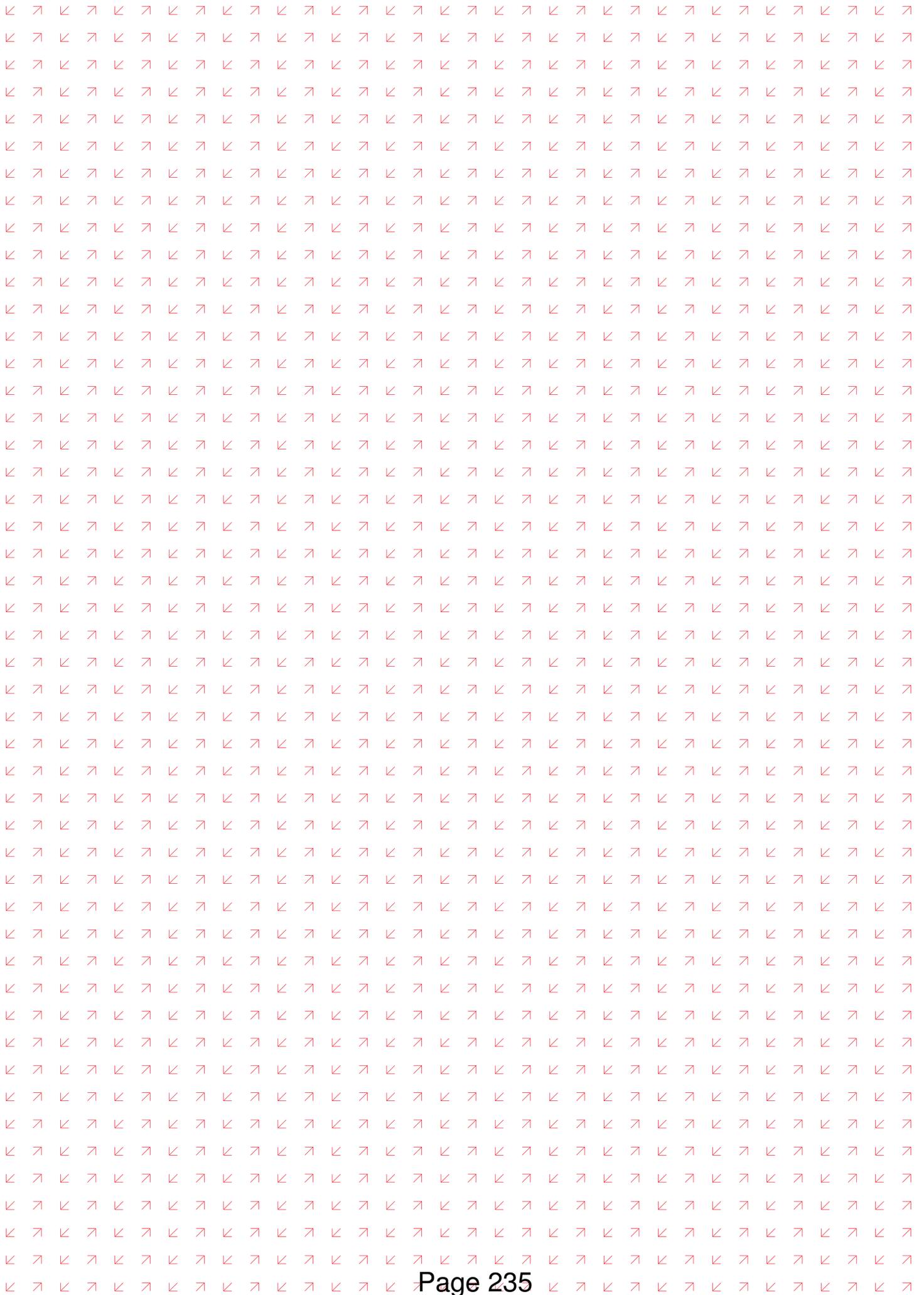
¹⁷ Department for Children, Schools & Families

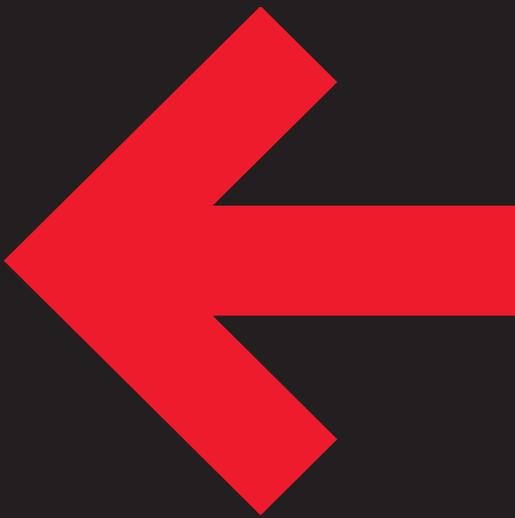
¹⁸ Section 46 Children Act (1989).

¹⁹ Police and Justice Act (2006).

²⁰ Studying the period January 2008 to December 2008.

²¹ Most recently produced in January 2009, this assists in identifying current and possible future crime, disorder and substance misuse issues.





If you would like this document in large print, audio, Braille, alternative format or in a different language please contact:

0151 606 2020

Any queries relating to the Strategy can be directed to the Manager of Wirral Anti-Social Behaviour Team at: **neighbour.nuisance@wirral.gov.uk**

The Equality Impact Assessment in relation to the Strategy can be found at: **www.wirral.gov.uk**

**UPDATED JANUARY 2011:
DELIVERING THE STRATEGY -
ACTION PLAN (2009-2012)**



DELIVERING THE STRATEGY - ACTION PLAN (2009-2012)

Objective number	Action	Evidence of Progress	Anticipated completion date	Update January 2011
AWARENESS, PERCEPTIONS & CONFIDENCE				
1	Consultation to identify barriers to reporting ASB and produce targeted campaigns to challenge those barriers	Embedded in all deployments of the Community Mobile Police Station	30 November 2009	The Station has been on longer deployment to support the Stronger Communities Initiative in Birkenhead. Consultation to take place following the Station's planned redeployment in February 2011.
2	Production of a 6-monthly ASB newsletter	First edition produced	30 April 2010	On-hold due to budgetary pressures.
3	Increased information on the Council web site related to ASB	Directory of ASB published	30 April 2010	Revised and updated web pages published in May 2010. Web based directory of ASB services being developed.
4	Extend the use of technology to promote efforts to tackle ASB and provision of information to internet based social networks	YouTube, Facebook and/or Twitter in use.	30 November 2009	Awaiting the development of a corporate policy.
5	Strengthen the effectiveness of Problem Solving Groups	Notification sent to residents in areas for all newly convened PSGs of the work of the partnership	30 November 2009	Completed
		Invitations made to resident representatives in all newly convened PSGs to participate	30 November 2009	Completed
6	Launch the HMRI community reassurance vehicle	Vehicle in use	30 November 2009	Completed
7	Respect Wirral to become an annual event	Respect Wirral event held	30 March 2010	Completed. Respect Wirral 2010 took place from 25-29 October 2010.
8	Provide ASB training to Police Community Support & Traffic Officers (PCSTOs) and local councillors	PCSTOs	31 March 2010	Rescheduled for 2011.
		Training provided to councillors	31 December 2010	

Objective number	Action	Evidence of Progress	Anticipated completion date	Update January 2011
9	Positively promote young people	Publicise young people at every opportunity and monitor the number of positive press articles generated	30 November 2009	Completed – ongoing.
10	Annual awards ceremony to celebrate the achievements of young people and recognise the individuals who work with them	First event held	31 March 2010	On-hold due to budgetary pressures.
11	Promotion of inter-generational work with young people and adults	Each Youth Unit to deliver an intergenerational project	31 March 2010	Completed
PREVENTION & DIVERSION				
12	Investigate the feasibility of covering the entire borough with a Designated Public Place Order	Feasibility assessed and decision made as to course of action	31 December 2009	Remains under review in view of the current financial constraints.
13	Co-ordinate the provision of education and awareness activity related to ASB in schools by agencies	Activity reported into Police Youth Engagement Officers on a regular basis	31 December 2009	Being progressed
14	Determine an approach to the use of Mosquito devices	Recommendations made	31 March 2010	Being progressed
15	Develop a comprehensive response to nuisance caused by ball games	Response developed	31 April 2010	Being progressed
16	Continue to work to develop Parkour within Wirral	Workshops embedded in mainstream activity	31 July 2010	A successful bid was made to The Lottery Fund for a Feasibility Grant (£57k) to study the viability of transforming the existing leisure centre in Beechwood into a national headquarters for Parkour. This work is progressing.
17	Develop an accredited Respect Programme for young tenants	Programme developed	31 April 2010	Being progressed
18	Mainstream the dedicated police patrol focused upon the confiscation of alcohol from young people	Patrol available for activity following conclusion of the pilot scheme	30 November 2009	Further short term funding has been used to deploy the patrol in 2009/10 and 2010/11.
19	Extend the opportunities for young people to volunteer	First cohort of volunteers appointed	31 March 2010	Being progressed. Volunteers are operating through the Sports Development Unit.
ENFORCEMENT				
20	Implementation of an electronic case management (ECM) system	Procurement of an ECM system Training of WASBT Officers Implementation of system	28 February 2010 30 May 2010 31 August 2010	On-hold due to budgetary pressures.
21	Agreement of working practices with HM Courts Service	Agreement reached	30 November 2009	Completed. Representation at court users' groups to feed in any issues.

Objective number	Action	Evidence of Progress	Anticipated completion date	Update January 2011
22	Evaluate the use of ASB related enforcement orders and contracts	Initial evaluation undertaken Regular review	30 November 2009 Ongoing	Reviews undertaken in each respective case. Awaiting the outcome of the government's consultation around the use of tools and powers to tackle ASB before this objective is progressed further.
23	Assessment of demand for provision of a fee-based directed surveillance service to Registered Providers of social housing	Assessment made	30 September 2010	Surveillance service contracted in 2010/11 by one Registered Provider of social housing. Awaiting the outcome of the government's review of the use of directed surveillance before this objective is progressed further.
24	Determine the appropriateness of an extension of powers to Anti-Social Behaviour Team Officers	Decision made	31 May 2010	Being progressed
25	Increase support to private landlords	ASB Information Pack for private landlords available Rolling programme of advice surgeries for private landlords commenced	31 August 2010 31 August 2010	Being progressed
26	Strengthen work around truancy	Safer Schools Officers involved in sweeps HMRI community reassurance vehicle in use for sweeps Truancy sweeps feature of multi-agency activity to tackle ASB	30 November 2009 30 November 2009 30 November 2009	Completed Completed Completed
27	Good practice report developed in relation to tackling noise related ASB	Merseyside-wide report produced	31 March 2010	Being progressed
RESETTLEMENT, REHABILITATION & TARGETED YOUTH SUPPORT				
28	Extend the (ASB) Family Intervention Project	Transfer of responsibility for the operation of the FIP to the C&YPD Referral criteria extended to include crime and structures in place for delivery Identify longer-term funding for the FIP and assess the feasibility of the development of a core residential unit	31 December 2009 31 March 2010 30 March 2011	Completed Completed Ongoing
29	Embed the Think Family Reforms and ensure that a co-ordinated approach to parenting support and intervention is implemented across the borough	Clear governance (responsibility) arrangements for the Parenting & Family Support Strategy in place Parenting & Family Support Strategy and Action Plan refreshed to ensure a co-ordinated approach	30 November 2009 30 November 2009	Completed. Multi-agency Parenting Steering Group in operation. Draft Strategy completed and to be issued for consultation.

Objective number	Action	Evidence of Progress	Anticipated completion date	Update January 2011
29		Parenting Early Intervention Programme (PEIP) Project Staff in place and Evidence Based Parenting Programme initiated working in partnership with Health, DAAT and the voluntary sector to deliver Improved links with the Department of Adult Social Services and a joint working protocol developed	31 December 2009 31 March 2010	19 workers trained in Triple P parenting programme (17 accredited) in April 2010 and both group and one-to-one interventions taking place. Joint 'Think Family' Conference with Adult Services (DASS, DAAT & Health) in April 2010. Protocol being progressed.
30	Develop a co-ordinated approach to the management of offenders at all levels of risk	New process in place	30 March 2010	Completed. Wirral's Community Safety Partnership, now with statutory responsibility, operates a reducing reoffending strategy. An Integrated Offender Management process is in operation overseen by a multi-agency IOM Steering Group.
31	Recommendations made regarding the restructure of Wirral's approach to the delivery of targeted youth support	Report submitted to Cabinet	31 December 2009	Completed. Integrated Youth Support Service created within the Council's Children & Young People's Department by bringing together the Youth & Play Service, Youth Offending Service and Wirral Anti-Social Behaviour Team.
PROTECTING & SUPPORTING VICTIMS AND COMMUNITIES				
32	Develop a co-ordinated approach to victims of crime and ASB	New process in place	31 March 2010	Wirral's Local Criminal Justice Delivery Board's Community Engagement Sub Group meets monthly to address local initiatives. Improved support to victims of crime remains ongoing and is being driven through the LCJDB. Repeat victims are considered through the monthly Anti-Social Behaviour Governance Group and the agencies are currently working towards a common risk assessment for victims of ASB.
33	Extend the use and increase the visibility of reparation activity	Increase the frequency of reparation undertaken directly in communities Ensure residents' views are factored into decisions around the type of reparation engaged in by young people	30 March 2010 31 August 2010	Being progressed through the Integrated Youth Support Service.
34	Enhance the operation of Respect Watch Schemes	Enhanced version in operation for any designation after proposed completion date	31 December 2009	Completed. Schemes include preventative work where appropriate

Key:

BBCHA - Beechwood & Ballantyne Community Housing Association
CDRP Executive Group - Crime & Disorder Reduction Partnership Executive Group
C&YPD - Children & Young People's Department

DAAT - Drug & Alcohol Action Team
DASS - Department of Adult Social Services
ESW Service - Education Social Welfare Service
WASBT - Wirral Anti-Social Behaviour Team
YO - Youth Offending Service

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WIRRAL COUNCIL

CABINET

14TH APRIL 2011

SUBJECT:	EXTENSION OF CHILDREN'S PREVENTATIVE SERVICE CONTRACTS
WARD/S AFFECTED:	ALL
REPORT OF:	INTERIM DIRECTOR OF CHILDREN'S SERVICES
RESPONSIBLE PORTFOLIO HOLDER:	SHEILA CLARKE
KEY DECISION	YES

1.0 EXECUTIVE SUMMARY

1.1 The purpose of this report is to ask Elected Members to extend the following specialised contracts for one year to 30th June 2012 after which they will be included in the commissioning of the Early Intervention Grant. These contracts are currently extended to June 2011 as agreed by Cabinet.

Table 1.2

Contract Area	Organisation	Cost	Statutory Duty
Engagement, Inclusion and Advocacy	WIRED	£316,993	Yes for SEN Parent Partnership and Choice Advisor
Young Runaways, children at risk of sexual exploitation	Barnardo's	£169,000	Yes
Independent Visitors	WIRED	£42,000	Yes
Advocacy of Looked after children	SCS (Safeguarding Children's Services) Kinder	£61,956	Yes
Contract Carers	Action for Children	£191,635	No

2.0 RECOMMENDATION/S

2.1 That the 5 specialist contracts set out in 1.2 are extended until 30th June 2012 to ensure continuity of service for those vulnerable groups of children and young

people and to allow for time for these contracts to be part of the next commissioning process.

3.0 REASON/S FOR RECOMMENDATION/S

- 3.1 The commissioning/procurement of the new Early Intervention Grant is now under way and has target areas of Parenting/Compromised Parenting, Short Breaks and Improving Behaviour. These target areas do not capture the services provided in respect of Engagement, Involvement and Advocacy, Independent Visitors, Looked after Children Advocacy, Young Runaways/children at risk of sexual exploitation or the Contract Carers Scheme. The services provided are specialised and would need further consultation and development before being included the new EIG commissioning process.
- 3.2 When the original contracts were drawn up they did not have a clause 1.b which allows for a 12 month extension on satisfactory delivery, impact and evaluation.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 The contract for Engagement, Involvement and Advocacy was originally procured as part of the Children's Trust Arrangement for joint planning across the 0-19 age range. This meant combining many funding sources targeted at preventative and parenting services in order to consider the implications of funding decisions on the whole system.
- 4.2 WIRED as new providers have had to establish new relationships and build confidence with parents and children with a disability/learning difficulty. Included in this contract is the Council's Statutory Duty to deliver both the SEN Parent Partnership and the Choice Advisor.
- 4.3 Through contract monitoring this organisation has established their work, has built confidence and relationships and is making an impact by improving outcomes for children, young people and their families.
- 4.4 The contract of Children at risk of Exploitation, Committing Sexual Offences and Runaways from Home or Care being delivered by Barnardos who were successful in an open tender process
- 4.5 This organisation has begun to establish their work, built confidence and relationships and is making an impact by improving outcomes for children, young people and their families.
- 4.6 The contract of Independent Visitors is currently being delivered by WIRED and this service is specifically targeted at looked after children as specified in The Children Act 1989 Schedule 2 sections 17(1) to 17(7)
- 4.7 The purpose of this service is to benefit looked after children and young people, specifically targeted at those placed out of borough and on Wirral who are aged between 6-21 years, who have not been visited by either a parent or person with parental responsibility for them during the previous six months.

- 4.8 The contract for the Looked after children Advocacy Service is currently being delivered by SCS Kinder and this service is to provide an Advocate for looked after children who are currently in a care home or foster placement in Wirral and outside of the Council's geographical boundaries.
- 4.9 This is to ensure that these young people's voices are being heard, also effective inter agency working and an increase in awareness by staff in both statutory and voluntary agencies of the issues raised with regard to this group of children.
- 4.10 The contract for Contract Carer Scheme is part of the Aiming High for Disabled Children and was awarded to Action for Children. Due to difficulties with recruiting carers, which is a national problem, this has meant that they have been unable to deliver within the current timeframe. An extension and action plan with Action for Children has been agreed to ensure deliver of outputs and outcomes for this programme.

5.0 RELEVANT RISKS

- 5.1 These are specialised services and when previously commissioned there were very few organisations that had the expertise or capacity to deliver. There would be a risk that the most vulnerable children and young people would not receive a much needed and timely service.

6.0 OTHER OPTIONS CONSIDERED

- 6.1 The option of creating a new tender process was considered but rejected in line with the above risks.

7.0 CONSULTATION

- 7.1 As part of the original Tenders a consultation process took place with both children, young people and Parents/carers which contributed to 20% of the final score decision. Also each organisation has signed up to Wirral Charter of Participation and it is part of their quarterly monitoring arrangements.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 8.1 Each of the Contracts has been part of an open commissioning process and the contracts are presently being delivered by the voluntary, community and faith sector. This is Compact compliant as it continues to support capacity within this sector.

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

- 9.1 See 5.1 Relevant Risks

10.0 LEGAL IMPLICATIONS

- 10.1 Corporate Procurement has considered and has not identified any legal implications.

11.0 EQUALITIES IMPLICATIONS

11.1 In developing the priorities for commissioning these contracts it included help to address the needs of these most vulnerable groups.

11.2 Equality Impact Assessment (EIA)
(a) Is an EIA required? No

12.0 CARBON REDUCTION IMPLICATIONS

12.1 None.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 These contracts will have a significant impact on community safety implications specifically in relation to young runaways and children at risk of sexual exploitation and will continue work closely with the Police and the Community Safety Team.

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APPENDICES

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet Decision	13th December 2010
Children and Young People's Overview and Scrutiny	15th March 2011
Children and Young People's Overview and Scrutiny - Areas for Development 0-19 Commissioning	16th March 2010

WIRRAL COUNCIL

CABINET

14 APRIL 2011

SUBJECT:	LIFELONG AND FAMILY LEARNING FEES 2011-2012
WARD/S AFFECTED:	ALL
REPORT OF:	INTERIM DIRECTOR OF CHILDREN'S SERVICES
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR SHEILA CLARKE
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 The report details the proposed Lifelong and Family Learning Service fees for 2011-12. The Lifelong and Family Learning Service will support the Council's Corporate Priorities by providing opportunities for adults to develop their skills to support their children, gain confidence, become more employable and learn how to be actively involved in their local area. The Service is entirely funded by a Skills Funding Agency (SFA) grant, with the expectation that course fees are set and collected.

2.0 RECOMMENDATION/S

2.1 That

- (1) Cabinet is requested to approve the changes in Lifelong Learning fees policy

3.0 REASON/S FOR RECOMMENDATION/S

- 3.1 Fees policy needs approval.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 Wirral Lifelong and Family Learning Service is funded by the Skills Funding Agency (SFA – formerly LSC until April 2010), through the Adult Safeguarded Learning (ASL) funding stream. The funding is allocated annually for local authority adult learning as a grant with a minimum number of learners to be engaged. A requirement of the SFA is that the service should review income targets and the policy for charging fees for adult courses. There is less publicly funded general adult learning available nationally as in recent years public funding has been targeted more at skills and employability. Within Wirral the Lifelong and Family Learning Service, Wirral Metropolitan College and Birkenhead Sixth Form College offer courses for adults funded by SFA.

Providers meet to plan with the aim of avoiding duplication and developing a coherent offer for local adult learners.

- 4.2 The Department for Business Innovation and Skills (BIS), Skills for Sustainable Growth and Further Education –New Horizon: Investing in Skills for Sustainable Growth Strategies, November 2010, outlined how the funding for informal adult and community learning had been protected at the same level nationally to support learning for individuals, families and communities. Funding Allocations for 2011-12 academic year will be based on historical allocations. In order to simplify the funding structures for adult learning the number of separate budget lines was reduced. They have combined the four components of ASL into a single budget line giving some flexibility to respond to local needs. The service will be responsible for continuing to deliver a balanced offer that is responsive to local communities and focused on the following:
- Neighbourhood Learning in Deprived Communities
 - Personal and Community Development Learning
 - Wider Family Learning
 - Family Literacy, Language and Numeracy
- 4.3 As in previous years, priority target groups of learners for Lifelong and Family Learning in 2011-12 are based on local need, as identified in Council priorities. The service works in partnership with a wide number of local organisations through the Personal and Community Development Learning (PCDL) partnership to reach a wide range of adult learners. Courses are designed to target different groups including:-

TARGETED COURSES FOR IDENTIFIED GROUPS

Unemployed people, particularly those who are:

- those with low level skills in Skills for Life & Functional IT
- not on active job seeking benefits and not able to access other programmes
- unemployed/low skilled people with disabilities, including learning disability, physical disability and mental health
- ex offenders, probation clients with low level skills
- BME groups; with low levels of English, and not able to access other provision, in low paid households

Families experiencing poverty and needing additional support including:

- those needing Family Learning intervention at early stage
- disadvantaged families/households
- families needing additional support to help their children to learn eg parents with low levels of English, disability or mental health needs which affects their ability to support their children

OPEN ACCESS COURSES - INCLUDES FEE PAYERS / FEE REMISSION

Including people

- living in areas of high deprivation (using SSOAs) including small areas
- carers
- On low incomes
- BME – through schools, organizations and religious groups

- adult returners to learning/ unemployed: who need to upskill/retrain
- male learners
- people with disabilities
- retired people
- socially isolated older people on low incomes

LEISURE/FEE PAYING INCLUDING TRAINING & WORKSHOPS

- open to all, any area of Wirral
- designed to meet needs of local people and organisations

5.0 RELEVANT RISKS

- 5.1 There is little risk of the service not meeting its targets. The service has been running adult and family learning courses for many years and successfully operating a model of both targeting hard to reach learners and offering more general open courses to the wider public. The quality of the provision was judged “Good” by Ofsted in January 2010. There is a risk of reduced numbers of fee payers enrolling on courses due to economic circumstances, however in the recent experience of the service and local colleges this has not been the case as there is still a high demand for adult learning.

6.0 OTHER OPTIONS CONSIDERED

- 6.1 The SFA expect that Family Literacy, Language and Numeracy and Skills for Life courses will be provided free. For all other Adult Safeguarded Learning providers are free to set their own fee policies. Each year a paper has been brought to Cabinet seeking approval for fees. In previous years Lifelong Learning fee remission has followed national guidelines for FE colleges. SFA have changed the eligibility for FE fee remission for 2011-12 academic year and only people who are actively seeking work will now be able to claim remission for mainstream college courses. This will exclude many of the people who previously claimed fee remission; people who are on means tested benefits and low incomes, older people, partners of unemployed people and people with disabilities who are not actively seeking work. As many of the Lifelong Learning courses are targeting disadvantaged people to engage them in learning it is proposed that the fee remission option for those on low incomes and means tested benefits is retained for 2011 -12. This policy is also being proposed for the ASL funding received by Wirral Metropolitan College.

7.0 CONSULTATION

- 7.1 Wirral Lifelong and Family Learning Service work with local providers of adult learning, voluntary and community groups and other services through the Personal and Community Development Learning (PCDL) Partnership to identify local needs in adult learning. Local groups support the service to consult on the needs of their service users and stakeholders, for example by working through schools the needs of parents are identified. The service will be involved in future consultation events as part of wider Council marketing activity.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 Wirral Lifelong and Family Learning Service works with a wide range of voluntary, community and faith groups. There are many opportunities for partnership working in different ways. The service can offer courses to VCF client groups, they can work together to identify need, design learning and deliver learning and there are subcontracting opportunities. Neighbourhood Learning in Deprived communities funding is subcontracted annually to organisations who can reach new, harder to engage learners. There are many examples in the past 5 years of very successful activities being delivered in Wirral by VCF organisations under this funding. Subcontracting for 2011-12 will take place following the Council's procedures.

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

9.1 The Lifelong and Family Learning Service Adult Safeguarded (ASL) provision is fully funded from the SFA grant. Annual adjustments are made from within the service. There is no impact on the Council's budget.

9.2 The ASL budget has been protected for 2011/12 and providers' allocations are similar to those for 2010/11. The four individual funding allocations of ASL – Personal and Community Development Learning, Family Literacy, Language and Numeracy and Wider Family Learning and Neighbourhood Learning in Deprived Communities have been combined into a single allocation. Providers are free to decide how they meet their commitments and how they respond to their local communities but must deliver a balance of provision across all four areas of ASL. The Skills Funding Agency expects each provider to ensure that they reach at least as many learners as in 2010/11 and where possible exceed this number.

	2009-10	2010-11	2011-12
Personal and Community Development Learning	£382,762	£382,762	
Family Learning	£273,915	£273,915	
Neighbourhood Learning in Deprived Communities	£179,181	£179,181	
Total	£835,858	£835,858	£836,199
Learner targets for LSC /SFA	2408	2408	2408
Actual learner nos. for LSC/SFA	2970		

9.3 Income for the service comes from individuals, other agencies or employers paying for courses. Income from course and exam fees is predicted to be £66,000 in 2011-12. To achieve this the proposed fee levels are set out below.

9.4 It is proposed to update the fee rates annually in line with other local providers of adult learning in order to develop a coherent strategic approach to adult learning across the whole of Wirral. To bring the service broadly in line with local colleges, and to enable expansion of fee paying courses, it is proposed that for 2011-12, there is a fee of £52 per term for entry and level one courses, compared to £50 in 2010-11. Learners eligible for fee remission would continue to receive free tuition. Leisure courses would carry a fee of between

£3.00 and £5.00 an hour, depending on the length of the course to enable them to cover their costs.

- 9.5 ECDL qualifications are long courses which commit the service to continuing the courses until learners have achieved. These courses have been popular, with both people seeking work and those seeking new skills. Whilst wanting to continue to support people to gain useful skills the service needs to retain an amount of flexibility to respond to other demands in ICT and other curriculum areas. It is proposed that courses like ECDL, which are a minority of courses, carry a fee of £80 for Part one or £260 for a course of 100 hours, increased from £250, to enable them to contribute more to their costs.
- 9.6 Leisure learning courses were introduced in 2009-10. These courses are fully fee bearing to cover their costs. It is proposed to increase the number of these courses to enable the service to offer more learning opportunities across Wirral. The fees will vary based on the actual costs of different length courses.
- 9.7 Seven staff took EVR from the service in December 2010. Currently no further changes in staffing are anticipated. The majority of the lifelong and family learning tutors are employed on sessional contracts so the service is able to respond flexibly to changes in patterns of demand.

10.0 LEGAL IMPLICATIONS

10.1 None.

11.0 EQUALITIES IMPLICATIONS

- 11.1 Lifelong and Family Learning play a valuable contribution to improving the skills of Wirral residents. Much of the provision is located in disadvantaged communities and encourages people back into learning and employment. OFSTED judged Wirral Lifelong and Family Learning Service to be "Outstanding" in Equality and Diversity. The number of courses available to local people can be increased by using fee income to cover the costs of additional courses. The Service has links to Wirral PCT and mental health services to refer people to services and to develop health related courses and adult learning has a proven positive impact on people's health and mental well being. Much of the targeted provision is located in disadvantaged communities with high unemployment and the aim is to encourage people back into learning and to take the first steps that will lead to employment. Adult learning has a major impact on child poverty by helping families to gain confidence and skills, which help them to cope better with their lives and move on towards employment. There are many examples of learners who have gone on from short courses to further learning or to work. There are clear links between areas of deprivation and those with low levels of adult qualifications. Adult learning helps to enhance social inclusion and community cohesion, by offering people the opportunity to learn together and mix with people they may not have met before, whilst at the same time developing their confidence, skills and knowledge. It also enables people to give a contribution back to their community and Wirral Lifelong and Family Learning Service encourages and supports volunteers to become involved in learning as Learning Champions promoting learning, or Learning Buddies supporting other learners. OFSTED

commented that Wirral Lifelong and Family Learning Service make a positive contribution to community cohesion in Wirral.

11.2 Equality Impact Assessment (EIA)

(a) Is an EIA required? No

12.0 CARBON REDUCTION IMPLICATIONS

12.1 None.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 None.

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APPENDICES

Wirral Lifelong and Family Learning Fee Policy 2011 Appendix 1

REFERENCE MATERIAL

- Dept for Business Innovation and Skills,
- “Skills for Sustainable Growth”, (November 2010)
 - “Further Education – New Horizon: Investing in Skills for Sustainable Growth” (November 2010)

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet	July 2010
Cabinet	June 2009
Cabinet	June 2008

WIRRAL

WIRRAL LIFELONG AND FAMILY LEARNING SERVICE COURSE FEES POLICY 2011-12

Introduction

Wirral Lifelong Learning Service has had a policy of charging fees for courses since 2005. The Skills Funding Agency (SFA formerly LSC), who fund the courses, expect us to set fees for all courses, the government view being that all adults who can afford to pay for learning should pay and public subsidy should be targeted at the most disadvantaged learners.

Skills for Life courses are offered free for all adults who need them. Skills for Life courses are Numeracy and Literacy at level 2 or below. Other courses are expected to generate fee income including English for Speakers of Other Languages (ESOL).

Currently Wirral Lifelong and Family Learning Service is unable to meet demand for courses. Income generated from fees is used to fund more courses and growth. The suggested updated policy is based on a rate comparable to other local providers who run similar courses. Work continues to be done in partnership with local colleges and others, to look at proposed fee levels and remission policy. In order to extend opportunities for adult learning in Wirral, Leisure Learning opportunities which will fully cover their costs, will be extended. This can only occur if full costs are met, so courses can only run where there are a minimum number of fee paying learners.

Wirral Lifelong and Family Learning Service Policy

- Skills for Life - Adult literacy and numeracy and Family Learning literacy, numeracy and language courses should be free (this is a national policy).
- Very short tasters could be free, as a marketing tool.
- Courses targeting specific vulnerable groups could be free
- ESOL up to Entry 3 level £21 per term
- Entry and level 1 courses are £42 tuition and £10 registration per term
- ECDL part one courses, which are likely to be funded by employers carry a fee of £80 plus tests
- Non accredited leisure courses are £65 per term
- Shorter tasters and one day courses to be priced to cover costs average between £30 -50 each
- For specialist courses and courses commissioned by another organisation or with sponsorship from employers, a higher fee should be charged to cover costs.

Typical costs will be:

Course	Number of hours	2010-11 £	2011-12 £
2 hrs taster for - e.g. healthy eating, confidence building	2	0	0

Course	Number of hours	2010-11 £	2011-12 £
ESOL beginners	20	20	21
Intro 1 term courses in: IT, gardening, arts, languages, psychology	20	50	52
Non accredited leisure – e.g. local history, photography (require minimum numbers to cover costs)	20	60	65
ECDL Essentials (part 1)	30	75(+tests)	80 (+tests)
ECDL full cost for a group of 10	100	4600 (+tests)	4800 (+tests)

Remission of Fees

The policy regarding remission of fees is consistent with similar Personal and Community Development Learning (PCDL) courses in Wirral colleges

Wirral Personal and Community Development Learning (PCDL) Fee Remission Policy

Most course fees are free to learners in receipt of Job Seekers Allowance or any other means tested benefit. Leisure courses do not carry fee remission. There is an option to pay in instalments.

Fee remission Categories

If you are	tuition fees	exam fees	what to bring as proof of entitlement
in receipt of Jobseeker's Allowance	Free	pay in full	letter from Job Centre Plus
in receipt of Council Tax Benefit /Housing Benefit	Free	pay in full	letter/ statement
in receipt of Income Support	Free	pay in full	letter from Job Centre Plus
in receipt of Working Tax Credit with a household income of less than £15,276	Free	pay in full	Award notice
in receipt of Pension Credits (Guarantee Credit only)	Free	pay in full	Award notice
Offender serving your sentence in the community	Free	pay in full	letter from Probation service
taking basic skills, excluding English for speakers of other languages	Free	Free	subject to status of course
in receipt of income related Employment Support Allowance (ESA)	Free	pay in full	statement of entitlement
unwaged dependants of those listed above*	Free	pay in full	evidence of partner's entitlement
Registered unemployed, not in receipt of benefit	Free	pay in full	letter from Job Centre Plus

*as defined by Job Centre Plus. Learners only need to be eligible under any single entitlement category

Other categories

• Under 19 Not eligible for subsidised adult education courses (unless specified in the SFA contract)	Full cost to be recovered
• Leisure Learning courses	Full fee

Evidence

Acceptable evidence of unemployment benefit or a means-tested state benefit would be official documentary evidence of the relevant benefit. Evidence of low income, such as pay slips, is insufficient to claim fee remission funding and such learners should be referred to other government agencies for determination of means-tested state benefits. All proof of entitlement must be produced at enrolment. Proof of entitlement must be current and /or dated within the last 3 months. Please note that discounts are only available on specified courses.

Examination / Registration / Certification Costs

- Exam and certification costs to be covered by the learners, with the exception of Skills for Life qualifications or where costs are covered by another agency or organisation. £10 admin fee for all courses leading to Greater Merseyside Certificate

Refund of Fees

The refund policy recognises that there are circumstances in which learners have a genuine reason to claim a refund. Refunds are offered in the following circumstances to all people who have enrolled on a class:

- Where the course closes as a result of lack of numbers to make the class viable.
- Where a class is cancelled by the service for any reason.
- The meeting times, venue or day of the class are changed so that it is no longer possible for an individual to attend.
- A learner enrolls in advance of the course starting and pays a fee but prior to the course starting their circumstances change so that they are entitled to a free class. Note this would not apply once the course has started.
- In addition a refund may be offered where personal circumstances change so that it is impossible to attend the class.

Instalments

Instalment payment options will be offered e.g. termly payments for courses of one-year duration. In circumstances where a learner is paying for a course by instalments they are not paying for part of the course, merely spreading the payment. If they dropped out of a course they would be liable for the full amount of the course.

Appeals

In exceptional circumstances learners who are not eligible for fee remission can appeal, in writing to the Head of Service to be considered for fee remission.

Transfers

A learner transferring from one course to another where the fee is the same will not incur an additional cost.

Review

This policy should be reviewed annually in light of national changes in funding for adult learning.

WIRRAL COUNCIL

CABINET MEETING

14TH APRIL, 2011

SUBJECT:	ADMISSION ARRANGEMENTS FOR COMMUNITY SECONDARY SCHOOLS AND THE COORDINATED ADMISSION SCHEME FOR 2012-2013
WARD/S AFFECTED:	ALL
REPORT OF:	INTERIM DIRECTOR OF CHILDREN'S SERVICES
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR SHEILA CLARKE
KEY DECISION?	YES

1.0 EXECUTIVE SUMMARY

1.1 This report invites the Cabinet to determine the Authority's admission arrangements for community secondary schools and the coordinated admissions scheme for 2012-2013.

2.0 RECOMMENDATION/S

2.1 That Cabinet agree the proposed admission arrangements and coordinated scheme for 2012-1013.

3.0 REASON/S FOR RECOMMENDATION/S

3.1 There is a statutory requirement to determine admission arrangements.

4.0 BACKGROUND AND KEY ISSUES

4.1 The Authority is required to determine admission arrangements for community secondary schools. Regulations made in 2003 also require the Authority to have in place a coordinated scheme for admissions to all secondary schools in 2012-1013. A copy of the proposed scheme is attached (Appendix 1). The Admissions Forum has considered the scheme and no changes have been proposed. There are also no changes with respect to admission numbers for the community secondary schools.

4.2 For information a copy of the secondary school allocations for 2011 is attached (Appendix 2) 90% of parents were allocated a secondary school which was their first or highest preference, taking into account grammar school preferences where pupils did not reach the required standard. Admission Numbers for Community Secondary Schools are indicated in Appendix 3.

5.0 RELEVANT RISKS

5.1 There are none.

6.0 OTHER OPTIONS CONSIDERED

6.1 Not applicable.

7.0 CONSULTATION

7.1 Consultation has taken place with all schools and other relevant admissions authorities. No responses have been received.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 There are none.

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

9.1 There are none.

10.0 LEGAL IMPLICATIONS

10.1 The arrangements comply with all statutory guidelines.

11.0 EQUALITIES IMPLICATIONS

11.1 The admissions arrangements are monitored to ensure there is fair access as defined by the Admissions Code of Practice 2010. Reports are provided to the Admissions Forum and checks have been made by the National Schools Adjudicator.

11.2 Equality Impact Assessment (EIA)

- | | |
|---------------------------------------|------------------|
| (a) Is an EIA required? | Yes |
| (b) If 'yes', has one been completed? | Yes October 2007 |

12.0 CARBON REDUCTION IMPLICATIONS

12.1 There are none.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are none.

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APPENDICES

Appendix 1 Scheme for the Coordination of Admission Arrangements for Maintained Secondary Schools.

Appendix 2 Secondary School Allocation 2011

Appendix 3 Proposed Admission Numbers for 2012-13

REFERENCE MATERIAL

The School Admissions Code of Practice 2010.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet	April 2008
Cabinet	April 2009
Cabinet	April 2010

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**SCHEME FOR THE CO-ORDINATION OF ADMISSION
ARRANGEMENTS FOR MAINTAINED SECONDARY SCHOOLS
FOR THE ACADEMIC YEAR 2012-2013**

This scheme fulfils the requirements of a qualifying scheme under the Education (Coordination of Admission Arrangements) (Secondary Schools)(England) Regulations 2002 for the area of Wirral Borough Council. It builds on the well-established coordination of secondary school admissions that have been a longstanding feature of local practice.

The scheme applied for admissions to secondary schools for the academic year 2005/2006, which was the initial year, and for subsequent years subject to any review. The following admissions authorities are covered by the scheme:

ADMISSIONS AUTHORITY	NUMBER & TYPE OF SCHOOLS
Wirral Authority	5 Community Secondary Schools
<i>The governing bodies of the following schools:</i>	
Bebington High Sports College	Trust School
Birkenhead High School Academy	Academy
Calday Grange Grammar School	Trust School
Hilbre High School	Trust School
Prenton High School for Girls	Academy
Ridgeway High School	Foundation School
St Anselm's College	Voluntary Aided School
St John Plessington Catholic College	Voluntary Aided School
St Mary's Catholic College	Voluntary Aided School
University Academy of Birkenhead	Academy
South Wirral High School	Foundation School
Upton Hall School FCJ	Voluntary Aided School
Weatherhead School	Foundation School
West Kirby Grammar School	Foundation School
Wirral Grammar School for Girls	Foundation School
Wirral Grammar School for Boy	Foundation School
Woodchurch High School	Trust School

The scheme will be amended if there are further changes to the status of schools.

Applications for school places in the normal admission round (that is for admission to Year 7)

- 1.1 Wirral Authority will act as the co-ordinating authority for all applications.
- 1.2 All parents who live in the area administered by Wirral Borough Council must apply for places in maintained secondary schools either in Wirral or in the area of another local education authority by completing the Wirral Parental Preference Form.
- 1.3 Parental Preference Forms will be distributed to the parents of Year 6 pupils in September 2011. We will accept only one application form per child. If parents are separated, they must reach agreement as to the preferences for school places. If agreement cannot be reached, or if neither parent has been granted a Specific Issues Order in this respect, then we will accept the application from the parent with whom the child is "ordinarily resident". Parents who wish a different address to be used because they are moving house must provide verification of the move, e.g. independent evidence such as tenancy agreement or an exchange of contracts in a house purchase (and evidence that their home has been sold).
- 1.4 Parents will be invited to express preferences for up to five schools and to outline reasons in support of their preferences. Parents should rank schools in the order of their preference. Preference forms should be returned to the Children and Young People's Department by 31st October 2011. Schools which receive preference forms directly should forward them to the Children and Young People's Department.
- 1.5 If a child is eligible for a place in more than one school, they will be offered the school which their parent has ranked as the highest preference.
- 1.6 Details of preferences for the academy, foundation schools, trust schools and voluntary aided schools will be sent to the relevant admissions authorities by the Children and Young People's Department by the 22 November 2011.
- 1.7 Details of preferences for a school place in the area of another Local Authority will be sent to that Authority along with any details and supporting evidence provided by the parent by the 22 November 2011.

- 1.8 The Academy, foundation schools, trust schools and voluntary aided schools in Wirral are required to send to the Children and Young People's Department by the 16 January 2011 lists of pupils to whom they can offer places and lists of pupils in rank order who cannot be offered places.
- 1.9 On the 1 February 2012 the Authority will notify other Authorities of provisional allocations of places in Wirral secondary schools.
- 1.10 When the Authority receives from other Authorities details of their provisional allocation for Wirral children seeking places in schools maintained by them, the Authority will then offer the highest preference if they are eligible for more than one school.
- 1.11 On 23 February Wirral Authority will inform schools and neighbouring Authorities of the final allocations. Letters will be posted to parents on 1 March.
- 1.12 If a parent is unsuccessful with all of their applications their child will be offered a place at the nearest appropriate school where there are places available after all preferences have been considered.

How decisions on applications for places in Year 7 will be made

- 2.1 Each secondary school has a published admission number. Places will be allocated up to but not beyond this number.

- 2.2 Community Schools

Places at community schools will be decided by the Director of Children's Services in accordance with the following arrangements:

Applications for community schools will be ranked in order according to the following criteria:

- (a) Children who are in care.

- (b) Pupils who have a medical reason for attending a particular school. (A letter in support from a health care professional will be required as evidence).
- (c) Pupils who have a brother or sister (including half or step-brothers and sisters living in the same household) at the school when the pupil starts school (and of statutory school age).
- (d) The Authority will then take account of where the child lives. We will give priority to those pupils who live nearest to the school. We use a computer mapping system, based on Ordnance Survey maps, to measure distances from your home to the school gate nearest to your child's home using the shortest road route unless it is possible to use a footpath which we consider a safe walking route.
- (e) Where the final place in a year group is offered to one of twins (or triplets etc) it will be our policy to admit the other twin (or triplets, etc) too even if that means going above the admission number.

Admissions to Grammar Schools

3.1 Admissions authorities for the grammar schools in Wirral will allocate places only to children who have achieved the required standard. If they are over subscribed with children who have achieved the standard, they will not be able to offer places to all; they will use other non-academic criteria to decide which children should be offered places. Parents who wish their child to be assessed for grammar school education should inform the Children and Young People's Department by 28 September, 2011. The Authority will inform the governors of Upton Hall School and St. Anselm's College of the details of the children whose parents wish them to be assessed for a place at those schools; those children will be assessed by the schools themselves. The Authority will make the arrangements to assess all other children.

The Authority conducts the assessment arrangements for Calday Grange Grammar School, West Kirby Grammar School, Wirral Grammar School for Boys and Wirral

Grammar School for Girls. All the grammar schools are either foundation or trust schools, they have criteria to determine which children will be given places if more children achieve the standard than there are places available.

The assessment is based on the results of two verbal reasoning tests that pupils take in the autumn term of the final year of primary education. The test does not take into account what pupils have learnt at primary school. They have been designed to predict a pupil's potential performance at secondary school and so preparation for the verbal reasoning tests, apart from the practice tests, is not necessary. However, we will provide a familiarisation pack to help children prepare for the tests.

So that children are not disadvantaged because of their date of birth, in each case the score is changed by using conversion tables to take account of each child's exact age in years and months. The two test scores are then added together. Children who reach the required score will be deemed to have reached the grammar school standard unless their primary school head teacher refers them to the Independent Assessment Board.

Independent Assessment Board

As soon as the test results are known, the Authority will tell primary school head teachers the scores of their pupils and the required score for the grammar school standard. The Authority will invite head teachers to make representations on behalf of any children whose test results do not, in their view, reflect the children's potential. Since there is a strong relationship between verbal reasoning scores and potential, these cases will be quite rare.

The Authority will also refer to the Board the cases of any pupils who have been given extra time in the tests because of a disability.

The Authority will then arrange a meeting of an Independent Assessment Board. The Board is made up of four headteachers (two from primary schools, two from grammar schools) and is chaired by an officer from the Children and Young

People's Department. None of the Board will have any personal interest in any of the pupils they are asked to assess.

In some cases parents may feel that certain factors may have affected the child's academic performance (for example, if his or her education has been severely disrupted because of ill health, change of schools, or any other reason). If this does apply, it is important that parents should inform their child's headteacher, in writing, no later than 13 December 2011. The information will be considered by the Independent Assessment Board if the child's case is referred to the Board.

For each child whose case is referred, the Board will see:

- the child's verbal reasoning test scores and papers
- the representations made by the primary school head teacher with supporting evidence if necessary, and
- confidential information from parents and reports from other professional agencies such as educational psychologists, social workers, doctors and so on.

The Board then uses its professional judgement to decide whether the evidence clearly shows that the results of the verbal reasoning tests did not truly reflect the child's ability. The Board will decide in each case whether or not the child has reached the grammar school standard.

- 3.3 At the end of the process, the Authority will have a list of the children who have reached the grammar school standard. This does not necessarily mean that they will go to a grammar school; that will depend on the number of preferences that we have for the grammar schools. If a grammar school is oversubscribed, the governors use other criteria to decide who should be given places.

Admissions to Foundation, Trust Schools and the Academy

4. The governing bodies of Bebington High Sports College, Birkenhead High School Academy, Calday Grange Grammar School, Hilbre High School, Prenton High School for Girls, Ridgeway High School, South Wirral High School, University Academy of Birkenhead, Weatherhead School, West Kirby Grammar School, Wirral

Grammar School for Boys, Wirral Grammar School for Girls and Woodchurch High School publish their own admission arrangements which include the criteria which the governing bodies will use if their school is oversubscribed.

Admission to Voluntary Aided Schools

5. The governing bodies of St Anselm's College, St John Plessington Catholic College, St Mary's Catholic College and Upton Hall School FCJ publish their own admission arrangements which include the criteria which they will use to determine priorities if their school is oversubscribed.

Children with Statements

6. All schools will be required to admit a pupil if he or she has a Statement of special educational needs naming the school.

Allocation of Places

7. Parents resident in Wirral will be informed in writing by the Director of Children's Services on the 1 March 2012 of the school allocated to their child. This will include the allocation of a place in a school of another Authority if the parent's application for a place there has been successful. The letter will also inform parents of their right to appeal to an independent panel and who to contact to make an appeal.

Late Applications

8. Preferences which are received by 31 October 2011 will be dealt with according to the arrangements described in paragraphs 1 to 3. Preferences which are received on or after 1 November 2011 will be dealt with after places have been allocated on the 1 March 2012. At that point some schools may be full and no more places will be allocated at those schools. In the case of schools which have places available, places will be allocated in accordance with the arrangements described in paragraphs 2 and 3. Late applications for grammar schools will require separate arrangements for testing.

Places which become available after 1 March

- 9.1 Places which become available after 1 March, for instance because parents turn down a place that has been allocated, will be re-allocated up to the school's admission number. If there are more requests for to a particular school than there are places available, the Authority (for community schools) will use the same criteria as for the initial allocation. In most cases the re-allocation will be made depending on where the children live. If this is the case, the Authority will keep a list in order of those who will have priority because they live nearer the school in question.
- 9.2 In the autumn term the Authority will hold a waiting list for children whose parents would still like them to be considered for a place at a school which is full at the beginning of the term. If places become available after the start of the autumn term, they will be offered to children on the waiting list, following the same criteria as when places were first offered. The waiting list will be kept open until the last day of the autumn term.

Admissions to schools other than at the normal time of admission

- 10.1 Admissions to schools other than at the normal admission age are managed in accordance with the arrangements set out for the admission at the normal time of admission. Parents will be invited to complete an application form and express a preference for one or more schools. Preferences for the academies, foundation, trust or voluntary aided schools will be forwarded to the relevant governing bodies for consideration.
- 10.2 If a parent expresses a preference for one or more schools the Authority will request from the Headteacher of the child's current or previous school, information relating to the child's curriculum record, attendance and behaviour. This information will have no bearing on whether a place is offered. This information together with a copy of the parent's preference form and any relevant documentation from other agencies such as the Education Social Welfare Service will then be forwarded to the Headteacher of the school(s) requested for comments. The Director of Children's Services will then decide whether or not to offer a place at the school in the case of community schools.

- 10.3 In the case of non-community schools they will inform the Authority within 10 school days of receipt of the preference form whether they will offer a place.
- 10.4 If a parent expresses a preference for one or more of the foundation, trust or voluntary aided grammar schools then their child will be assessed by the school or schools concerned and a decision made by the governing body as to whether to offer a place. The governing body will inform the Authority of the outcome of the application.
- 10.5 If there are places available in more than one of the preferred schools the Authority will offer the child the school of their parent's highest preference. Parents will be informed by the Director of Children's Services of the school allocated in writing. The letter will also inform the parent of their right to appeal to an independent panel and who to contact to make an appeal.
- 10.6 In accordance with the School Admissions Code 2010 admission authorities must not refuse to admit a child solely because:
- (a) they have applied later than other applicants;
 - (b) they are not of the faith of the school in the case of a faith school;
 - (c) they have followed a different curriculum at their previous school;
 - (d) information has not been received from their previous school;
 - (e) they have missed entrance tests for selective places.

IN YEAR ADMISSIONS PROTOCOL

1. All requests for places in year will be considered with reference to the Authority's current admission arrangements and procedures for in year placements. The majority of requests will be agreed or refused with reference to two important factors: parental preference, and the availability of places within the relevant year group.
2. Where places are available in the relevant year group it is unlawful to refuse a parent's preference on the grounds of a pupil's previously poor attendance or

behaviour. The Admissions Code of Practice 2010 restricts refusal of parental preference to those situations where schools are either in special measures or have recently come out of special measures.

3. In view of the “Guidance on Hard to Place Children” (DfES 2004 and the subsequent Guidance on Fair Access Protocols 2007), there are a small group of pupils for whom the normal arrangements will be varied, admissions authorities will be expected to admit the following categories of pupils above the admission number. These are as follows:

- Children in care, they will be placed in the school of their carers preference irrespective of the availability of places in the year group. However, the Authority will give careful consideration to the reasons given in support of a preference and monitor the flow of such requests.
- Children who have recently experienced a traumatic family or domestic event or for whom there are clear medical grounds to support placement in a particular secondary school.
- Children of refugees and asylum seekers, homeless children, children with unsupportive family backgrounds, where a place has not been sought.
- Children without a school place and with a history of serious attendance problems.
 - Traveller children.
 - Children who are carers.

Such cases will be discussed in detail with the headteacher concerned before placement is confirmed. Again such placements will be made above the published admission number if necessary.

4. For pupils who are at risk of permanent exclusion and on the roll of a Wirral school it is open to the headteacher to refer the case to the Principal Officer (Admissions and Exclusions) to consider the possibility of a managed move.
5. Pupils in category 4 above who have moved to live on the Wirral will have their parent's request considered with reference to the normal admission arrangements. It is unlawful to refuse their preference if there are places available in the relevant year group.
6. Pupils who have been permanently excluded will normally be placed on the roll of WASP (Wirral Alternative School Provision). In a minority of cases where the exclusion was as the result of a 'one off incident' such pupils will be transferred immediately to an alternative school. Such transfers will be agreed with the parent and relevant headteacher. All secondary schools will take a minimum number of 1, or the number of permanent exclusions in the previous academic year, as the agreed quota of permanently excluded pupils for placement.

The majority of such pupils will have spent some time in the relevant alternative base or PRU. The transfer to a school will be decided at the Wirral Excluded Pupils Monitoring Panel (WEMP) on which headteachers are represented. All such placements will be initially on a trial basis for a minimum of six weeks. Confirmation of placement or the school roll will be subject to satisfactory report.

ADMINISTRATIVE PROCEDURES FOR TRANSFERS AND PLACEMENTS

The Authority coordinates all parental requests for in-year transfers and placements.

1. Upon receipt of a transfer request Mainstream Admissions staff will establish whether or not the request has been discussed with the headteacher of the pupil's current school. If this is not the case, parents will be advised to contact the headteacher to discuss their request.
2. If the parents have discussed the request with the headteacher the transfer request form will be acknowledged and parents informed that Pupil Services will request completion of appropriate documentation to forward to their preferred school.

Requests for transfer in Y10 and Y11 will be discouraged on educational grounds, but parents have the ultimate right to proceed with the request.

3. The Transfer of Information Form will be sent to the pupil's current school for completion. The headteacher of the school must sign this information form. The form should be returned to Mainstream Admissions within 10 school days.
4. Upon receipt of the Transfer Request Form from the current school the decision will be taken either to refuse or to proceed.
5. If it is decided to proceed with the request, all relevant documentation will be forwarded to the requested school and the headteacher asked for comments. This documentation should include the parents' request form, reports from the current school and any other information from ESWs, Social Workers, EPs etc. (In the case of a voluntary aided or foundation school the request will be forwarded to the governors of the school).
6. The headteacher of the requested school should reply to the Authority within 5 school days, with comments expressing any reservations regarding admission of the pupil. The Authority will enter into discussion with the headteacher regarding any reservations. These discussions should be undertaken within 5 school days. Where it would be helpful, the Principal Officer (Admissions and Exclusions) may facilitate meetings between the parents and the schools involved in order to resolve any difficulties.
7. For Community Schools the Authority will consider all available information and decide whether to agree or refuse the request. For Foundation, Trust and Voluntary Aided Schools a decision will be communicated to Mainstream Admissions.
8. If the request is agreed headteachers will be informed of the decision, with any relevant explanation. Parents will be informed in writing and advised to contact the headteacher of the new school to arrange admission.

9. If the request is refused headteachers are informed of the decision and parents are informed in writing and given details of their statutory right to appeal. If a parent lodges an appeal, copies of the relevant documentation will be sent to the preferred school.

10. The time taken for a transfer request to be processed should be as short as possible. The Authority guarantees that parents will be informed of the outcome of their request within 15 school days.

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SUMMARY OF ALLOCATIONS SEPTEMBER 2011

<i>School</i>	<i>Admis Nos</i>	<i>No Allocated</i>	<i>1ST Prefs</i>	<i>2ND Prefs</i>	<i>3RD Prefs</i>	<i>4TH Prefs</i>	<i>5TH Prefs</i>	<i>1ST Prefs offered</i>	<i>2ND Prefs offered</i>	<i>3RD Prefs offered</i>	<i>4TH Prefs offered</i>	<i>5TH Prefs offered</i>
BEBINGTON HIGH SCHOOL	241	146	86	150	138	64	26	86	40	16	1	00
BIRKENHEAD ACADEMY	100	100	104	90	73	25	8	83	14	2	1	00
CALDAY GRANGE GRAMMAR SCHOOL	200	164	154	48	19	3	1	154	10	00	00	00
HILBRE HIGH SCHOOL	180	180	116	248	175	82	36	99	72	8	1	00
MOSSLANDS SCHOOL	264	144	131	103	51	13	8	131	10	1	2	00
OLDERSHAW SCHOOL	200	106	103	124	129	20	18	103	3	00	00	00
PENSBY HIGH SCHOOL FOR BOYS	150	66	32	77	98	60	31	32	17	11	3	00
PENSBY HIGH SCHOOL FOR GIRLS	150	123	50	122	169	77	51	50	36	26	10	00
PRENTON HIGH SCHOOL FOR GIRLS	158	150	86	140	125	43	25	86	45	15	3	00
RIDGEWAY HIGH SCHOOL	160	109	77	140	122	54	26	77	19	6	2	00
SOUTH WIRRAL HIGH SCHOOL	212	158	99	83	97	59	29	99	46	13	00	00
ST ANSELMS COLLEGE	135	110	84	94	27	00	00	84	22	4	00	00
ST JOHN PLESSINGTON CATHOLIC COLLEGE	220	220	244	207	203	62	34	184	25	10	1	00

ST MARYS CATHOLIC AIDED COLLEGE	270	270	239	219	127	54	29	237	26	5	2	00
UNIVERSITY ACADEMY BIRKENHEAD	150	136	117	75	105	42	28	117	9	6	00	00
UPTON HALL SCHOOL(FJC)	135	128	109	96	24	5	00	109	17	2	00	00
WALLASEY SCHOOL	250	118	99	140	134	53	15	99	10	3	00	00
WEATHERHEAD HIGH SCHOOL	254	254	218	135	71	34	13	217	27	5	5	00
WEST KIRBY GRAMMAR SCHOOL FOR GIRLS	180	180	180	60	20	8	2	184	00	00	00	00
WIRRAL BOYS	155	155	180	69	13	6	3	151	3	00	00	00
WIRRAL GIRLS	167	157	153	70	20	7	2	153	4	00	00	00
WOODCHURCH HIGH SCHOOL ENGINEERING COLLEGE	279	279	277	215	144	98	51	240	28	7	4	00

**WIRRAL COMMUNITY SECONDARY SCHOOLS
PROPOSED ADMISSION NUMBERS FOR 2012-13**

Community Schools	Proposed Admission Number for 2012-2013
Mosslands School	265
Oldershaw School	200
Pensby High School for Boys	150
Pensby High School for Girls	150
Wallasey School	250

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WIRRAL COUNCIL

CABINET MEETING

14TH APRIL, 2011

SUBJECT:	ADMISSION ARRANGEMENTS FOR COMMUNITY AND VOLUNTARY CONTROLLED PRIMARY SCHOOLS 2012-2013
WARD/S AFFECTED:	ALL
REPORT OF:	INTERIM DIRECTOR OF CHILDREN'S SERVICES
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR SHEILA CLARKE
KEY DECISION?	YES

1.0 EXECUTIVE SUMMARY

- 1.1 This report invites the Cabinet to determine the admissions arrangements for community and voluntary controlled primary schools and the coordinated admissions scheme for 2012-2013.

2.0 RECOMMENDATION/S

- 2.1 That Cabinet agree the proposed admission arrangements and coordinated scheme for 2012-2013.

3.0 REASON/S FOR RECOMMENDATION/S

- 3.1 There is a statutory requirement to determine admission arrangements.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 The Authority is required to determine admission arrangements for community schools by April of the preceding year. Regulations also require the Authority to have in place a coordinated scheme for admission to all primary schools. A copy of the proposed scheme is attached (Appendix 1). The Wirral Admissions Forum consider that the current arrangements should be maintained. Appendix 2 details the proposed school admission numbers for 2012-2013. Appendix 3 summarises the pupil allocations for all primary schools in 2011.

5.0 RELEVANT RISKS

- 5.1 There are none.

6.0 OTHER OPTIONS CONSIDERED

- 6.1 Not applicable.

7.0 CONSULTATION

7.1 Consultation taken place with all schools and other relevant admissions authorities. No responses have been received.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 There are none.

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

9.1 There are none.

10.0 LEGAL IMPLICATIONS

10.1 The arrangements comply with all statutory guidelines.

11.0 EQUALITIES IMPLICATIONS

11.1 The admission arrangements are monitored to ensure there is fair access as defined by the Admissions Code of Practice 2010.

11.2 Equality Impact Assessment (EIA)

- (a) Is an EIA required? Yes
- (b) If 'yes', has one been completed? Yes October 2007

12.0 CARBON REDUCTION IMPLICATIONS

12.1 There are none.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are none.

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APPENDICES

Appendix 1: Scheme for the Coordination of Admission Arrangements for Maintained Primary Schools in the Wirral Area.

Appendix 2: Proposed Admission Numbers for 2012-2013

REFERENCE MATERIAL

The School Admissions Code 2010.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
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Cabinet	April 2008
Cabinet	April 2009
Cabinet	April 2010

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**SCHEME FOR THE CO-ORDINATION OF ADMISSION ARRANGEMENTS
FOR MAINTAINED PRIMARY SCHOOLS IN THE WIRRAL AREA
FOR THE ACADEMIC YEAR 2012-2013**

This scheme fulfils the requirements of a qualifying scheme under the Education (Co-ordination of Admission Arrangements) (Primary Schools) (England) Regulations 2002 for the area of Wirral Borough Council. It builds on the well established co-ordination of primary school admissions that have been a longstanding feature of local practice.

The scheme applied to arrangements whereby children are to be admitted to primary schools in the academic year 2006/2007 which was the initial year, and for subsequent years, subject to any review. The following admissions authorities are covered by the scheme:

Admissions Authority	Number & Type of Schools
Wirral Borough Council	60 Community Primary Schools 5 Voluntary Controlled Primary Schools
Birkenhead High School Academy	Academy
Christ Church (Moreton) CE Primary School Governing Body	1 Voluntary Aided Primary School
Christ The King Catholic Primary School Governing Body	1 Voluntary Aided Primary School
Dawpool CE Primary School Governing Body	1 Voluntary Aided Primary School
Holy Cross Catholic Primary School Governing Body	1 Voluntary Aided Primary School
Holy Spirit Catholic & CE Primary School Governing Body	1 Voluntary Aided Primary School
Ladymount Catholic Primary School Governing Body	1 Voluntary Aided Primary School
Our Lady and St Edwards Catholic Primary School Governing Body	1 Voluntary Aided Primary School
Our Lady of Pity Catholic Primary School Governing Body	1 Voluntary Aided Primary School
Sacred Heart Catholic Primary School Governing Body	1 Voluntary Aided Primary School
St Alban's Catholic Primary School Governing Body	1 Voluntary Aided Primary School
St Andrew's CE Primary School Governing Body	1 Voluntary Aided Primary School
St Anne's Catholic Primary School Governing Body	1 Voluntary Aided Primary School
St John's Catholic Junior School Governing Body	1 Voluntary Aided Primary School
St Joseph's (Birkenhead) Catholic Primary School Governing Body	1 Voluntary Aided Primary School

St Joseph's (Upton) Catholic Primary School Governing Body	1 Voluntary Aided Primary School
St Joseph's (Wallasey) Catholic Primary School Governing Body	1 Voluntary Aided Primary School
St Michael & All Angels Catholic Primary School Governing Body	1 Voluntary Aided Primary School
St Paul's Catholic Primary School Governing Body	1 Voluntary Aided Primary School
St Peter & St Paul Catholic Primary School Governing Body	1 Voluntary Aided Primary School
St Peter's Catholic Primary School Governing Body	1 Voluntary Aided Primary School
St Peter's CE Primary School Governing Body	1 Voluntary Aided Primary School
St Saviour's CE Primary School Governing Body	1 Voluntary Aided Primary School
St Werburgh's Catholic Primary School Governing Body	1 Voluntary Aided Primary School
The Priory CE Primary School Governing Body	1 Voluntary Aided Primary School
Woodchurch CE Primary School Governing Body	1 Voluntary Aided Primary School

1. Applications for school places in the normal admissions round (that is, for admission in Foundation 2)

- 1.1 Wirral Authority will act as the co-ordinating authority for all applications.
- 1.2 All parents who live in the area administered by Wirral Borough Council must apply for places in maintained primary schools either in Wirral or in the area of another local education authority by completing the Wirral Parental Preference Form. Forms will be generated and distributed centrally by the Mainstream Admissions & Transport Section of the Children & Young People's Department in September 2011.

The form provides an opportunity for the parent to:

- apply for up to 3 schools
- rank the schools applied for in order of preference

- 1.2 Applications for all schools including the Academy and Voluntary Aided schools must also be made on the common Primary School Application Form.

- 1.3 Schools in the scheme should not deal with application forms. They should forward them directly to the Children and Young People's Department.
- 1.4 Parents must return forms to the Children and Young People's Department by the 15 January 2012 to ensure the allocation of a school place on the last weekday in March 2012. Applications received after the published deadline of 15 January will be dealt with once the offer of places has been sent to parents on the last weekday in March.
- 1.5 Parents can apply for school places only from the 1 September preceding admission to Foundation 2, that is, at the beginning of the academic year in which their child's 4th birthday falls. Children are admitted to school at the beginning of the academic year in which their 5th birthday falls.
- 1.6 Applications from separated parents. We will accept only one application form per child. It is essential that agreement is reached by the parents of a child as to the preferences for school places. If agreement cannot be reached, or if neither parent has been granted a Specific Issues Order in this respect, then we will accept the application from the parent with whom the child is "ordinarily resident".
- 1.7 Parents who wish a different address to be used because they are moving house must provide verification of the move, i.e. independent evidence such as tenancy agreement or an exchange of contracts in a house purchase and proof of sale of their previous property.
- 1.8 Parents applying for a school place in an area of another Local Authority will be required to complete Wirral's application form.

2. Dealing with preference forms

- 2.1 The Authority will, by applying the Council's admissions criteria, rank the order of priority of each application for community schools and voluntary controlled schools.
- 2.2 The Authority will provide the Academy and Voluntary Aided Schools with details of those preference forms which include an application for their school by 31 January 2012.

- 2.3 The Governing Bodies of the Academy and the voluntary aided schools will rank each application by applying the school's admission criteria and notify the Mainstream Admissions & Transport Section of their ranking by 18 February 2012.
- 2.4 Where a pupil is eligible to receive an offer of two or more school places then the Authority will allocate the highest priority preference.
- 2.5 The Mainstream Admissions & Transport Section will notify the Governing Body of the Academy, Catholic and Church of England voluntary aided primary schools of those pupils who will be allocated places at their school by 25 March 2012.
- 2.6 In March 2012 we will inform neighbouring LEA's of any pupils who are not resident in Wirral and to whom the Authority can offer places at Wirral schools.

3. Determination of Applications for Community and Controlled Schools

- 3.1 Applications for all Community schools and also for Bidston CE Primary School, Holy Trinity Primary School (Hoylake), Millfields Primary School and St Bridget's CE Primary School (West Kirby) will be determined on the following basis:
- 3.1.1 All children who live in the school's catchment area will be eligible for a place so long as they have applied before the 15th January so long as there is space within the school's admission number. If there are more applications than there are places available then eligibility will be determined in accordance with the following scheme of priorities:
- Children in care.
 - Then children who live in the school's catchment zone in the following priority order:
 - Children who already have older brothers or sisters at the school when they are due to start school. If there are more children with older brothers or sisters at the school than there are places available, we will give priority to children with the youngest brothers or sisters at the school.
 - Children who have valid medical reasons for going to the school.
 - Children who live nearest to the school.

3.1.2 If children do not live in the school's catchment area and if places remain available, their eligibility will be determined in accordance with the following scheme of priorities.

- Children who already have older brothers or sisters (including half or step-brothers and sisters living in the same household) at the school when they are due to start school. If there are more children with older brothers or sisters at the school than there are places available, we will give priority to children with the youngest brothers or sisters at the school. (We will also treat a brother or sister at the junior school as a sibling)
- Children who have valid medical reasons for going to the school.
- Pupils who live nearest to the school. We measure distances from home to the school gate nearest to the child's home using the shortest road route, unless it is possible to use a footpath which we consider to be a safe walking route.

Places will be allocated up to the school's admission number to children who live out of zone according to their place in the rank determined by the scheme of priorities set out above.

3.2 Christ Church CE School in Birkenhead has different priorities for accepting pupils if there are not enough places at the school. It shares its zone with three other schools - Cole Street Primary School, Woodchurch Road Primary School and Woodlands Primary School. We give priority as detailed above in 3.1.1 and 3.1.2.

3.3 For community and voluntary aided schools, where the final place in a year group is offered to one of twins (or triplets etc) it will be our policy to admit the other twin too even if that means going above the admission number but not if it would require the Authority to take qualifying measures i.e. it would take the class size above 30.

3.4 Applications for the Catholic and Church of England voluntary aided schools will be determined by the governing bodies of these schools in accordance with their published admission criteria.

- 3.5 Where it is not possible to allocate a place at any of the schools applied for, children resident in Wirral will be allocated a place at the nearest appropriate school where there are places available. “Appropriate “ means community school if the parents’ preferences indicate preferences for non-denominational education; or a Catholic school or C of E school if the parents indicated a preference for education in a school of that denomination.
- 3.6 All schools will be required to admit a pupil if he or she has a Statement of special educational needs naming the school.

4. Offer of Places

- 4.1 Parents will be informed by the Director of Children’s Services of the school allocated in writing on the last weekday in March. The letter will also inform the parent of their right to appeal to an independent panel and who to contact to make an appeal.
- 4.2 If places become available before the start of the autumn term, the Authority will allocate them to children whose parents have either lodged an appeal but not been successful or who have expressed a continuing interest in a place at the school concerned. Parents can do this by indicating so on the reply slip attached to the allocation letter. If there are more children interested in a particular school than places available, the Authority will use the same criteria to determine priorities as is used for the initial allocation.
- 4.3 Children whose parents applied before 15 January will have priority over children whose parents applied after that date, provided they tell us that they continue to want a place at that school.

5. Late Applications

- 5.1 Applications received after the published deadline of 15 January will be dealt with after the offer of places have been sent to parents. We will send details of applications for voluntary aided schools to the governors of the schools concerned in the first week in April or if received after that date, within five days.

- 5.2 We will deal with preferences for community and controlled school in the date order we receive them. We will allocate places up to the school's admission number. If we receive several applications on the same day for the same school, we will use the following scheme of priorities:
- Children living in the school catchment area with priority being given to in the following order:
 - Children in care.
 - Children who already have older brothers or sisters (including half or step-brothers and sisters living in the same household) at the school when they are due to start school. If there are more children with older brothers or sisters at the school than there are places available, we will give priority to children with the youngest brothers or sisters at the school.
 - Children who have valid medical reasons for going to the school. (A letter in support of the child's admission to a particular school will be required)
 - Out of zone priorities (as per paragraph 3.1.2).
- 5.3 Parents will be notified in writing by the Children and Young People's Department. The letter will also inform the parent of their right to appeal for any Wirral school and who to contact to make an appeal.
- 5.4 Applications for Catholic or Church of England Aided Primary Schools and the Academy received after the published deadline of 15 January will be determined by reference to the schools' published admission arrangements and the governors will inform the Children and Young People's Department of the outcome of the applications. Parents will be notified in writing by the Children and Young People's Department. The letter will also inform the parent of their right to appeal and who to contact to make an appeal.

6. Waiting Lists

6.1 If at the end of the Summer Term a school is believed to be full, the Authority will close the procedures and make no more reallocations. However, it may be that places will become available at the beginning of or during the Autumn Term. The Authority will keep a waiting list of children whose parents are interested in obtaining a place at the school if a place becomes available. The Authority will write to the parents of those children included in 4.2 who have expressed a continuing interest. This waiting list will be held open during the Autumn Term. Priority on the waiting list for community and controlled schools will be given to children in accordance with the following criteria:

- i) children living in the school's catchment area; if priorities have to be determined the Authority will use the out of zone criteria
- ii) children living out of zone, if priorities have to be determined the Authority will use the out of zone criteria listed in paragraph 3.1.2

The Authority will contact parents directly if a vacancy does occur. The Authority will cease to hold the waiting list at the end of the Autumn Term.

7. Applications outside of the normal round of admissions

7.1 Applications for all schools including the Academy and Voluntary Aided schools must also be made on the common Primary School Application Form.

7.2 Schools should not deal with application forms. Any forms received by schools should be forwarded to the Children and Young People's Department.

7.3 The Authority will provide Voluntary Aided Schools and Academy with copies of those application forms which include a preference for their school.

7.4 The Governing Bodies of Voluntary Aided schools and Academy will consider each application by applying the school's admission criteria and notify the Pupil Services Section of their decision.

- 7.5 Where a pupil is eligible to receive an offer of two or more school places then the highest priority preference will take precedence.
- 7.6 All parents will be informed by the Children and Young People's Department of the school place allocated by letter. The letter will also inform the parent of their right to appeal and who to contact to make an appeal.
- 7.7 We arrange for children in Years 1 and 2 to start at a community or controlled primary school in a similar way as reception-age children. The appropriate year group is determined by the chronological age of the child.

Key Stage 1 - We will offer children places at their catchment school as long as this will not bring the class size to more than 30 and if we cannot offer an alternative school place within two miles of the parents home address.

We will agree a place in an out-of-zone school as long as:

- i) there is room within the admission number; and
- ii) there are not already 30 children in the class.

Where a school, which is below its admission number, has organised its Key Stage 1 into classes of 30 and the only way to admit another child would require the Authority to take Qualifying Measures (that is would require the Authority to provide additional resources in terms of staff and accommodation at the school.), these are grounds on which the Authority may refuse an application.

Key Stage 2 – Children are automatically entitled to a place at their catchment school even though the school may be on or above its admission number.

We will agree a place in an out-of-zone school as long as there is room within the admission number.

The Authority will not keep waiting lists for places in Year 1 and above.

8 Determination of Pupils transferring from Infant to Junior Schools

- 8.1 All children who are on roll at the Infant School listed below are eligible to transfer to the junior school linked with that infant school even if they do not live in the school's catchment area. Children who live in the catchment area of the Junior School are also eligible.

Black Horse Hill Infant School to Black Horse Hill Junior School

Brackenwood Infant School to Brackenwood Junior School

Greasby Infant School to Greasby Junior School

Overchurch Infant School to Overchurch Junior School

Town Lane Infant School to Higher Bebington Junior school

- 8.2 Admissions to St John's Junior School are detailed by the governing body in accordance with the school's admission arrangements.

WIRRAL COMMUNITY AND VOLUNTARY CONTROLLED PRIMARY SCHOOLS

PROPOSED ADMISSION NUMBERS FOR 2012-13

SCHOOL	ADMISSION NUMBER 2012 – 2013
Barnston Primary	45
Bedford Drive Primary	55
Bidston Avenue Primary	60
Black Horse Hill Infant	60
Black Horse Hill Junior	60
Bidston Village Church of England Primary School	50
Brackenwood Infant	60
Brackenwood Junior	60
Brookdale Primary	30
Brookhurst Primary	30
Castleway Primary	30
Christchurch CE Primary (B)	34
Church Drive Primary	40
Cathcart Street Primary	30
Devonshire Park Primary	60
Eastway Primary	30
Egremont Primary	57
Fender Primary	30
Gayton Primary	30
Greasby Infant	60
Greasby Junior	60
Great Meols Primary	60
Greenleas Primary	44
Grove Street Primary	55
Heswall Primary	30
Heygarth Primary	45
Higher Bebington Junior	85
Hillside Primary	30
Hoyle Holy Trinity CE Primary	38
Irby Primary	30
Kingsway Primary	25
Leasowe Primary	30
Lingham Primary	57
Liscard Primary	89
Manor Primary	30
Mendell Primary	27
Mersey Park Primary	60
Millfields Primary	24
Mount Primary	45
New Brighton Primary	78

Overchurch Infant	90
Overchurch Junior	103
Park Primary School	50
Pensby Primary	30
Portland Primary	30
Poulton Lancelyn Primary	60
Prenton Primary	60
Raeburn Primary	55
Riverside Primary	43
Rock Ferry Primary	47
Sandbrook Primary	30
Somerville Primary	75
St. Bridget's CE Primary	60
St. George's Primary	110
Stanton Road Primary	45
Thingwall Primary	30
Thornton Hough Primary	25
Town Lane Infant	74
Townfield Primary	60
Well Lane Primary	30
West Kirby Primary	37
Woodchurch Road Primary	71
Woodlands Primary	44
Woodslee Primary	46

PUPIL ALLOCATIONS FOR PRIMARY SCHOOLS 2011

SCHOOL	ADMISSION NO	ALLOCATION
Barnston Primary School	45	20
Bedford Drive Primary School	55	29
Bidston Avenue Primary School	60	60
Bidston Village CE Primary School	50	43
Birkenhead High School (Junior) Academy	40	40
Black Horse Hill Infant School	60	60
Brackenwood Infant School	60	60
Brookdale Primary School	30	30
Brookhurst Primary School	30	30
Castleway Primary School	30	15
Cathcart Street Primary School	30	24
Christ Church CE Primary School (B'Head)	34	32
Christ Church CE Primary School (Moreton)	56	56
Christ The King Catholic Primary School	60	60
Church Drive Primary School	40	31
Dawpool CE Primary School	30	30
Devonshire Park Primary School	60	41
Eastway Primary School	30	16
Egremont Primary School	45	34
Fender Primary School	30	29
Gayton Primary School	30	30
Greasby Infant School	60	60
Great Meols Primary School	60	60
Greenleas Primary School	44	44
Grove Street Primary School	60	53
Heswall Primary School	30	30
Heygarth Primary School	45	25
Hillside Primary School	30	26
Holy Cross Catholic Primary School	30	30
Holy Spirit Catholic & CE Voluntary	25	19
Hoyleake Holy Trinity CE Primary School	37	37
Irby Primary School	30	28
Kingsway Primary School	25	9
Ladymount Catholic Primary School	45	33
Leasowe Primary School	30	30
Lingham Primary School	57	36
Liscard Primary School	89	89
Manor Primary School	30	12
Mendell Primary School	27	27
Mersey Park Primary School	60	58
Millfields CE Primary School	24	23
Mount Primary School	45	45
New Brighton Primary School	70	69
Our Lady & St. Edward's Catholic Primary	55	47
Our Lady of Pity Catholic Primary School	60	60

Overchurch Infant School	90	90
Park Primary School	50	50
Pensby Primary School	30	30
Portland Primary School	30	29
Poulton Lancelyn Primary School	60	60
Prenton Primary School	60	60
Raeburn Primary School	55	55
Riverside Primary School	43	28
Rock Ferry Primary School	47	40
Sacred Heart Catholic Primary School	55	37
Sandbrook Primary School	30	21
Somerville Primary School	75	74
St. Alban's Catholic Primary School	56	56
St. Andrew's CE Primary School	30	26
St. Anne's Catholic Primary School	30	25
St. Bridget's CE Primary School	58	58
St. George's Primary School	110	110
St. John's Catholic Infant School	60	60
St. Joseph's Catholic Primary School (B'Head)	60	60
St. Joseph's Catholic Primary School (Upton)	45	36
St. Joseph's Catholic Primary School (Wall)	45	32
St. Michael and All Angels Catholic Primary	29	26
St. Paul's Catholic Primary School	23	11
St. Peter & St. Paul Catholic Primary	45	34
St. Peter's CE Primary School	45	45
St. Peter's Catholic Primary School	21	20
St. Saviour's CE Primary School	35	35
St. Werburgh's Catholic Primary School	30	30
Stanton Road Primary School	45	30
The Priory Parish CE Primary School	30	30
Thingwall Primary School	30	30
Thornton Hough Primary School	23	23
Town Lane Infant School	74	74
Townfield Primary School	60	60
Well Lane Primary School	30	26
West Kirby Primary School	37	37
Woodchurch CE Primary School	30	30
Woodchurch Road Primary School	71	71
Woodlands Primary School	44	44
Woodslee Primary School	46	40

WIRRAL COUNCIL

CABINET

14 APRIL 2011

SUBJECT:	TENDER REPORT FOR CATHCART STREET PRIMARY SCHOOL REFURBISHMENT
WARD/S AFFECTED:	BIDSTON AND ST JAMES
REPORT OF:	DIRECTOR OF LAW, HR AND ASSET MANAGEMENT
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR SHEILA CLARKE MBE CHILDREN'S SERVICES & LIFELONG LEARNING
KEY DECISION?	YES

1.0 EXECUTIVE SUMMARY

1.1 The purpose of this report is to advise Cabinet Members of the outcome of the two stage tender process for the project to remodel and refurbish Cathcart Street Primary School which includes the provision of a re-located satellite Children's Centre. The report seeks ratification from Members to the selection of the Constructor named on Appendix 1 as the Councils 'preferred constructor' for the scheme.

2.0 RECOMMENDATIONS

2.1 That Paragon Construction, who submitted the most economically advantageous tender, as detailed in Appendix 1, be accepted as the Councils 'preferred constructor'.

2.2 The Director of Law, HR and Asset Management be authorised to execute an appropriate construction contract with the preferred constructor in due course based upon a partnering philosophy, subject to them developing a satisfactory Health & Safety Plan.

2.3 That call in be waived to allow early mobilisation of the preferred constructor and minimise disruption to the school.

3.0 REASONS FOR RECOMMENDATION

3.1 A Scheme and Estimate report fully detailing the proposals for this site was presented to Cabinet on 3 February 2011 and Cabinet resolved that the Director of Law, HR and Asset Management be authorised to seek tenders and all statutory approvals for the works (minute 314 refers).

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 It is proposed to complete the 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, window replacement, roof replacement and fencing works will be let as separate contracts prior to the main contract works.
- 4.3 Because of issues including technical, logistical and operational site challenges, multiple contractor working and both time and budgetary constraints associated with this scheme, tenders have been evaluated on a quality/price basis.
- 4.4 In view of the tight timescale referred to above, Members' approval is requested to waive call-in. The reasons for this are as follows:
- There is a very tight programme for the proposed works, with pupils moving from Cole Street Primary School for the start of the autumn term. An early start will allow the contractor more flexibility in view of the currently low pupil numbers at Cathcart Street.
 - There is a considerable amount of work to be done to the existing building as part of the alteration/refurbishment works with a lot of disruption to the school. As well as building work, all of the services (heating, lighting, fire alarms etc) are being renewed as part of the scheme.
 - To make the most of the school holidays, including Easter (when the building will be empty), early mobilisation of the contractor is required. Easter is only days after the Cabinet date, and the intention is to carry out service isolation works which form part of the main contract during the Easter break.

5.0 RELEVANT RISKS

- 5.1 Subject to final approval, the scheme will be funded by a combination of local and national capital resources.
- 5.2 Due to the time constraints for completion and the technical and operational complexity, the project will be managed under a 'partnering contract' arrangement whereby the contractor's expertise is maximised and an early start on site can be achieved. A key principle within the contract is that there will be a pain/gain mechanism whereby the contractor can claim a limited financial bonus for completing the works within an agreed maximum price, which will be set within the available budget, and hence will help manage financial risks appropriately. Should unexpected additional work be encountered this will be managed through engineered savings which may result in minor changes to the specification or scope of the works. All contractor costs will be on an 'open book' basis and will be monitored by the Design Consultancy in the Department

of Law, HR and Asset Management and overseen by Internal Audit in the Department of Finance.

- 5.3 A full risk management exercise in accordance with Council procedures will be undertaken for this project owing to the complexity and limited financial resources involved. This will be developed with the preferred constructor as a detailed risk register containing all critical project risks and monitored on a regular basis by the project team.

6.0 OTHER OPTIONS CONSIDERED

- 6.1 Cabinet considered other options for primary school provision in the area at its meetings of 1 October 2009 and 24 June 2010 (minute 24 refers) and determined that proposals should be published in respect of the closure of Cole Street Primary School and alternative provision with effect from 31 August 2011.

7.0 CONSULTATION

- 7.1 The design proposals have been developed in consultation with the building users. A range of stakeholders including staff, pupils, parents/carers, community groups, and the Department of Children and Young People's Primary Team, will continue to be consulted throughout the construction process.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 8.1 The CATS club (before, after school and holiday 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 2007 will carry out the role of CDM Coordinator.
- 9.3 There are no additional staffing implications with these proposals.
- 9.4 Stage 1 Tender submissions were received on 25 March 2011 have been scored by a panel of officers from The Department of Law, HR and Asset Management. Stage 2 interviews were held with the four best scoring tenderers from stage 1 with a panel including officers from Children and Young People's Department and the school representatives on 1 April 2011. Details of the selection process and relevant scoring of tenderers is included at Appendix 1. The model used to determine the most economically

advantageous tender was lodged with the Council's procurement team in the Department of Finance prior to receipt of tenders.

9.5 The agreed maximum contract price will be set within the available budget reported to Cabinet on 3 February 2011.

9.6 The scheme will be funded from the following sources:

- | | |
|-------------------------------------|---------------|
| • Council Capital Programme 2011/12 | £1,500,000.00 |
| • Primary Capital Programme 2010/11 | £ 367,712.00 |

Total	<u>£1,867,712.00</u>
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9.7 Provision will be 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 for the completion of the contract.

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. The building design has followed the principles of the Council's generic Equality Impact Assessment (EIA) for schools and children's centres.

11.2 A project-specific EIA will be completed before the works begin on site.

12.0 CARBON REDUCTION IMPLICATIONS

12.1 Low energy electrical fittings, light fittings, heating controls, water saving devices and high levels of insulation will all be used to help reduce the consumption of natural resources and contribute to the councils CO2 reduction objectives. The 2011/12 carbon budget target for Cathcart Street School is a saving of 56 tonnes of CO2.

12.2 The successful constructor 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 permission was applied for on 24 February 2011 and a decision is expected by 14 April 2011

13.2 Rationalisation and refurbishment of schools allow the most vulnerable accommodation to be removed and other security improvements carried out.

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APPENDICES

Appendix 1 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)

Council Meeting	Date
Cabinet report	3 rd February 2011
Cabinet report	25th November 2010
Cabinet report – CYPD Capital Programme 2010/11	22nd July 2010
Cabinet report	24th June 2010
Cabinet report	1st October 2009
Cabinet report	28th May 2009

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WIRRAL COUNCIL

CABINET

14TH APRIL 2011

SUBJECT:	23-37 TRAFALGAR ROAD- OPTIONS FOR REGENERATION
WARD/S AFFECTED:	LISCARD
REPORT OF:	INTERIM DIRECTOR OF CORPORATE SERVICES
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR C BLAKELEY
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to seek Cabinet approval to demolish the block of vacant and derelict Council owned properties at 23-37 Trafalgar Road, Egremont, as the preferred outcome of an options appraisal completed by officers.
- 1.2 The project will promote the Council's Corporate Priorities by providing a site for either new housing or community use and will save money by reducing ongoing security costs for the site.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the Cabinet approves the demolition of the properties at 23-37 Trafalgar Road, Egremont, inclusive, in order to provide a cleared site for either housing redevelopment or community use.
- 2.2 It is also recommended that officers continue to explore a longer term sustainable after-use for the cleared site.

3.0 REASON FOR RECOMMENDATIONS

- 3.1 The Council has exhausted all other avenues in an attempt to bring these properties back into viable and sustainable use, and the properties have started to deteriorate structurally and attract antisocial behaviour to the area. The demolition of these properties would offer a usable space potentially for the community or could be redeveloped for affordable housing to meet local housing needs.

4.0 BACKGROUND AND KEY ISSUES

- 4.01 The terrace 11-41 Trafalgar Road, inclusive, is located just off and to the east of King Street, Egremont and consists of pre-1919 solid wall, three storey units consisting of both living and commercial accommodation (see plan in Appendix 1). Some properties have undergone conversion into flats and a number have been vacated and left derelict. Property condition is mixed, ranging from very poor and structurally unstable to reasonable. The Council has been aware of both the condition and vacancy problems for a number of years but they have lacked the resources to deal with the terrace on a comprehensive basis until recently.
- 4.02 The properties at 25-37 Trafalgar Rd, inclusive, were bought by the Council with vacant possession between September 2005 and May 2007 in order to progress the Egremont Area Shopping Strategy which was originally agreed on the 26th January 2005. They were all acquired by agreement with individual owners and have remained vacant and secured against unauthorised access since acquisition.
- 4.03 The Egremont Area Shopping Strategy advocated the demolition of 11-41 Trafalgar Road inclusive, and their replacement with new residential accommodation or an amenity space as part of a more comprehensive intervention to rationalise the vacant commercial units in the area, concentrating on King Street.
- 4.04 The properties were bought using Housing Market Renewal funding and are located within an area that was designated as suffering from high stress housing within the Council's Strategy for Inner Wirral 2004-2014.
- 4.05 Efforts were made to secure the acquisition of the remaining properties in the terrace, initially without success. One reason given for refusing to negotiate was the lack of good quality alternative business accommodation in the area, something that the Egremont Area Shopping Strategy as a whole had hoped to provide to facilitate the selective removal of poor quality and vacant stock.
- 4.06 Once it became clear that delivery of the proposed Egremont Area Shopping Strategy had stalled, the Council invited tenders for the refurbishment of the block at no further public cost as part of the Options Appraisal to test market interest in the renovation option. Advertisements were placed in the local press inviting expressions of interest on 27th August 2008.
- 4.07 Several private sector developers expressed an interest in quoting for the works and 44 requested tender packs. These were sent out in September 2008. Despite the initial interest no firm proposals were received. Feedback from the developers suggested that more information was required in order for them to formally quote for the works.
- 4.08 Subsequently, the same 44 contractors were contacted to ask whether they would like to receive an amended tender pack featuring this additional information. Of these, 15 developers requested these amended tender packs, which were sent out in December 2008. This resulted in two developers

submitting proposals for renovating the block but after one withdrew it was eventually concluded that the remaining offer did not provide a sustainable, cost-effective solution that would meet identified local housing need.

- 4.09 The property at number 33 Trafalgar Road was demolished in December 2010 following advice received from the Council's Technical Services Department as the property was deemed to be in a dangerous condition and it was feared that the wind and snow over the winter period may cause the building to collapse.
- 4.10 Since then, the Council has reached agreement with the owner of 23 Trafalgar Road to buy his empty property, and this acquisition has now been completed. As a result the Council is now in possession of numbers 23, 25/27, 29/31, the cleared site of 33, and 35 and 37 Trafalgar Road (inclusive). If left standing, the properties will continue to remain an eyesore in the area, comprising mainly vacant shop units to the ground floor with residential accommodation above. The rest of the block 11-41 Trafalgar Rd contains a delicatessen at 11/13, newsagents at 39, and residential accommodation at numbers 15, 17, and 41. Numbers 19 and 21 are two cleared plots that are owned by an absentee landlord who lives abroad. The Building Control section of the Council demolished the two properties in 2004 due to their poor and dangerous condition and the land remains in private ownership.
- 4.11 Having tested the market for any interest in a renovation scheme and exhausted the option to acquire the complete terrace by agreement it is recommended that the Council owned properties are demolished with a view to the cleared site being used for either community use or the provision of new housing should a developer be interested.

5.0 RELEVANT RISKS

- 5.1 Doing nothing will result in the Council being exposed to ongoing costs for security and maintenance. The Council has already had to take emergency demolition action to remove mid terrace properties due to structural instability.
- 5.2 Demolishing the suggested properties will result initially in a cleared site which will be secured against access and fly tipping. There will be ongoing maintenance expenditure associated with this site. In the longer term there is a risk that a suitable after-use is not identified and the site will remain unused.
- 5.3 Demolition of mid terrace houses risks damaging the adjoining houses left standing, however, suitable precautions will be taken to mitigate this risk. Mid terrace demolitions have been successfully undertaken in the past.

6.0 OTHER OPTIONS CONSIDERED

- 6.1 Several other options have been considered regarding the future of the properties at 23, 25/27, 29/31, 35 and 37 Trafalgar Road. These were mainly combinations of demolition and refurbishment but there has been insufficient interest in a refurbishment scheme from the private sector as was demonstrated during the tendering process. Using public funds for extensive refurbishment does not provide value for money in the current financial climate,

and a need for a resolution indicates that demolition of the site would be the most appropriate option available.

6.2 Approximate costs for the various options explored;

- Refurbish interior of 23, 25/27, 29/31, 35 and 37 Trafalgar Rd, exterior of 11-41 Trafalgar Rd, inclusive, plus returns in Rudgrave Square and Charlotte Terrace. Would need co-operation from owners of adjacent properties. Likely costs in the region of £606,656.
- Refurbish interior and exterior of 23, 25/27, 29/31, 35 and 37 Trafalgar Rd only. Likely costs in the region of £543,607.
- Demolish 23, 25/27, 29/31, 35 and 37 Trafalgar Rd only with associated exposed gable works. Likely costs in the region of £75,000.

7.0 CONSULTATION

7.1 Throughout the period of Council intervention extensive consultation has been undertaken with property owners and residents about the future of this terrace. This includes the lengthy negotiations to acquire houses and listening to the concerns raised by owners/residents unwilling to sell to the Council. Local members have also been involved in discussions with officers as acquisitions progressed. Discussions have also been held with local RSLs regarding the possibility of building new housing on the site.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 Voluntary and/or community groups could be instrumental in operating and maintaining a community use for any site created by demolition. A similar after-use was implemented at the former site of 59/61 Trafalgar Road (also acquired and demolished by the Council) where a successful community allotment scheme has been developed. A lease was granted in November 2009 for 3 years to Wirral Environmental Network, who use and maintain the site.

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

9.1 The cost of demolition including making good of exposed party walls and site security will be met from housing capital resources carried over from 2010/11. The project will continue to be managed and delivered by existing staff from the Private Sector Housing Renewal Team within the Housing Division.

9.2 The site may generate a capital receipt if sold or may remain in Council ownership and may be provided on a leasing arrangement depending on its use.

9.3 Residential property constructed or brought back into use could have implications for the award of New Homes Bonus, currently equivalent to £1,439 per annum or £8,634 over six years for an additional Council Tax Band D property, subject to other changes to the total housing stock. The provision of

affordable homes could also attract an additional £350 per annum per dwelling or £2,100 over six years.

- 9.4 The demolition of the properties could have a negative impact on the award of New Homes Bonus in future years, equivalent to 7 residential properties.
- 9.5 Cabinet is also advised that officers have been in discussion recently with British Gas about the possibility of a Community Energy Saving programme for parts of Egremont and Poulton. This proposal may require investment from the Council to maximise the contribution from British Gas in insulation, heating and renewable energy measures and Cabinet is asked to consider that funding set aside for the area under the Housing Market Renewal programme for site assembly, may be a potential funding source, should one be needed. The details of the proposed scheme and the financial implications are now being drawn up in partnership with British Gas and, if necessary, the Interim Director of Corporate Services will discuss these implications with the Cabinet Member for Housing and Community Safety and consider the use of available funds to prevent the missed opportunity for significant leverage of funding from British Gas, in order to meet deadlines to secure this project.

10.0 LEGAL IMPLICATIONS

- 10.1 None.

11.0 EQUALITIES IMPLICATIONS

- 11.1 The existing HMRI Clearance and Improvement Programmes Equality Impact Assessment has been reviewed in light of the proposals in this report and no changes are considered necessary.
- 11.2 Should the cleared site be used for community use in the long term, such use would be inclusive and promote involvement among residents and representative groups.

12.0 CARBON REDUCTION IMPLICATIONS

- 12.1 Any redevelopment of the cleared site with new homes would provide units built to thermally efficient standards and in the case of any RSL new build, Level 4 of the Code for Sustainable Homes.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

- 13.1 In order to demolish the properties planning approval will be required. Planning permission will also be required for any further use of the site.
- 13.2 The site lies within a Primarily Residential Area, in a regeneration priority area where new housing would normally be permitted under the Council's Interim Planning Policy for New Housing Development.

13.3 The subject properties have been a target for vandalism and anti-social behaviour for a number of years. Removing these buildings through demolition would reduce anti-social behaviour.

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APPENDICES

Plan of area attached

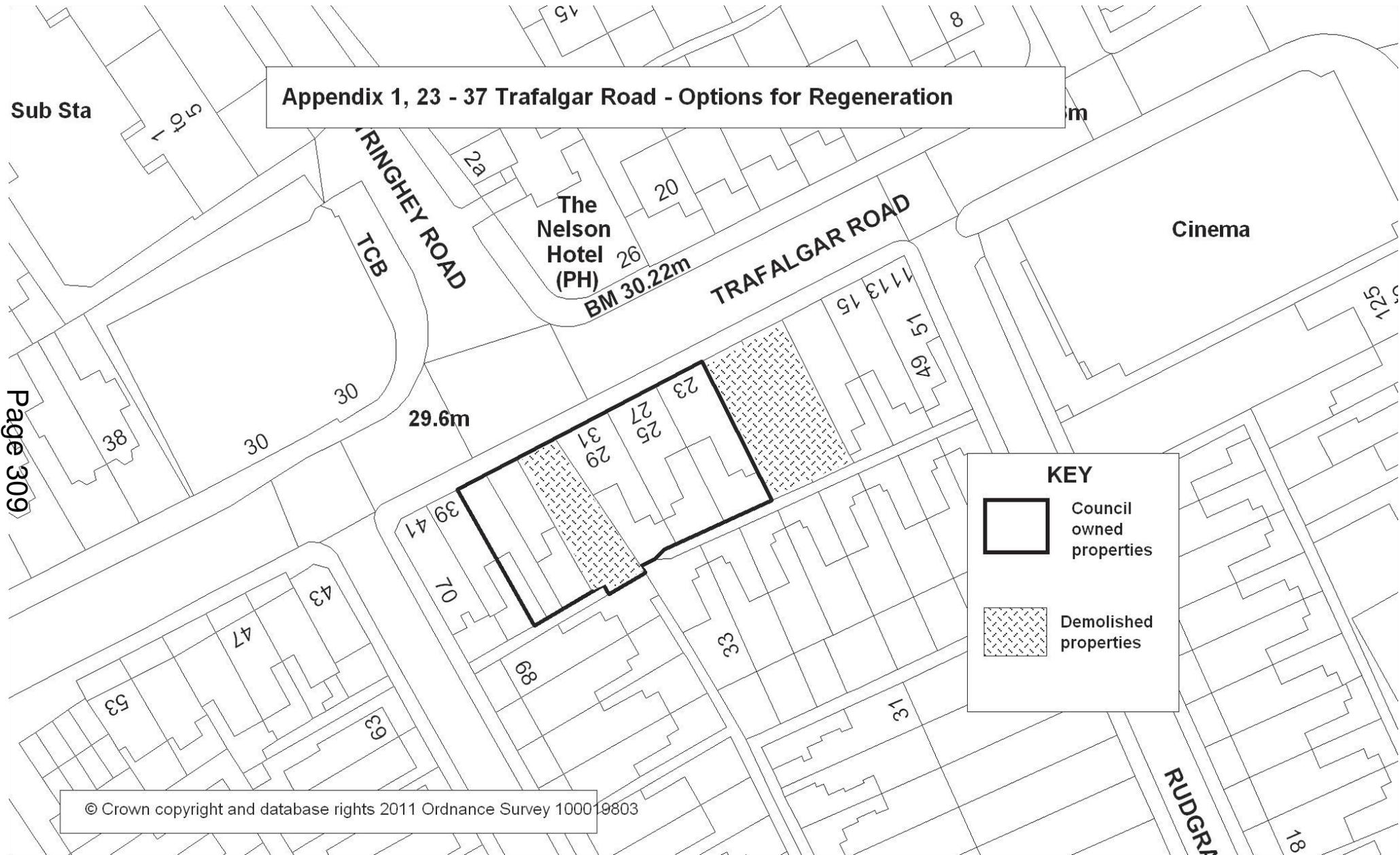
REFERENCE MATERIAL

- Roger Tym and Partners, Egremont Shopping Area Regeneration Strategy, July 2004
- Strategy for Inner Wirral 2004-14, GVA Grimley, 2003

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

Appendix 1, 23 - 37 Trafalgar Road - Options for Regeneration



KEY

-  Council owned properties
-  Demolished properties

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WIRRAL COUNCIL

CABINET

14TH APRIL 2011

SUBJECT:	<i>SUPPORTING PEOPLE CONTRACTS</i>
WARD/S AFFECTED:	<i>ALL</i>
REPORT OF:	<i>KEVIN ADDERLEY, INTERIM DIRECTOR OF CORPORATE SERVICES</i>
RESPONSIBLE PORTFOLIO HOLDER:	<i>CLLR CHRIS BLAKELEY</i>
KEY DECISION? <i>(Defined in paragraph 13.3 of Article 13 'Decision Making' in the Council's Constitution.)</i>	<i>YES/NO (delete as applicable)</i>

1.0 EXECUTIVE SUMMARY

- 1.1 The Supporting People (SP) programme, aims to prevent individuals experiencing crises and requiring more costly service intervention; and to enable vulnerable people to live independently through the provision of front-line housing-related support services.
- 1.2 The purpose of the report is to seek members' endorsement of the decision of the Interim Director of Corporate Services to extend a number of Supporting People Contracts, which allows for renegotiation/tendering in 2011/12, and the alignment where appropriate with the Department of Adult Social Services contracted supported-living services.
- 1.3 At its meeting on 10 December 2008, Cabinet approved the Supported and Special Needs Housing Strategy 2008-11, including a Procurement Methodology which sets out the framework for renegotiating/tendering of Supporting People Contracts.
- 1.4 Whilst the majority of contracts have been renegotiated or tendered within the timescales set out in the Strategy there remain a number of negotiations still to take place.
- 1.5 To date, the procurement exercise has realised significant savings to the Authority. The extension of the remaining contracts will allow sufficient time for the process to be concluded. In doing so, this will achieve further efficiencies for the Council, whilst continuing to support a number of the Councils key corporate priorities and improving outcomes for the most vulnerable of Wirral residents.
- 1.6 As with previous negotiations, the outcomes will be reported to Cabinet in due course.

2.0 RECOMMENDATION/S

- 2.1 That Members endorse the decision of the Interim Director of Corporate Services to extend the Supporting People contracts for the periods set out in Appendix 1.

3.0 REASON/S FOR RECOMMENDATION/S

- 3.1 In endorsing the decision to extend these contracts, Members will:
- Ensure continuity of support for vulnerable residents currently receiving services.
 - Reduce the financial burden on other Council Departments.
 - Avoid potential challenges that may arise from the expiration of contracts without formal notice being given or the subsequent withdrawal of support services.
 - Enable the conclusion of the negotiation process which will realise further efficiencies to the council.
 - Ensure that SP services are effectively aligned with the supported living services commissioned through the Department of Adult Social Services.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 Supporting People (SP) is a national programme delivered locally through the Supported and Special Needs Housing Section (S&SNHS) in partnership with the Council, Probation Trust and PCT, that aims to develop or sustain an individual's capacity to live independently through the provision of housing related support.
- 4.2 The S&SNHS Commissioning Strategy 2008-2011, endorsed by members in December 2008 outlined the basis on which future contracting and commissioning of services were to be procured. The strategy aims to deliver, amongst other things, improved service delivery across all types of tenure, better outcomes for services users; delivery of best value and value for money and the potential for expansion of provision. Further, it would enable the modelling and commissioning of more flexible services to better meet the strategic expectations and requirements of the Council and Partners.
- 4.3 The procurement and negotiation process began in April 2009 and facilitated the reconfiguration and rationalisation of services, which has resulted in the establishment of contracts with 59 service providers (some of which are in the community, voluntary and faith sector) that deliver 126 services to approximately 6,000 vulnerable people.
- 4.4 To date, the process has realised annual efficiency savings of £441,000 to the Authority whilst increasing the level and type of services available to vulnerable people, and continuing to support and maintain services provided by the community, voluntary and faith sector, details of which have been previously reported to Cabinet on 25th June 2009 and 4th February 2010.

- 4.5 Whilst the majority of contracts have been renegotiated or tendered within the timescales set out in the Strategy there remain a number of negotiations still to take place.
- 4.6 There have been influencing factors that have inhibited progress including; uncertainty regarding levels of funding available for the programme, significant changes within partner departments and the need to carry out a comprehensive evaluation of the appropriateness of the use of Supporting People funding for clients with Learning Disabilities, in order to align with the re-tendering of services by the Department of Adult Social Services.
- 4.7 Appendix 1 lists those contracts yet to be negotiated / tendered, which had expiry dates falling between 31.March and 30 April 2011. These being:
- 14 contracts for Learning Disability Services with a total annual value of £2,300,000 (based on 2010/11 funding)
 - 10 contracts for Community Alarms services with a total annual value of £15,980
 - 9 contracts for miscellaneous services with a total annual value of £392,000.
- 4.8 In view of the imminent expiration of these contracts, it has been necessary for the Interim Director of Corporate Services, under his delegated powers of authority, (paragraph 23 of the Scheme of Delegation) to extend the contracts for services provided to clients with Learning Disabilities for six months whilst discussions take place with the Director of Adult Social Services, and for between 9 to 12 months for the remainder to allow sufficient time and resources to complete the exercise.
- 4.9 This process and the use of the Interim Directors delegated authority has been agreed with the Director of Finance and the Director of HR, Law and Asset Management.

5.0 RELEVANT RISKS

- 5.1 The risk associated with the failure to extend these contracts would be:
- A loss of services to vulnerable people.
 - Potential litigation arising from the expiration of contracts without formal notice being given.
 - Potential financial implications for other Departmental budgets.

6.0 OTHER OPTIONS CONSIDERED

- 6.1 The option to not renew these contracts was considered but, for the reasons previously set out, was not considered feasible.

7.0 CONSULTATION

- 7.1 The 'Wirral's Future: Be a part of it' consultation identified the importance of maintaining support for the most vulnerable people via the Supporting People programme.
- 7.2 Consultation has taken place with the Department of Adult Social Services which is supportive of the proposal set out in this report
- 7.3 As part of the re-contracting process, we will conduct Service User consultation in order to ensure that the re-provision meets their support needs.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 8.1 A number of Voluntary, Community and Faith groups deliver support to vulnerable people via existing contracts and we will ensure that all re-tendered contracts will reflect the Councils emerging policy on assisting voluntary, community and faith groups to tender for these services.

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

- 9.1 The current budget will continue to pay for these contracts.

10.0 LEGAL IMPLICATIONS

- 10.1 Contract Procedural rule 5.1.2 says that Cabinet can approve an extension to a contract, if satisfied that the extension will provide value for money. In this instance, it is not proposed to increase any of the prices in return for the Contractor agreeing to the extension of the contract.

11.0 EQUALITIES IMPLICATIONS

- 11.1 The services provided through the continuation of these contracts promote social inclusion and involvement.

- 11.2 Equality Impact Assessment (EIA)

(a) Is an EIA required? No

12.0 CARBON REDUCTION IMPLICATIONS

- 12.1 Wherever feasible, the use of web-based and other IT solutions will be incorporated into subsequent negotiation and tendering exercises.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

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

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APPENDICES

Appendix 1: Table of contracts and extension dates.

REFERENCE MATERIAL

Supported and Special Needs Housing Commissioning Strategy (including Procurement Methodology 2008-2011)

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet: Wirral's Supported and Special Needs Housing Strategy 2008-2011	10th December 2008
Cabinet: Wirral's Supported and Special Needs Housing Contracts Report	25th June 2009
Wirral's Supported and Special Needs Housing Tendered Contracts – Floating Support	4th February 2010
Wirral's Supported and Special Needs Housing Negotiated Contracts	4th February 2010

APPENDIX ONE

The following table shows the individual services yet to be negotiated / tendered, their respective contract values for the period of extension, their original contract expirations / new expiration dates.

The contract values are approximations, as they vary depending on the level of utilisation / occupancy. For the purposes of this table, we have based our estimates on levels of service utilisation during 2010/11.

		Capacity	Contract Value	Original Expiration Date	New Expiration Date
Contracts running on extension					
Learning Disabilities					
Alternative Futures	58 Borrowdale Road	3	20457.06	01/04/2011	02.10.11
Alternative Futures	614 New Chester Road	4	13587.08	01/04/2011	02.10.11
Alternative Futures	87 Park Road West	4	13384.8	01/04/2011	02.10.11
Alternative Futures	99 Hoylake Road	5	19012.5	01/04/2011	02.10.11
Alternative Futures	Chestnut Lodge	3	10833.16	01/04/2011	02.10.11
Alternative Futures	Nursery House	3	9810.06	01/04/2011	02.10.11
Alternative Futures	Saxondale	3	13004.16	01/04/2011	02.10.11
Alternative Futures	The Spinney	2	6388.2	01/04/2011	02.10.11
Autism Initiatives	Autism Initiatives New Chester Road	2	9742.72	01/04/2011	02.10.11
Autism Initiatives	Autism Initiatives St Peter's Court	2	5612.62	01/04/2011	02.10.11
European Lifestyles	European Lifestyles Floating Support	1	6656	01/04/2011	02.10.11
Harbour Supported Living Services Limited	Rake Lane Service	4	9155.12	01/04/2011	02.10.11
Macintyre Care	25 Shrewsbury Road	6	31600.8	01/04/2011	02.10.11
Macintyre Care	Macintyre Floating Support	1	1947.07	01/04/2011	02.10.11

Macintyre Care	St James	6	19947.07	01/04/2011	02.10.11
Contracts running on extension		Capacity	Contract Value	Original Expiration Date	New Expiration Date
Northwest Community Services (Access Employment) Limited	Northwest Community Services (Access Employment) Limited	5	42983.72	01/04/2011	02.10.11
Options for Supported Living	Options for Supported Living Floating Support	9	73110.96	01/04/2011	02.10.11
Potens-	Grange Mount	4	14232.92	01/04/2011	02.10.11
Potens	Hertford Drive	7	29072.16	01/04/2011	02.10.11
Potens	Osborne Road	10	18079.36	01/04/2011	02.10.11
PSS	PSS Wirral Adult Placements AP75	23	198368.6	01/04/2011	02.10.11
Royal Mencap Society	74 Grosvenor Road	5	32527.3	01/04/2011	02.10.11
Royal Mencap Society	Supported Living Scheme	1	3166.02	01/04/2011	02.10.11
Royal Mencap Society	Westbank Road	5	17409.05	01/04/2011	02.10.11
WILL	WILL Floating Support	1	5014.36	01/04/2011	02.10.11
Hft (HF Trust Limited)	Allport Lane	3	10280.4	30/04/2011	02.10.11
Hft (HF Trust Limited)	Mark Rake	3	15420.6	30/04/2011	02.10.11
Local Solutions	Cearns Lodge (caretaker service)	7	35981.7	03/04/2011	02.10.11
The following 4 SLA's are linked to the outsourcing of in-house services currently being discussed with Colleagues in DASS. The amounts represent the annual contract value					
Social Services (Service Level Agreement)	Birkenhead Learning Disabilities Supported Housing	28	302,315.00	30/04/2011	
Social Services (SLA)	Livingstone Gardens	21	197,739.36	30/04/2011	
Social Services (SLA)	Wallasey Area LD Service	20	231,646.48	30/04/2011	
Social Services (SLA)	West Wirral Learning Disabilities Supported Housing	18	190,476.00	30/04/2011	

		Capacity	Contract Value	Original Expiration Date	New Expiration Date
Contracts running on extension					
Miscellaneous					
Sahir House (Cross Authority)	Sahir House Floating Support Service	20	82,368.00 ¹	03/04/2011	03.04.12
Alpha (RSL) Ltd	Extra Support Element (Alpha)	44	41,964.00	30/04/2011	01.01.12
Housing 21	Cherry Tree Care Team	10	48,750.00	30/04/2011	01.01.12
Novas Scarman	Intensive floating Support Service (Cross Authority MAPPA) ²	8	50,000.00	30/04/2011	02.10.11
Merseyside Society For Deaf People	Physical or Sensory Disability	7	28,024.00	30/04/2011	01.01.12
Local Solutions	Merseyside Accommodation Project	36	106,794.00	30/04/2011	01.01.12
Abbeyfield Heswall Society	Allandale	6	5,048.16	30/04/2011	01.04.12
Abbeyfield Hoylake & West Kirby	Abbeyfield Society	25	3,263.00	30/04/2011	01.04.12
Abbeyfield Oxtun & Prenton Society	65 Prenton Road West & 2 Gerald Road	21	9,783.80	30/04/2011	01.04.12
Community Alarms					
Anchor Trust	Churchlands (C.A.)	20	999.57	31/03/2011	31.12.11
Anchor Trust	Palm Court (C.A.)	24	1746.03	31/03/2011	31.12.11
Anchor Trust	Townfields (C.A.)	18	823.68	31/03/2011	31.12.11
Alpha (RSL) Ltd	St. Columbas Close (C.A)	20	2287.35	03/04/2011	31.12.11
Arena Options Limited	Flats 1-8 Hoeside Road (C.A)	8	276	31/03/2011	01.01.12
CDS Housing	Community alarms (C.A.)	22	2077.92	31/03/2011	01.01.12

¹ This is a cross-authority service, hosted by Wirral. The specific Wirral contribution is £22,464.00 (Liverpool - £37,440 Sefton - £14,976 St. Helens £3,744 and Knowsley - £3,744). These allocations are based on the numbers of units purchased by each individual authority)

² This contract is currently being tendered by Liverpool City Council as a cross-authority contract between Wirral, Liverpool and Knowsley. The outcome of this tender will be reported to Members in due course.

Cosmopolitan Housing Association	Clipper View (C.A)	14	255.06	31/03/2011	01.01.12
English Churches Housing Group	Grangewood Court (C.A.)	15	577.2	31/03/2011	01.01.12
Housing 21	Bower House (C.A)	22	655.2	31/03/2011	01.01.12
Housing 21	Homebank House (C.A)	4	149.76	31/03/2011	01.01.12
LHT (Rodney Division)	Kingswood Road (C.A.)	6	207.48	31/03/2011	01.01.12
LHT (Rodney Division)	Riverview Court (C.A.)	14	378.3	31/03/2011	01.01.12
LHT (Rodney Division)	Sarah Jamieson Court (C.A.)	12	531.96	31/03/2011	01.01.12
Regenda Group (Maritime HA)	Maritime Housing Community Alarms (C.A)	28	286.26	31/03/2011	01.01.12
Riverside Group Ltd	Acorn Close (C.A.)	14	733.2	31/03/2011	01.01.12

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WIRRAL COUNCIL

CABINET

14TH APRIL 2011

SUBJECT:	TACKLING WORKLESNESS THROUGH THE EUROPEAN SOCIAL FUND: WIRRAL INTERMEDIATE LABOUR MARKET PROGRAMME
WARD/S AFFECTED:	ALL
REPORT OF:	KEVIN ADDERLEY INTERIM DIRECTOR OF CORPORATE SERVICES
RESPONSIBLE PORTFOLIO HOLDER:	CLLR. ANDREW HODSON REGENERATION AND PLANNING STRATEGY
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 This report sets out a model for delivering an Intermediate Labour Market (ILM) Programme as part of the Worklessness element of Wirral's European Social Fund (ESF) employment programme.
- 1.2 This programme will fund part of a fixed term employment contract with training with a local employer for those residents experiencing a range of barriers to employment. It will assist those residents to re-enter the job market whilst also supporting local business growth.

2.0 RECOMMENDATION/S

- 2.1 Members are requested to approve the proposed delivery model for Wirral's Intermediate Labour Market Programme as outlined in section 4 of this report and authorise the Interim Director of Corporate Services commence delivery of the programme.

3.0 REASON/S FOR RECOMMENDATION/S

- 3.1 As notified to Cabinet on 4th November 2010, an Intermediate Labour Market programme was included in Wirral's proposal to secure an allocation of European Social Fund to reduce worklessness. This recommendation proposes a delivery model for the ILM Programme which will provide support for Wirral residents with multiple barriers to employment and enable them to compete for work in an open labour market.

4.0 BACKGROUND AND KEY ISSUES

4.1 Background

4.1.1 On 3rd February 2011 Cabinet agreed to authorise the Interim Director of Corporate Services to progress enabling actions to reduce worklessness as part of Wirral's European Social Fund worklessness programme (minute 321 (a) refers). This included actions such as an ILM programme.

4.2 Wirral's Proposed Intermediate Labour Market Delivery Model

4.2.1 Wirral's programme has been developed to build on best practice identified from other ILM models and from Wirral Councils experience of delivering The Wirral Apprentice programme. Additionally the model has been developed to ensure that funding requirements such as State Aid rules are accommodated.

4.2.2 It is proposed to provide an employment opportunity for up to 52 weeks with a local small or medium sized employer for 100 Wirral residents who are workless; with a particular focus on those furthest from the labour market. Participants will be paid at national minimum wage for 35 hours per week with the council reimbursing the employer with the salary costs, including the employer National Insurance contributions, for the first 26 weeks. The employer will be asked to fund a further 26 weeks of the programme. Employers will be required to demonstrate that ILM placements are additional and are not replacing existing jobs. A mandatory training element will be incorporated to improve participants' employability by providing not only a bridge back into the world of work, but also by improving skills levels through training.

4.2.3 The programme would run from May 2011 to May 2012 in line with the Worklessness element of Wirral's ESF employment programme.

4.3 Setting up and Operating the ILM

4.3.1 The engagement, personal development and jobsearch elements of the ILM will be delivered by Involve Northwest as part of the ESF Worklessness contract.

4.3.2 Wirral Council will identify potential employers and provide a single point of contact for those employers to offer support, ensure training is provided, manage relationships, ensure compliance with state aid rules etc. The officer will also work with Involve Northwest to establish seamless referrals, appropriate record-keeping, financial reporting and monitoring and to address any problems during the course of the programme.

4.3.3 As with the Wirral Apprentice Programme the Invest Wirral website will be used to advertise the opportunity to local employers and the Invest Wirral team will also be involved in the selection of employers. The scheme will also be advertised through the local press.

4.4 Branding

4.4.1 The ILM programme will be branded in line with Wirral Council's Think Big branding. This will strengthen links with existing initiatives such as The Wirral Apprentice and will support with the engagement of local employers with a recognisable and trusted brand.

5.0 RELEVANT RISKS

- 5.1 As reported to members 3rd February 2011, the Council is required to be the Accountable body for the ESF resources and in addition to managing and accounting for the money it also has to ensure compliance with all existing European financial and audit requirements. These are standard ESF requirements and ones which the Council already undertakes in relation to the other ESF projects for which it is the accountable body. The Council will manage the programme through existing officers in Corporate Services who have the expertise and a proven track record in dealing with ESF projects.
- 5.2 This programme will contribute to the job outcome targets of the ESF worklessness programme.

6.0 OTHER OPTIONS CONSIDERED

- 6.1 There are a number of financial and delivery models that could deliver an ILM programme. This ILM model is recommended for the following reasons:
- A 12 month programme offers maximum benefit to participants with a substantial period to gain training, work experience and develop skills. This is particularly important for clients furthest away from the job market, to enable them to move into sustainable employment;
 - Time period attractive to employers – 6 months contribution to business should increase longer-term sustainability of posts and this reflects the current Wirral Apprentice programme;
 - The volumes (100 placements) are achievable within the scope of the Worklessness contract programme and allows for intensive support to be offered to employers as well as employees.

7.0 CONSULTATION

- 7.1 The ILM activity meets key priorities and fits with the recommendations of the Economy and Regeneration Task Force as agreed by cabinet on 9th December 2010.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 8.1 The supplier of an element of the worklessness contract is a consortium led by Involve Northwest that includes a number of groups from the voluntary, community and faith sector.
- 8.2 This programme will be available to voluntary, community and faith organisations that operate as small and medium sized enterprises or micro-businesses.

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

9.1 Staffing

- 9.1.1 As outlined in the reports to cabinet on 9th December 2010 and 3rd February 2011, financial provision for the cost a Project Manager has been included in the programme and the ILM scheme will be managed by existing staff from within Corporate Services

- 9.2 Financial
- 9.2.1 The total allocation for the worklessness programme is £2,440,620, consisting of equal funding of £1,220,310 from ESF and Council resources. From this allocation, £656,000 has been identified for the delivery of the ILM scheme.

10.0 LEGAL IMPLICATIONS

- 10.1 Compliance with State Aid and De minimis rules
State Aid rules exist in order to prevent any form of aid to a commercial undertaking to distort, or threaten to distort, competition with the European Community. However, support to individuals to improve their employability or training, developing disadvantaged regions, and promoting small and medium-sized enterprises are all considered to be in the common interest of the EU and are therefore allowed. As a result it is proposed that the Wirral ILM will:

- Engage with SME's and micro-businesses, rather than larger Wirral employers, which will demonstrate the scheme's contribution towards business growth;
- Include a mandatory training element which will demonstrate that Wirral's ILM has been developed to benefit the individual in line with (and in the spirit of) State Aid rules;
- Ensure the business complies with the de minimis regulation. This rule allows a qualifying enterprise to receive up to €200,000 in aid over three fiscal years. Confirmation will be obtained from employers prior to setting up placements that ILM funding will not take their organisation over this State Aid de minimus limit.

- 10.2 All applicable employment obligations and duties arising from the employment of any person under the programme will be the responsibility of the relevant employer.

11.0 EQUALITIES IMPLICATIONS

- 11.1 This activity will provide activity to support a range of priority customers group who are currently under-represented in the labour market to secure sustainable employment.

- 11.2 Equality Impact Assessment (EIA)
- | | |
|---------------------------------------|--------------------------------------------------------------------------------------------|
| (a) Is an EIA required? | No |
| (b) If 'yes', has one been completed? | Yes. The Regional ESF Framework has already been subject to an Equality Impact Assessment. |

12.0 CARBON REDUCTION IMPLICATIONS

- 12.1 This activity will support and contribute to the Regional ESF Framework by supporting workless adults to secure "green jobs"

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

- 13.1 There are no implications arising directly from this report

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SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Working Wirral: European Social Fund Complementary Strand report to Wirral Council Cabinet	23rd July 2008
Extension of Wirral Apprentice Programme report to Wirral Council Cabinet	14th October 2010
Liverpool City Region European Funding Proposal report to Wirral Council Cabinet	4th November 2010
Tackling worklessness and supporting apprenticeships in Wirral through the European Social Fund report to Wirral Council Cabinet	9th December 2010
Tackling worklessness and supporting apprenticeships in Wirral through the European Social Fund report to Wirral Council Cabinet	3rd February 2011

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WIRRAL COUNCIL

CABINET

14TH APRIL 2011

SUBJECT:	ENTERPRISE ZONES
WARD/S AFFECTED:	ALL
REPORT OF:	INTERIM DIRECTOR OF CORPORATE SERVICES
RESPONSIBLE PORTFOLIO HOLDER:	CLLR HODSON
KEY DECISION? <i>(Defined in paragraph 13.3 of Article 13 'Decision Making' in the Council's Constitution.)</i>	YES

1.0 EXECUTIVE SUMMARY

- 1.1 This report sets out the detail regarding Enterprise Zones (EZ) following the announcement in Budget 2011 to designate Wirral Waters and Liverpool Waters as an EZ for the Liverpool City Region.

2.0 RECOMMENDATION/S

- 2.1 That Cabinet note the exciting announcement for Wirral and authorise Officers to engage as appropriate in the development process for the Mersey Waters Enterprise Zone.

3.0 REASON/S FOR RECOMMENDATION/S

- 3.1 The announcement of the EZ status for Wirral Waters is great news for Wirral Council and its residents as it will allow the area to realise potential to create the new business and jobs that that Wirral needs and deserves, with positive benefits across the wider economic area.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 On the 23rd March, the Chancellor announced in his Budget 2011 speech that Government would establish 21 new Enterprise Zones in Local Enterprise Partnership areas in England. Budget named the first 10 Local Enterprise Partnerships that would benefit from the Zones. A competition

for a further 10 Enterprise Zones in the remaining partnership areas was also announced. London will be empowered to designate its own zone.

- 4.2 'Mersey Waters' was announced following the Budget as the Liverpool City Regions designated Enterprise Zone. Mersey Waters encompasses both the Wirral Waters (East Float and West Float) and Liverpool Waters developments, the transformational regeneration programmes proposed by Peel Holdings.
- 4.3 This is fantastic news for Wirral and will provide significant opportunity for promoting investment and supporting business growth for the creation of local jobs.

SOMETHING FUNDAMENTALLY DIFFERENT

- 4.4 The policy behind this new generation of Enterprise Zones (EZ's) is different to previous EZ's. They will have some of the characteristics of previous zones but it is clear that these zones will be expected to deliver not only structural change, but transformational change.
- 4.5 This generation of Enterprise Zones are about allowing areas with real potential to create the new business and jobs that they need, with positive benefits across the wider economic area. The core offer is around simplified planning and business rates discounts in Enterprise Zones areas, with the capability to develop innovative roles to address specific local economic challenges.
- 4.6 They will not be driven at derelict or deprived area, but areas that have significant growth potential and a sustainable basis over a long term. They will therefore, be the catalyst for accelerated growth rather than straightforward regeneration. The Government expects new development and new opportunities.

LEP'S WILL BE THE UNIT OF CHOICE

- 4.7 Government are clear that Local enterprise partnerships, as business-led partnerships with a goal of driving sustainable economic growth across local economic areas, are ideally placed to drive Enterprise Zones forward.
- 4.8 LEP's are responsible for agreeing the location, sectoral focus – if any - and range of incentives within an Enterprise Zone. This will be an important means through which to minimise local displacement of businesses and business rates.

4.9 The Partnership's role will be to identify the barriers which are impeding the growth of the local economy and identifying necessary options from the menu on offer to overcome such barriers. Local enterprise partnerships will also be able to bring together a wider package of support, including working with local colleges, Work Programme providers and linking Enterprise Zones to current and planned infrastructure.

ENTERPRISE ZONES

4.10 In the information currently available, all Enterprise Zones will benefit from:

- A business rate discount worth up to £275,000 per business over a five year period
- All business rates growth within the zone for a period of at least 25 years will be retained by the local area, to support the Partnership's economic priorities and ensure that Enterprise Zone growth is reinvested locally
- Government help to develop simplified planning approaches for the zone using, for example, existing Local Development Order powers
- Government support to ensure that superfast broadband is rolled out throughout the zone, achieved through guaranteeing the most supportive regulatory environment and, if necessary, public funding.

4.11 Further information is expected. Government will work with local enterprise partnerships on additional options, to suit local circumstances, including consideration of:

- Enhanced capital allowances for plant and machinery, in a limited number of cases and subject to State Aid, where there is a strong focus on manufacturing
- Tax Increment Finance to support the long-term viability of the area
- UKTI support for inward investment or trade opportunities in the zone.

BUSINESS RATES

4.11 The Localism Bill, currently before Parliament, contains provisions that will enable local authorities to introduce discounts on the rates bills of businesses in their areas. Subject to Royal Assent, local authorities should be able to grant such discounts with effect from April 2012. This has implications for Wirral and as such, will need to be brought back to Cabinet when more details are available.

- 4.12 Local authorities with an enterprise zone will provide discounts of up to 100% for every business within that zone, with the Government reimbursing the local authority the cost of the discount.
- 4.13 Discounts are limited by EU state aid law, up to a *de minimis* threshold of €200,000 over a rolling three-year period, the equivalent of approximately £55,000 per year. The relevant local authority will be required to ensure that businesses do not receive greater levels of support. Each business will receive discounts for five years from the start of its occupancy in the Zone, providing it enters the Zone by April 2015.
- 4.14 Businesses will therefore see a major reduction in their rates, and there will be no direct cost for those authorities who introduce the discount within an Enterprise Zone.
- 4.15 The benefits of a business rate reduction are numerous. Clearly the tax burden would be lower, but we also envisage that there would be a positive impact on business cash flow which could free up resources for further investment and/or employment. The discount will be instrumental in improving the economic performance of an area; delivering on commitment to localism; and promoting effective local authority/business relationships.
- 4.16 The Local Government Resource Review will consider proposals to allow authorities to keep their business rates and will deliver proposals by July 2011. A key objective of the Review will be to provide better incentives, through the business rates system, for local authorities to promote economic growth and benefit from the consequent growth in business rates.
- 4.17 Under the present system Wirral will collect Business Rates of around £60 million in 2011/12 which will be paid to the Government. The Government re-distributes this to authorities as part of the Local Government Finance Settlement with Wirral receiving £120 million. Therefore any proposals for authorities to retain Business Rates do need to include a methodology to ensure that authorities like Wirral are not disadvantaged.
- 4.18 Further reports on this will be brought back to Cabinet when more information is available.

TAX INCREMENT FINANCE

- 4.19 The Local Government Resource Review will also consider how, in the context of changes to the business rate system, Tax Increment Financing can be introduced. Tax Increment Financing will require, and be subject to, primary legislation.

- 4.20 Tax Increment Financing enables borrowing against future increases in business rate receipts to help fund the development of infrastructure. Authorities considering Enterprise Zones will want to consider how the proposals to allow them to keep business rates and deliver Tax Increment Financing schemes could support the development of the Zone. For example, LEP's may want to consider their ability to buy infrastructure that supports growth and encourages private sector investment directly.

SIMPLIFIED PLANNING

- 4.21 Enterprise Zone status will allow LA's to look at developing a simplified approach to planning, which should as a minimum cover the area zoned for business rate discounts. Local Development Orders are the most likely planning mechanism which can be used by local authorities to reduce planning control in Enterprise Zones.
- 4.22 Local Development Orders allow development to be undertaken without the need for planning permission to be obtained from the local planning authority. Local Development Orders can apply to a specific type of development or permit any development in a designated area, and may grant planning permission outright or with conditions.
- 4.23 Local Development Orders are already being used by local authorities to allow for certain physical development and change of uses to be undertaken in business premises without the need for specific planning permission to either encourage further growth or revitalise ailing areas.

BROADBAND

- 4.24 Government have committed to ensuring that all businesses in Enterprise Zones that need superfast broadband will have access to it, with public funding where necessary. The Government can play an important role in accelerating superfast broadband roll-out and it will invest over half a billion pounds over the next four years in order to create the best superfast broadband network in Europe by 2015. Superfast broadband is a key business enabler and Government will ensure that businesses in the flagship Enterprise Zones are not held up by lack of access to it. More information is required but Officers will ensure that the Councils investment in Next Generation Access scheme is complimentary with any broadband development within the EZ.

TIMETABLE

- 4.25 THE FIRST WAVE OF ENTERPRISE ZONES

- **March 2011– summer 2011:** The Government will work with the first wave of local enterprise partnerships announced in the Budget, to agree the detail of the vanguard Enterprise Zones, agree the specifics about the sites and policy packages.
- **Late March/Early April 2011:** Workshop at DCLG for the first wave of local enterprise partnerships.
- **May 2011:** Local planning authorities will need to start to establish local development orders, once the specific sites are agreed, to create a simplified planning zone.
- **By April 2012:** local authorities will have the power to discount business rates for specific businesses within the Enterprise Zone.
- **And by April 2013,** subject to the Government's consideration of proposals from the Local Government Resource Review, new funding arrangements will be available to local authorities, allowing them to retain business rates and to deliver Tax Increment Financing schemes to develop infrastructure in support of Enterprise Zone development.

5.0 RELEVANT RISKS

- 5.1 As the process for developing Enterprise Zones proposals becomes clearer, further reports will be brought back to Cabinet.

6.0 OTHER OPTIONS CONSIDERED

- 6.1 Enterprise Zones were announced by the Chancellor in his Budget 2011 speech and Wirral Waters, along with Liverpool Waters was announced as the LCR designation the following day.

7.0 CONSULTATION

- 7.1 Enterprise Zones are a key part of Governments economic strategy to promote business growth and the creation of new employment opportunities in areas of opportunity. The LCR Local Enterprise Partnership have supported the Mersey Waters Enterprise Zone.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 8.1 No direct implications for the voluntary, community and faith sector have been identified as a result of the actions set out in this report.

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

- 9.1 The financial implications will be identified as further information becomes available, particularly in connection with the issues in respect of Business Rates and Broadband.
- 9.2 The uplift in business rates within the Enterprise Zone will be shared by the Liverpool City Region Council's within the Local Enterprise Partnership (LEP) area and it is envisaged the LEP will decide where to invest this additional resource. The uplift in business rates within an Enterprise Zone area will not be solely retained by the Local Authorities of Wirral and Liverpool.

10.0 LEGAL IMPLICATIONS

- 10.1 There are no legal implications as a result of the announcement of Wirral Waters as an Enterprise Zone.

11.0 EQUALITIES IMPLICATIONS

- 11.1 There are no equalities implications arising as a direct result of 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 arising as a direct result of this report.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

- 13.1 Simplified planning is a key feature of the Governments Enterprise Zones proposals and as such, Officers will ensure that Cabinet and the relevant committees are fully briefed on developments as and when they arise.

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APPENDICES

REFERENCE MATERIAL

More information can be obtained by contacting Alan Evans

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

WIRRAL COUNCIL

CABINET

14TH APRIL 2011

SUBJECT:	BUSINESS SUPPORT SERVICES
WARD/S AFFECTED:	ALL
REPORT OF:	INTERIM DIRECTOR OF CORPORATE SERVICES
RESPONSIBLE PORTFOLIO HOLDER:	CLLR HODSON
KEY DECISION? <i>(Defined in paragraph 13.3 of Article 13 'Decision Making' in the Council's Constitution.)</i>	YES

1.0 EXECUTIVE SUMMARY

- 1.1 This report requests Cabinets authority to allow the Interim Director of Corporate Services to put in place a 3 month interim arrangement to continue the support services currently offered to Wirral businesses until a new delivery model can be developed.

2.0 RECOMMENDATION/S

- 2.1 That Cabinet authority is given to the Interim Director of Corporate Services to put in place an interim arrangement to continue the business advice services currently offered to Wirral businesses until a suitable delivery model can be developed and procured as appropriate.

3.0 BACKGROUND

- 3.1 Since 2009, Wirral Council have had a contractual arrangement with Business Link North West to provide 3 businesses advisors to work within the office of Invest Wirral. This arrangement has worked extremely well, with the 3 advisors engaging with over 450 Wirral businesses, providing expert advice on business planning and other key business support issues.
- 3.2 The North West Development Agency (NWDA), along with all other Regional Development Agencies, will close on 31st March 2012. There is a process in place to ensure an orderly and effective closure over the next 12 months
- 3.3 The closure of NWDA will affect Business Link North West, which will cease its operations in November 2011. This will be replaced by a more streamlined national service that includes a website and dedicated advice via a national call centre. As a result of this, the agreement between Wirral Council and

Business Link in respect of the advisors working out of the Invest Wirral Offices, ceased on the 31st March 2011.

- 3.4 In its budget for 2011/12, Cabinet put a significant amount of investment into business support, recognising the need to support the private sector to grow and create new employment opportunities in Wirral.
- 3.5 In order to provide continuity to this extremely important element of the business support operation, Cabinet are asked to approve an interim arrangement to continue to fund two business advisors on a self employed basis via Egerton House Trust Ltd for a period of three months until a new arrangement can be put into place.
- 3.6 This arrangement will include a three month extension to the current agreement in place for event management services to continue the excellent work on the Wirral Business Forum which now has over 1800 members. The existing arrangement, which was with the Wirral Investment Network (WiN), will continue for three months at a cost £3,000. This arrangement will allow the Invest Wirral relationship managers to concentrate on engaging and supporting Wirral businesses.
- 3.7 This will allow Officers to work with other relevant departments, such as the Corporate Procurement Unit to put into place a longer term delivery model to support the work of Invest Wirral.

4.0 RECOMMENDATION/S

- 4.1 That Cabinet authority is given to the Interim Director of Corporate Services to put in place an interim arrangement to continue the business advice services currently offered to Wirral businesses until a suitable delivery model can be developed and procured as appropriate.

5.0 REASON/S FOR RECOMMENDATION/S

- 5.1 Supporting Wirral's businesses is one of the key aspects of the Councils strategy to stimulate economic growth and create new jobs for the residents of Wirral. Providing suitable business advice to those businesses that have the potential to grow is critical and supports the work of Invest Wirral.
- 5.2 Given the timing of Government decisions regarding the Regional Development Agencies, an interim arrangement is important to ensure that the businesses that need it, can still receive dedicated support and advice until a suitable delivery model can be established locally using the investment identified in Wirral's budget for 2011/12. It is essential to ensure that businesses don't fall between the two arrangements.

6.0 BACKGROUND AND KEY ISSUES

- 6.1 The agreement between Wirral Council and Business Link in respect of the advisors working out of the Invest Wirral Offices, ceased on the 31st March 2011. The Councils budget for 2011/12 put a significant amount of investment into business support, recognising the need to support the private sector to grow and create new employment opportunities in Wirral. This report seeks authority to put in place an interim arrangement until a more suitable arrangement can be developed.

7.0 RELEVANT RISKS

- 6.1 The main risk identified by this report is not being able to offer the same level of support as has been available in the previous financial year in terms of dedicated business advice aimed at helping businesses to grow and expand, creating new employment opportunities. The continuity of this business advice is crucial to providing on-going dedicated business advice to the companies that require it.

8.0 OTHER OPTIONS CONSIDERED

- 8.1 The option of discontinuing the business support and advice for an 3 month period was considered but demand for the service has been demonstrated consistently and could adversely affect the relationships being developed with businesses as the council engages with them through the Wirral Business Forum.

9.0 CONSULTATION

- 9.1 Invest Wirral, through the Wirral Business Forum and the sectoral cluster groups, engage with businesses on a regular basis, listening and responding to their needs as appropriate. The demand for quality business advice is high and the success of the previous project is clearly demonstrated with over 450 businesses being provided with business support advice by the Business Link advisors

10.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 10.1 No implications for the voluntary, community and faith sector have been identified as a result of the actions set out in this report.

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

- 11.1 The total cost of the three month interim arrangement will not exceed £30,000 and this will include calling on the services of two business advisors who operate on a self employed basis through Egerton House Trust Ltd, and also the event management services currently provided through WiN. Wirral Council will cover the costs of the advisors although no management or other fees will be payable. These costs are in line with what is currently paid for these services. The cost identified will also include the costs of the event management for the Wirral Business Forum for the same interim period.

11.2 The costs will be met from the allocated 2011/12 budget for support to businesses.

12.0 LEGAL IMPLICATIONS

12.1 There are no legal implications as a result of this report. The interim arrangement is to allow a continuity of service until another delivery model can be developed and procured as appropriate.

13.0 EQUALITIES IMPLICATIONS

13.1 There are no equalities implications arising as a direct result of this report

13.2 Equality Impact Assessment (EIA)

- | | |
|---------------------------------------|-----|
| (a) Is an EIA required? | No |
| (b) If 'yes', has one been completed? | N/A |

14.0 CARBON REDUCTION IMPLICATIONS

14.1 None arising as a direct result of this report.

15.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

15.1 There are no direct implications arising as a result of this report.

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APPENDICES

REFERENCE MATERIAL

More information can be obtained by contacting Alan Evans

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

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WIRRAL COUNCIL

CABINET – 14TH APRIL 2011

SUBJECT:	SUPPORT FOR WIRRAL'S COASTAL RESORT TOWNS
WARD/S AFFECTED:	NEW BRIGHTON, HOYLAKE & MEOLS AND WEST KIRBY & THURSTASTON
REPORT OF:	INTERIM DIRECTOR OF CORPORATE SERVICES
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR ANDREW HODSON REGENERATION AND PLANNING STRATEGY
KEY DECISION	YES

1.0 EXECUTIVE SUMMARY

- 1.1 This report informs Members of the process that has been undertaken to bring forward proposals for the allocation of the £200,000 revenue grant available for supporting economic regeneration in Wirral's coastal resort towns of New Brighton, Hoylake and West Kirby.
- 1.2 The report provides Members with details of the proposals that were considered at the special Participatory Budgeting workshops facilitated by West Wirral Area Forum and Wallasey and New Brighton Area Forum on the 14th and 17th March respectively.

2.0 RECOMMENDATION/S

- 2.1 Members are requested to agree that funding should be allocated to those projects ranked the highest by the West Wirral Area Forum up to the maximum sum available of £100,000, as set out in Appendix 1.
- 2.2 Members are requested to agree that funding should be allocated to those projects ranked the highest by the Wallasey and New Brighton Area Forum up to the maximum sum available of £100,000, as set out in Appendix 2.
- 2.3 Members are requested to agree that a report be brought back to Cabinet outlining how the process of administering participatory budgets will be further developed.

3.0 REASONS FOR RECOMMENDATION/S

- 3.1 Cabinet on the 4th November 2010 [minute 210] agreed that the Coastal Resorts Grant should be allocated on the basis of £100,000 to New Brighton

and £100,000 to Hoylake/West Kirby. Members also agreed that the respective Area Forums should take a leading role in the decision making process and that recommendations of the Area Forums should be presented to a future meeting of the Cabinet for decision.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 In March 2010 the previous Government announced that funding would be made available to local authorities to support the economic development of seaside towns. As a result Wirral, together with 24 other local authorities in England, was awarded a “one-off” grant of £200,000. Guidance for the use of this fund was not prescriptive, but had the key aim of supporting regeneration and economic development within the target areas.
- 4.2 At the meeting of Cabinet on 4 November 2010, Members agreed that the grant be notionally allocated on the basis of £100,000 to New Brighton and £100,000 to Hoylake/West Kirby. It was also agreed that the respective Area Forums should take a leading role in the decision making process and that recommendations would then be presented to a future meeting of Cabinet for a decision [Minute 210 refers].
- 4.3 Following a meeting with the respective Chairs of the two Area Forums it was agreed that proposals be considered through the Participatory Budgeting process. This process has been used previously by Area Forums in respect of the ‘You Decide’ funding and enables local people to make informed decisions about their neighbourhoods and the targeting of public resources.
- 4.4 Applications for funding were invited between the 19th January and the 25th February 2011. Information concerning the funding was presented to the Area Forum meetings in February and sent to the network of contacts of the respective Area Forums. In addition the initiative was publicised on the Council’s website. This resulted in 12 proposals totalling £414,485 in Hoylake/West Kirby and 12 proposals totalling £284,752 in New Brighton.
- 4.5 Special meetings of the respective Area Forums were held in March and applicants were given the opportunity to present their projects and take questions from the audience. Residents were then asked to score each project with the aim of establishing which projects had the greatest level of support from local residents.
- 4.6 **West Wirral Forum – 14th March 2011 – Hoylake / West Kirby**
 - 4.6.1 This meeting drew an audience of approximately 120 people with twelve presentations facilitated on the night. A summary of all the projects and their respective scores is attached as Appendix 1.
 - 4.6.2 The five highest scoring projects are recommended for approval, however it is proposed that the grant offer for two of the projects is reduced for the following reasons:

- The proposal for the Hoylake Lifeboat Museum was the second most popular project on the evening in terms of its overall score. However in achieving this ranking, a number of residents indicated that the applicant should not be awarded the full £100,000 but proposed lower figures within the range of £20,000 to £40,000. It is proposed to award the project £30,000 as this represents an average of these figures and the applicant has stated that this sum would enable work to be carried out in support of the project. For instance the application outlines that £20,000 is needed for the completion of the boat restoration and the additional £10,000 could contribute towards the cost of the presentation and casing of artefacts (listed as requiring £20,000).
- Meols Parade Gardens renovation project was ranked fifth. The sum of £69,110 is required to fund the first four projects and this therefore leaves a balance of £30,890 from the available funds of £100,000. The Friends of Hoylake and Meols have confirmed that this sum would still allow them to undertake significant works to the Gardens.

4.7 Wallasey and New Brighton Forum – 17th March 2011 – New Brighton

4.7.1 This meeting drew approximately 100 people with twelve presentations facilitated on the night. A summary of all the projects and their respective scores is attached as Appendix 2.

4.7.2 The six highest scoring projects are recommended for approval with one amendment being proposed to the “Get Your Feet Wet” proposal as follows:

- The proposal submitted by Wallasey Yacht Club included a sum to fund the cost of a replacement tractor. The applicant has confirmed that this is not integral to the delivery of the project and that the project can be delivered for the reduced sum of £16,012.

4.8 Unsuccessful Applications

4.8.1 A number of projects did not receive sufficient support for funding on this occasion. These included:

- A number of innovative tourism related ideas. It is intended that officers will work further with the applicants to ensure that these ideas are considered as part of the planning for the Womens Open Golf Championship in 2012 and for the return of the Open Golf Championship in 2014;
- Environmental improvements to retail areas. Officers will advise applicants that proposals could be submitted for consideration as part of the Keeping it Local initiative which was announced in the Council’s budget for 2011/12;
- Proposals to support unemployed residents back into work. The Council is making substantial investment in services that will address worklessness and increase skills. This includes a £1.4 million contract covering the whole of the Borough which will ensure that residents are engaged and supported into work. This contract will be delivered by a consortium of voluntary sector organisations;
- Small scale capital projects. Officers will explore opportunities for any alternative funding sources with the project applicant.

5.0 RELEVANT RISKS

5.1 It was a requirement of the application process that applicants identified any risks associated with the delivery of their proposals and the action necessary to mitigate such risks within their submission. Each of the project proposals recommended for approval will now be expected to ensure a robust process is in place to ensure these are managed effectively through implementation.

5.2 A funding agreement will be put in place between the Council and each of the successful projects and this will outline that the funding should be used solely for the purpose for which it was given. Project owners will be required to provide financial records and receipts for all claimed expenditure. However, where necessary to assist with cashflow for small voluntary and community organisations, phased payments can be made in advance subject to:

- the organisation clearly evidencing a need for advance funding, and
- the provision of financial receipts against each advance before any further advances are made.

5.3 A number of the projects concerned involve capital works to improve Council assets in local neighbourhoods and the resulting improvements will need to be maintained by the Council's Technical Services Department in the future. The projects concerned are:

- Swing into Grove Park, Hoylake;
- Meols Parade Gardens, Hoylake;
- Tidal Pool, New Brighton

It was made clear throughout the application process that the grants available were on a "one-off" basis and that no further funding was available for any revenue commitments for future years. The areas listed above are currently maintained by the Council and will be enhanced by the projects.

5.4 There may however by some additional ongoing maintenance costs associated with these projects. At this stage it is anticipated that they could be contained within the current available budgets. Obviously as the projects are developed some joint working with the applicants would help reduce the total amount and this will be addressed through the funding agreement.

5.5 Council officers have raised subsequent questions regarding the operation of the Tidal Pool, New Brighton in relation to health and safety issues. Discussions will be held with the applicant to ensure that any concerns can be addressed. Should the project not be able to continue due to any outstanding risks we would recommend that the Wallasey Sea Cadets Crow's Nest project, which was the next highest scoring project, be awarded the funds.

6.0 OTHER OPTIONS CONSIDERED

6.1 No alternative options were considered as the resources available through the Fund are targeted at specific areas and involvement of local people through the Area Forums in contributing to decision making is consistent with the Council's commitment to community engagement.

7.0 CONSULTATION

- 7.1 The Participatory Budgeting approach taken to evaluate the proposals embodies community consultation, enabling neighbourhoods to play an active role in determining the targeting of the resources in question. The process undertaken as part of determining the allocation of these resources will be fully reviewed and a report will be brought forward that suggests how such exercises could be undertaken with the Area Forums in future.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 8.1 The projects that have been proposed for funding will all be delivered by groups from the voluntary, community and faith sector.

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

- 9.1 There are no staffing implications arising from this report. The initiative will continue to be managed by Officers from the Corporate Services Department from existing resources.
- 9.2 The three projects set out in section 5.3 above will require on-going maintenance but at this stage the Director of Technical Services advises that it is not anticipated that there will be any difficulties in containing those for the reasons stated.
- 9.3 Two of the projects have stated that some of the grant will be used to contribute towards the costs of employing a member of staff. It will be made clear in the funding agreement that there is no further funding available from the Council to sustain any posts beyond the grant awarded to the project.

10.0 LEGAL IMPLICATIONS

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

11.0 EQUALITIES IMPLICATIONS

- 11.1 Implementation of successful project proposals is likely to bring about equal opportunities improvements and benefits.
- 11.2 An Equality Impact Assessment (EIA) was carried out in March 2010 in respect of the Area Forum's funding process ('You Decide').

12.0 CARBON REDUCTION IMPLICATIONS

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

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

- 13.1 There are no immediate planning and community safety implications arising from this report. Planning consent for some of the individual proposals may be required and will be addressed as appropriate through the planning process.

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APPENDICES

There are two appendices attached to this report.

REFERENCE MATERIAL

Background papers and information used in the preparation of this report are held by the Regeneration Team within Corporate Services Department.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet – Support for Wirral’s Coastal Resort Towns	4 November 2010

APPENDIX 1

SUPPORT FOR WIRRAL'S COASTAL RESORT TOWNS – HOYLAKE & WEST KIRBY PROPOSALS

Applicant & Project Title	Project Summary	Grant sought	Offer	Score	Overall score	Ranking
Festival of Firsts Festival of Firsts	The project will facilitate a festival of arts to be held in Hoylake over the weekend of 8/9/10 July. This will include a wide variety of events; musical and poetry proms, art exhibition, and outdoor plays. Funding will support the necessary start up costs; promotional material, hire of portaloos etc.	£5,000	£5,000	832	86%	1
Hoylake Lifeboat Museum Lifeboat Museum refurbishment	To develop the former RNLI lifeboat station into a public museum. This museum will include two former lifeboats, a collection of large scale lifeboat models and a number of other artefacts. In addition the museum will include a retail, souvenir and catering facility. Funding will support internal repairs and redecoration, presentation material and creation of the café.	£100,000	£30,000	690	71%	2
Hoylake, West Kirby & District Civic Society Wirral Sailing Centre Project Development Officer	The purpose of the project is to explore and develop a vision for the wider use of the Sailing Centre, with the aim of developing local skills through the provision of accredited training pertinent to the leisure and tourism industry. Funding will support the appointment of a part-time Project Development Officer.	£17,500	£17,500	583	60%	3
Friends of Grove Park Swing into Grove Park	The project will enhance the physical environment in Grove Park through enhanced recreational facilities – replacement swings, multi play equipment and speed gyro.	£16,610	£16,610	492	51%	4
Friends of Hoylake & Meols in Bloom Meols Parade Gardens Renovation	The project involves the creation of a mosaic and sensory garden within Meols Parade Gardens, providing on site training and work experience for young people seeking to pursue a career in horticulture/landscape gardening and construction.	£50,000	£30,890	485	50%	5
	Subtotal		£100,000			

Hoylake Village Life Investing in Hoylake	The project will deliver a suite of promotional material aimed at attracting more businesses and visitors to Hoylake. This will take the form of a marketing pack, promotional map, brochures and flyers along with exhibition material.	£16,151		476	49%	6
Hoylake Village Life Shopfront Awning Renovation Project	The restoration of a traditional shopfront awning on the frontage of 10 Market St, Hoylake. The premises are owned and occupied by Honest to Goodness, an ethical, organic and vegan food and drink shop.	£2,008		438	45%	7
West Kirby Chamber of Business & Community The West Kirby Welcome	The project aims to facilitate the development of skills of local people and aims to promote excellence in terms of customer service through the 'West Kirby Welcome'. The one day training programme will be delivered in a training environment and online. Funding will support the appointment of two Co-ordinators, a dedicated website and the production of promotional material.	£49,450		431	44%	8
VCA Wirral The VCS Academy	To establish a voluntary and community sector academy that will use the knowledge, skills, experience and talents of the voluntary, community and faith sector to develop a thriving, educated and well informed voluntary sector workforce for the future. Recruiting unemployed residents from Hoylake & West Kirby the Academy will offer students training which will develop their employability in the Third Sector.	£25,198		346	36%	9
Involve Northwest – Reachout Hoylake & West Kirby	The project provides a personalised outreach service to the unemployed to develop an action plan towards improved health and economic activity. Working with a wide variety of multi agencies the project seeks to gain the trust of individuals, improve confidence and self esteem and ultimately train people to become “volunteer outreach workers”.	£83,288		318	33%	10
West Kirby Chamber of Business & Community Viking Heritage & Twin Town Project	The project seeks to celebrate the local heritage of the area, through the provision of promotional material, signage and interpretation. The proposal also seeks to develop a “twinning” opportunity with the Norwegian town of Hamar, through a variety of cultural exchange visits.	£8,640		296	31%	11
Willson Grange Ltd Provision of banking & financial services to Hoylake	Through its £1.12M relocation and refurbishment of premises in Hoylake, the applicant is seeking support to facilitate the co-location of a major, “high street” building society within the development to serve the needs of local residents and businesses. Financial support will contribute toward the cost of office equipment/furniture, provision of an ATM, and CCTV facilities, and first year salary costs.	£40,640		206	21%	12

APPENDIX 2

SUPPORT FOR WIRRAL'S COASTAL RESORT TOWNS - NEW BRIGHTON PROPOSALS

Applicant & Project Title	Project Summary	Grant sought	Offer	Score	Overall score	Ranking
Wellington Rd Conservation Area Society Tidal Pool	The project proposes to bring back into use the tidal pool on New Brighton beach (at the bottom of Victoria Rd) as a paddling pool and small boating pool. This involves the refurbishment and rebuilding of the existing tidal pool walls.	£10,650	£10,650	617	71%	1
RESORT Summer Events Programme	To develop a summer programme of events for New Brighton. This will take the form of a series of seaside street entertainment – Punch & Judy, face painting, stilt walking etc. This will be complemented by the provision of a high quality promotional leaflet, highlighting a wide range of business, community and charitable events during the year.	£16,000	£16,000	547	63%	2
Wallasey Yacht Club “Get your Feet Wet”	To promote New Brighton as a key venue for water sports and leisure activities through the provision of a series of water based events and family orientated activities. Funding will contribute towards the cost of and hire of basic equipment and specialist instructors, advertising/promotional material, prizes and mementoes.	£23,400	£16,012	540	62%	3
RESORT visitnewbrighton.com	To create a dedicated website for the town aimed at potential visitors or existing residents, providing a wide range of practical information on events and activities, facilities on offer, info on local businesses and a local history section. The website will also be linked to a New Brighton Facebook and Twitter account.	£9,000	£9,000	526	60%	4
The Vocational College New Brighton Blooms	To facilitate environmental improvements to Victoria Rd and its immediate environs (Belmont, Richmond & Windsor Streets) to reinvigorate the shopping area and encourage increased footfall. Utilising local horticultural and joinery students, this will involve planting activity and the siting of hanging baskets and planters.	£10,560	£10,560	517	59%	5

New Brighton Community Partnership New Brighton Heritage & Information Centre	To create a Heritage and Information Centre in Victoria Rd to provide a focal point which will link Victoria Road with the new mixed-use development along the promenade. Features include displays and films depicting local history, and the provision of a “tourist” map of the town for use in conjunction with guided walks. Support is required towards start up costs – rent/rates and the costs of employing a Development Worker.	£37,778	£37,778	480	55%	6
	Subtotal		£100,000			
Wallasey Sea Cadets Crow’s Nest	The project will facilitate an additional classroom within the cadet’s HQ in New Brighton, which will in turn enhance nautical related training opportunities for young people.	£18,576		465	53%	7
Warplane Wreck Investigation Group Museum Project	Based within Fort Perch Rock the proposal involves the refurbishment of the exhibit areas that house an extensive collection of WWII aviation archaeology. This will include new display cases, interpretation, lighting, internal redecoration etc	£5,500		432	50%	8
St Peter’s & Paul’s Church Floodlighting of Dome Project	To illuminate the dome of the church and create a “beacon of hope” for the community providing a visible landmark along the Mersey waterfront. This involves the supply and installation of 6 high performance floodlights which will operate via a sensor or can be switched on manually as appropriate.	£26,000		427	49%	9
Marine Radio Museum Society Marine Radio Museum	Based within Fort Perch Rock, the project involves the construction of a replica of the RMS Titanic Radio Room with radio equipment, audio aids and memorabilia relating to the sinking of the Titanic.	£6,000		422	48%	10
Involve Northwest Reachout New Brighton	The project provides a personalised outreach service to the unemployed to develop an action plan towards improved health and economic activity. Working with a wide variety of multi agencies the project seeks to gain the trust of individuals, improve confidence and self esteem and ultimately train people to become “volunteer outreach workers”.	£83,288		313	36%	11
Livewire Productions 4U New Brighton Heritage 4U	To support a feasibility study/heritage interpretation plan to examine ways in which a heritage centre could be integrated into the current regeneration activities in New Brighton thereby enhancing the current tourism offer. In addition funding is sought for 2 Heritage Development workers for a fixed six month period.	£38,000		230	26%	12

WIRRAL COUNCIL

CABINET

15 APRIL 2011

SUBJECT:	LOCAL DEVELOPMENT FRAMEWORK FOR WIRRAL - EVIDENCE BASE - RENEWABLE ENERGY CAPACITY STUDIES
WARD/S AFFECTED:	ALL
REPORT OF:	INTERIM HEAD OF CORPORATE SERVICES
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR ANDREW HODSON
KEY DECISION?	YES

1.0 EXECUTIVE SUMMARY

- 1.1 This report sets out the main findings of two studies on the capacity for producing low carbon and renewable energy in the North West and in the Merseyside sub-region. The regional study suggests that almost a third of the demand for electricity could come from onshore and offshore renewable energy resources by 2020 and concludes that micro-generation is likely to be the most significant source of renewable energy for Merseyside. The sub-regional study identifies the potential to accommodate a new district heating system at Wirral Waters and outlines a suggested approach for consistently promoting energy efficiency and low carbon development across the sub-region.

2.0 RECOMMENDATION

- 2.1 That Cabinet recommends to Council that the findings of the North West Renewable and Low Carbon Energy Capacity and Deployment Study (September 2010) and the Liverpool City Region Renewable Energy Capacity Study (Stage 1 - December 2009 and Stage 2 - February 2011) are adopted as a material planning considerations in the determination of individual planning applications and are used to inform the content of future planning policy in the Council's emerging Local Development Framework.

3.0 REASON/S FOR RECOMMENDATION

- 3.1 To authorise the use of the latest evidence on the capacity for the generation of renewable, decentralised and low carbon energy in future planning decisions.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 The UK is signed up to a legally binding EU target of producing 15% of its energy from renewable sources by 2020. To achieve this target, the UK Renewable Energy Strategy (DECC, 2009) aims to ensure more than 30% of electricity, 12% of heat and 10% of transport energy is generated from

renewable sources by 2020. The Coalition Government intends to increase these targets and introduce measures to encourage marine energy and to support the development of new offshore wind power facilities.

- 4.2 The Planning & Energy Act 2008, supported by national planning policy in the Planning and Climate Change Supplement to PPS1 (December 2007) provided for local planning authorities to establish local policies and standards on the amount of energy that should come from renewable sources in new development. This approach is, however, subject to change as part of a wider review of the national planning system.
- 4.3 The Regional Spatial Strategy (September 2008), which sets standards for producing renewable energy from a range of sources, is proposed to be revoked in the Localism Bill; consultation on a new National Planning Framework to replace existing national planning policy including PPS1 is scheduled to take place during 2012 and recent national consultations as well as the Government's Carbon Plan (March 2011) suggest that amendments to the Building Regulations are now likely to provide the main mechanism for achieving zero carbon buildings.
- 4.4 Whatever the outcome, the Council's planning policies for low carbon and renewable energy will need to be adopted as part of the Council's Local Development Framework. Two studies, that could be used to provide the basis for the Council's approach, have recently been completed. These are:
 - The North West Renewable and Low Carbon Energy Capacity and Deployment Study, carried out by SQW and Land Use Consultants for the Northwest Climate Change Partnership, reported in September 2010.
 - The Liverpool City Region Renewable Energy Capacity Study, undertaken by ARUP Consultants, managed by the Merseyside Environmental Advisory Service (MEAS), undertaken in two Stages between July to December 2009 and February to November 2010, reported in February 2011.

The Regional Study

- 4.5 The North West Renewable and Low Carbon Energy Capacity and Deployment Study (the regional study) finds that there is a very large potential source of onshore renewable energy throughout the North West Region and that a significant proportion of this is considered to be viable.
- 4.6 The overall results are presented in two scenarios on the basis that the demand for electricity in region as a whole by 2020 will be not be greater than the level consumed in 2008.
- 4.7 In the first scenario, based on national methodology and assumptions about available technology, it is anticipated that up to 15% (2,000MW) of electricity capacity could come from onshore renewable energy by 2020. This could increase to 29% (3,844MW) if offshore wind and tidal resources were included.

- 4.8 The second scenario adds an aspirational stretch, to suggest that up to 17% (2,260MW) could be available from onshore sources increasing to 31% (4,104MW) when offshore resources are added.
- 4.9 Considerable challenges and constraints in relation to economic viability, transmission systems, the supply chain and planning implications are, however, recognised in meeting the EU and UK targets by 2020.
- 4.10 For Merseyside, the regional study found that micro-generation was likely to be the most significant potential resource. It is anticipated that most of this would come from ground source and air source heating pumps, which would be capable of providing up to 2,516MW by 2020. A further 474MW could be generated through the use of solar thermal and photovoltaic power systems, which together could represent up to 20% of this type of resource available to the North West.
- 4.11 The most significant resources from onshore wind power were identified in Cumbria, Cheshire and Lancashire.
- 4.12 Cheshire had the largest landfill gas resource and is identified as the only sub-region with the potential for biomass co-firing due to the location of Fiddlers Ferry Power Station. Cumbria has the largest resources for plant derived biomass through managed woodland and animal biomass produced from wet organic waste.
- 4.13 The regional study concludes that the successful deployment of technologies to support onshore commercial wind power and micro-generation are critical to the overall growth of renewable energy, as this could account for up to 75% of the capacity by 2020; and that a further 25,000MW could be achieved from low carbon sources such as combined heat and power and district heating schemes. The local demand for electricity and heat would, however, need further investigation.

The Sub-Regional Study

- 4.14 The Liverpool City Region Renewable Energy Capacity Study (the sub-regional study) was carried out in two separate stages:

Stage One Study

- 4.15 The main findings at Stage 1 indicated that the districts were likely to have the capacity to meet and potentially exceed the refined indicative targets taken from Policy EM18 of the Regional Spatial Strategy (RSS, September 2008) for various types of renewable energy installations.
- 4.16 West Lancashire was found to have the greatest potential for generating on-shore wind power. Sefton and Wirral were also considered to have wind sources that could exceed the targets for power from wind set in RSS for Merseyside.
- 4.17 Heat and energy demand mapping showed that there was also likely to be sufficient density within Merseyside to enable the targets for bio-mass fuelled Combined Heat and Power (CHP) systems to be met.

- 4.18 The study identified that further investigation was needed into the feasibility of developing tidal power, geothermal energy, energy from waste, building integrated wind and photovoltaic technology.
- 4.19 It was recommended that Stage 2 of the study should identify priority areas for distributing land based wind turbines, biomass CHP and district heating schemes.

Stage Two Study

- 4.20 Stage 2 looked at future energy demand and infrastructure capacity; priority zones and areas of search; and a recommended approach to local planning policy.

Future energy demand and infrastructure capacity

- 4.21 Based on the potential housing growth set out in RSS, the additional demand for heat and electricity from new housing across the study area was expected to increase to 611,113(MW) by 2025. In Wirral, this could represent an increase of up to 58,536(MWh) by 2025.
- 4.22 Growth in employment facilities throughout Merseyside could also be expected consume an additional 156,160(MWh) by 2025.
- 4.23 These calculations are based a typical 3-bedroom house consuming up to 9.5MWh of heat and 4.5MWh of electricity per year; and a typical 4-storey office block consuming in the region of 250 to 350(MWh) per year.
- 4.24 If the anticipated housing and employment growth was delivered to target, it was calculated that sub-regional CO² emissions would rise to just over 100,000 tonnes in 2015 to around 230,000 tonnes by 2025 from new development alone.
- 4.25 The study found that there was spare capacity in electricity networks in most areas capable of carrying loads in excess of 2MVA at 33kv for new connections, sufficient to serve between 750 and 1,000 new homes. Bromborough was identified as the only area within Wirral with a capacity below 2MVA. In all these calculations, it should be noted that a large single development could have the potential to knock out significant volumes of spare capacity.

Priority Zones and Areas of Search

- 4.26 Wirral Waters was identified as the main priority zone for Wirral, as an opportunity to introduce district-heating facilities from the start of the development. While no other priority zones were identified for Wirral; Biossenese in Eastham; the Bidston Moss methane recovery site, where supplies of landfill gas are now slowly dwindling; the Woodside re-development proposals; Wirral International Business Park; the Port Sunlight Village biomass proposal; the proposed CHP plant at Tesco's in Heswall; and the infrastructure for receiving the power generated from the Burbo wind farm were all identified as schemes or projects that could contribute to the local renewable energy supply.

- 4.27 After considering the impact on the value of local landscapes it was not considered possible to identify a suitable location within Wirral that could be designated for accommodating a large-scale onshore wind farm.

Approach to Planning Policy

- 4.28 RSS Policy EM18 requires 10% of the energy used in major development to come from decentralised and renewable or low carbon sources, unless it can be demonstrated that this is not feasible or viable. The Council's validation checklist can also require applicants for planning permission to submit a climate change assessment or sustainability checklist, which specifies measures for utilising renewable energy. The Government, nevertheless, indicated that local planning targets will no longer be needed by 2013.
- 4.29 Set against this background, the sub-regional study suggests some model policy wording to ensure a consistent approach is taken by each Authority across the sub-region. This proposes that standards in the emerging Building Regulations should be used as a baseline for applicants to demonstrate, through an energy plan, how improvements in carbon emissions associated with the development would be achieved. Developers would also be expected to connect with an existing or scheduled district heating scheme or to make a financial contribution to developing a local district heating network through a legal agreement where commercially feasible plans are in place. A tool that could be used for checking the viability of a scheme is included as an appendix to the study report.
- 4.30 In addition, it is suggested that provision needs to be made to accommodate large-scale, grid-connected renewable energy infrastructure and onshore equipment for off-shore energy schemes, subject to the successful mitigation of environmental effects.

Other Recommendations

- a mechanism is needed to coordinate future work between the partners to improve monitoring and help create the right environment for low carbon development;
- site specific investigation is needed into the feasibility and viability of district heating priority zones, to understand how development can contribute to and connect with networks and identify potential sites for energy centres;
- opportunities to create wider 'low carbon economic trade zones' and areas with potential to link to economic growth and regeneration should be investigated;
- the partners should continue to identify other potential priority zones;
- a consistent approach to planning policy should be taken by each authority and consideration should be given to using the recommended policy wording in the Core Strategy;

- investment is required in the resources and skills necessary to deliver local low and zero carbon energy;
- detailed site appraisals of proposals within the broad areas of least constraint for wind power should be carried out at the development application stage, to take account of any further constraints and review community impacts; and
- a study of the implications of changes to the Building Regulations on developer willingness to invest in areas with and without decentralised heat networks is recommended, especially where large scale energy facilities are likely to be opposed or where the willingness to invest in front loading the creation of suitable infrastructure is limited.

5.0 RELEVANT RISKS

- 5.1 The issues associated with the generation of renewable and low carbon energy have complex economic and environmental implications in a rapidly changing technological context.
- 5.2 The Planning and Compulsory Purchase Act 2004 requires the Council's Local Development Framework to be founded on a robust and credible evidence base in conformity with national policy. National policy is subject to significant change.
- 5.3 New proposals, being brought forward as part of the Localism Bill, could require fines to be payable where EU targets are not met through the actions of local authorities.

6.0 OTHER OPTIONS CONSIDERED

- 6.1 No other options have been considered, as this report sets out the findings of regional and sub-regional studies into the capacity of the area to generate renewable and low carbon energy. Further proposals will be considered as part of the preparation of the Core Strategy Development Plan Document later in the year.

7.0 CONSULTATION

- 7.1 The studies referred to will be made available for public inspection alongside the publication of the Core Strategy Development Plan Document later in the year.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 8.1 There are no implications arising directly from this report but community based renewable and low carbon energy projects could in future be promoted and operated by voluntary, community and faith groups.

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

- 9.1 The North West Renewable and Low Carbon Energy Capacity and Deployment Study were funded by the North West Regional Development Agency.
- 9.2 The two-stage Liverpool City Region Renewable Energy Capacity Study was funded through a partnership between the Councils of Halton, Knowsley, Liverpool, St Helens, Sefton, Warrington and West Lancashire, TMP and the Merseyside Innovation and Efficiency Partnership.
- 9.3 The Council's contributions, for Stage 1 of £3,000 and for Stage 2 of £2,500, were funded from the previous Area Based Grant Allocation for Climate Change. The total cost for the Stage 1 study was £44,000. The total cost for the Stage 2 study was £41,000.

10.0 LEGAL IMPLICATIONS

- 10.1 The studies will need to be adopted by the Council as material considerations in future planning decisions and for inclusion in the Local Development Framework.

11.0 EQUALITIES IMPLICATIONS

- 11.0 There are no specific equality implications arising from this report.
- 11.2 An Equality Impact Assessment (EIA) is not required as the studies will form part of the evidence base for the Local Development Framework, which will itself be subject to a future EIA.

12.0 CARBON REDUCTION IMPLICATIONS

- 12.1 The studies will be used as evidence for developing future planning policies, which will assist in reducing carbon emissions.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

- 13.1 The studies will be used as evidence for developing future planning policies for renewable, decentralised and low carbon energy and as material planning considerations in future planning decisions.

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APPENDICES

1. Liverpool City Region Renewable Energy Capacity Study (Stage 1 Report, December 2009) can be viewed in the Council's web based document library.
2. Liverpool City Region Renewable Energy Capacity Study (Stage 2 Report, February 2011) can be viewed in the Council's web based document library. .

REFERENCE MATERIAL

The UK Renewable Energy Strategy (DECC, 2009) can be viewed at: http://www.decc.gov.uk/assets/decc/What%20we%20do/UK%20energy%20supply/Energy%20mix/Renewable%20energy/Renewable%20Energy%20Strategy/1_20090717120647_e_@@_TheUKRenewableEnergyStrategy2009.pdf

HM Government Carbon Plan (DECC, March 2011) can be viewed at: <http://www.decc.gov.uk/assets/decc/What%20we%20do/A%20low%20carbon%20UK/1358-the-carbon-plan.pdf>

North West Renewable and Low Carbon Energy Capacity and Deployment Study (September 2010) can be viewed at http://www.sqw.co.uk/file_download/245

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet – Local Development Framework - Core Strategy - Preferred Options (Minute 89)	22 July 2010
Cabinet - Local Development Framework – Core Strategy Development Plan Document - Public Consultation on Issues and Objectives (Minute 274)	27 November 2008

WIRRAL COUNCIL

CABINET – 14th APRIL 2011

DEMENTIA SCRUTINY REVIEW – FINAL REPORT

EXECUTIVE SUMMARY

This report provides background information regarding the Final report of the Dementia Scrutiny Review.

1. Background

- 1.1 The Hospital Discharge Scrutiny Review was held during 2008/9, with the final report being presented to the Social Care & Health Overview and Scrutiny Committee meeting held on 25th March 2009. During the evidence-gathering stage of that review, issues were raised with the panel members regarding support for people with dementia in hospital and in the community.
- 1.2 It was therefore agreed by the Health & Wellbeing Overview and Scrutiny Committee that an in-depth review should be held to investigate the care of patients with dementia in general hospitals. A Panel of members was sought to undertake the review.
- 1.3 Subsequently, the following members volunteered to be members of the Panel:
 - Councillor Ann Bridson (Chair)
 - Councillor Denise Roberts
 - Councillor Sheila Clarke
 - Former Councillor Chris TegginThe panel has been supported by a Scrutiny Support Officer, Alan Veitch.

2. Focus for the Review

- 2.1 The Health & Wellbeing Overview and Scrutiny Committee agreed the Scope for the review in June 2009.
- 2.2 The main issues were identified in the Scope document as:
 - Management of patients with dementia in an acute hospital setting.
 - Impact of patients with dementia on other patients during a stay in hospital.
 - Are there alternative approaches which allow more patients with dementia to be cared for outside an acute hospital setting?
 - Is it possible to keep more people with dementia in their own home for as long as possible?

3. Evidence Gathering

The Panel has employed a number of methods to gather evidence:

- Meetings / visits with officers
- Meetings with carers of people with dementia
- Written evidence from individuals
- Written documentation / reports, both from a national and local perspective

4. The Final Report

The Final Report, 'The Care of People with Dementia in an Acute Hospital Setting', which includes 14 recommendations, is attached for consideration by the Cabinet.

5. Responses to the Report

The report was presented to the Health & Wellbeing Overview and Scrutiny Committee on 22nd March 2011. The Committee resolved the following:

- (1) That the contents and recommendations of the Dementia Scrutiny Review be supported;
- (2) That the Dementia Scrutiny Report be presented to the next appropriate cabinet meeting;
- (3) That further reports be presented to the Health & Well Being Overview and Scrutiny Committee to update members regarding the outcomes of the recommendations;
- (4) That the Review Panel be thanked for all their work on the review.

In addition, Len Richards, Chief Executive of Wirral University Teaching Hospital NHS Foundation Trust, who attended the meeting, responded to the report. He commented that he was in discussion with the Cheshire and Wirral Partnership NHS Trust regarding a joint approach and that he would make a formal response to the review's recommendations to the Committee in the next few months.

RECOMMENDATIONS

Cabinet:

- (1) Welcomes the report of the Dementia Scrutiny Review and thanks all those who have contributed to it;
- (2) Asks the Interim Director of Adult Social Care, in partnership with NHS Wirral, Cheshire and Wirral Partnership NHS Trust and Wirral University Teaching Hospital NHS Foundation Trust to facilitate the integration of services for people with dementia and similar conditions to produce a single pathway of support;
- (3) Invites the Health & Wellbeing Overview and Scrutiny Committee to consider whether they would undertake a scrutiny review of the provision of Local Authority services for people with dementia, and what further steps could be taken to enhance outcomes through early intervention and support.

REPORT OF THE DEMENTIA SCRUTINY PANEL MEMBERS

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RECOMMENDATIONS

- (1) That the contents and recommendations of the Dementia Scrutiny Review be supported;
- (2) that the Dementia Scrutiny Report be presented to the next appropriate cabinet meeting;
- (3) and that further reports be presented to the Health & Wellbeing Overview and Scrutiny Committee to update members regarding the outcomes of the recommendations.

Report of the Dementia Scrutiny Panel Members

(07/03/11)

DEMENTIA SCRUTINY REVIEW

‘THE CARE OF PEOPLE WITH DEMENTIA IN AN ACUTE HOSPITAL SETTING’



DEMENTIA

A Report produced by The Health & Wellbeing
Overview and Scrutiny Committee

FINAL REPORT
FEBRUARY 2011

WIRRAL BOROUGH COUNCIL

**‘THE CARE OF PEOPLE WITH DEMENTIA IN AN ACUTE HOSPITAL SETTING’
SCRUTINY REVIEW**

FINAL REPORT

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1. EXECUTIVE SUMMARY AND RECOMMENDATIONS

The National Dementia Strategy for England, launched in February 2009, stated that up to 70% of acute hospital beds were occupied by older people and up to a half of those may be people with cognitive impairment, including those with dementia and delirium. The Strategy document continues: “The majority of these patients are not known to specialist mental health services and are undiagnosed. General hospitals are particularly challenging environments for people with memory and communication problems, with cluttered ward layouts, poor signage and other hazards. People with dementia in general hospitals have worse outcomes in terms of length of stay, mortality and institutionalisation”.

The Alzheimer’s Society Report, ‘Counting the Cost’, produced in 2009, estimated that people with dementia over 65 years of age are occupying one quarter of hospital beds at any one time. The same report found that people with dementia stay far longer in hospital than other people without dementia who go in for the same procedure. The report states that:

“The longer people with dementia are in hospital, the worse the effect on the symptoms of dementia and the individual’s physical health; discharge to a care home becomes more likely and antipsychotic drugs are more likely to be used. As well as the cost to the person with dementia, increased length of stay is placing financial pressure on the NHS”.

Reports such as ‘Counting the Cost’ (Alzheimer’s Society, 2009) and the Interim report of the National Audit of Dementia (The Royal College of Psychiatrists, December 2010) both estimate that 750,000 people in the UK have dementia. The ‘Joint Strategic Needs Assessment’ for Wirral, produced by Wirral NHS for 2009/10, estimated that there were 4,266 older people with dementia in Wirral. This is significantly higher than the number of people recorded with dementia on GP registers in Wirral.

According to data recorded on Dr Foster (2009)¹, Wirral has a significantly higher number of hospital admissions for senile dementia when compared to the national average and the North West. It was estimated that emergency admissions for senile dementia in Wirral were 53.8% higher than expected against the national average.

The development of the National Dementia Strategy, launched in 2009 and the Local Care Pathway in Wirral have both raised the profile of the care of people with dementia. Both strategies include the provision of care to people with dementia during a stay in an acute hospital. The evidence presented during the course of this Scrutiny Review resulted in the Panel Members identifying a number of principles regarding the care of patients with dementia in an acute hospital setting.

In turn, these principles inform the more detailed recommendations which are included in this Report. Indeed, some of these principles are already highlighted within the National Dementia Strategy and the Local Care Pathway in Wirral. However, it is necessary to recognise the financial climate which the public services, including the NHS, now face. Some of the recommendations may, therefore, be achievable more quickly than others.

¹ Dr Foster Intelligence is a public-private partnership that aims to improve the quality and efficiency of health and social care through better use of information

The following principles underpin the recommendations which are formulated in this Report:

Not to admit patients with dementia to hospital if at all possible.

If a patient with dementia is admitted to hospital, their stay in hospital should be kept to a minimum period and, while in hospital, the patient should be subject to as few moves as possible.

While in hospital, the patient with dementia should be supported to minimise disruption to their normal daily routines, for example, meal times and personal care.

During a stay in hospital for a patient with dementia, both the dignity of the patient and the involvement of the carer(s) should be central to the processes.

Whenever possible, a patient with dementia should be discharged to the residence of origin.

It is widely acknowledged that the impact of a stay in hospital, in some cases, is that the patient with dementia is not able to return home and, as a result, has to go into residential care. The experience of going into hospital can be extremely confusing for a patient with dementia. A combination of the disruption to everyday routine, the chance of infection, a period without stimulation and safeguarding issues mean that hospital can be a risky place for a person with dementia. It is, therefore, considered by many professionals that **hospital admission should be avoided if at all possible** for this group of patients. The Panel Members were informed that the best option is to provide low-level support early in order to prevent periods of crisis. Furthermore, members were told that early intervention is most cost effective. In order for admission rates to be reduced, alternative forms of care will have to be provided in different locations, including in the community. Although progress has been made in Wirral, further changes need to be made to provide greater patient choice. The creation of a Crisis Response Team or a Specialist Home Care Dementia Service, as exists in other areas, such as Liverpool, should help to prevent some hospital admissions.

However, it is inevitable that a significant number of patients with dementia will be admitted to acute hospitals. In these circumstances, **the disruption to the patient will be minimised if the length of stay is reduced to a minimum and the number of moves within the hospital are kept to as few as possible.** The early identification that the patient has dementia is instrumental in enabling hospital staff to offer an appropriate care plan. The availability of a register of patients with dementia and / or a dementia passport would assist staff. In addition, processes to ensure that the maximum amount of information is received from the carer or nursing home, at the time of admission, would significantly assist in the care planning. Once admitted, it is not unusual for a patient to be moved up to four times, which may increase the level of confusion for a patient with dementia.

From the point of admission, it is considered that **patients with dementia should be supported to minimise disruption to their normal daily routines, for example, meal times and personal care.** Normalising the hospital setting, by, for example, involving family to help with personal care and feeding would be less disruptive, and may facilitate return to home more promptly. This, in turn, would reduce costs and improve the patients' outcomes. Fundamental to this approach is the direct

involvement of a carer(s) / family member(s) in the planning and, if appropriate, the delivery of some of the care. During this Scrutiny Review, a number of carers insisted that a major concern for them was the nutrition and personal care given to the person for whom they cared. Those concerns can best be allayed through hospital staff developing a closer relationship with the carer(s) and mutual trust being gained. Disruption to the patient may also be minimised by environmental changes on the wards, some of which have already taken place.

During a stay in hospital for a patient with dementia, both the dignity of the patient and the involvement of the carer(s) should be central to the processes. The dignity of the patient can be best preserved through the quality of the care provided by hospital staff. Evidence from carers during this review suggested that some staff appeared to not have sufficient understanding of the requirements to care for patients with dementia. There seems to be a recognition by the majority of witnesses (to this Scrutiny Review) that not all staff understand and are able to respond to the demands of dementia. A common theme, both from national reports and from local evidence, is the need to ensure that hospital staff have received adequate training and feel as comfortable as possible while caring for patients with dementia. Again, significant progress has been made by Wirral University Hospital Trust; an example of which is the Trust having been the first in the country to include input from the Alzheimer’s Society in providing relevant training to staff.

It is recognised that significant effort and progress has been made by both Wirral NHS and Wirral University Hospital Trust to provide a more efficient discharge process for all patients. It is particularly important that the period in hospital for a patient with dementia is reduced to a minimum. Clearly, an efficient discharge process, which minimises delays, is, therefore, particularly important for this group of patients. Anecdotal evidence suggests that this is not always the case. In addition, **whenever possible, a patient with dementia should be discharged to the residence of origin.** Many of the professional witnesses interviewed during the review insisted that a hospital bed was not the correct place for long-term care choices to be made. However, evidence from the Alzheimer’s Society Report, ‘Counting the Cost’, produced in 2009, estimated that, nationally, over a third of people with dementia who go into hospital from living in their own homes are discharged to a care home setting.

Overall, the fundamental dilemma is to provide a balance between the short-term gain (of needing physical support) and the long-term deficit (of being away from familiar surroundings for a lengthy period) which may exacerbate dementia.

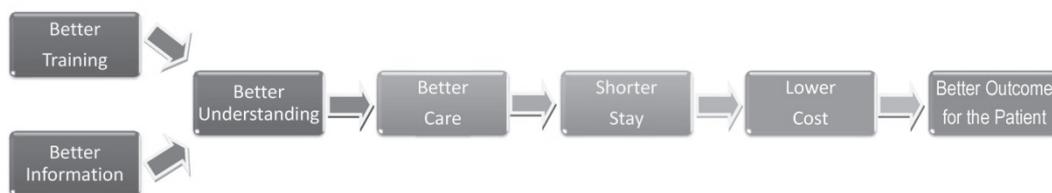


Figure 1: Potential Impact of Improved Staff Training and Information Flow

In considering the evidence found during the review, the Panel Members have formulated the recommendations shown on pages 6 and 7. These recommendations underpin the principles which are described above.

RECOMMENDATIONS

1 Alternatives to hospital admission (Para 6.3.1)

Wirral NHS, GPs and Social Services are encouraged to continue to enhance services which reduce the need for people with dementia to be admitted to hospital if at all possible. All staff are encouraged to look positively at alternatives rather than admission to hospital and critically assess whether it is in the best interests of the patient.

2 Register of patients with dementia / dementia passport (Para 6.3.2)

The creation of a local register of patients with dementia, accessible to hospital staff, should be investigated as should the development of a dementia passport. These will enable the early identification of patients with dementia on admission to an acute unit.

3 Receipt of information regarding the patient with dementia (Para 6.3.2)

Processes should be developed to ensure that, at the time of admission of a patient with dementia, maximum information is received from the carer or nursing home. This could include the development of a simple questionnaire to be used in such circumstances.

4 Minimise the number of moves within hospital (Para 6.3.2)

Wirral University Teaching Hospital (WUTH) is requested to develop processes to minimise the number of moves for patients with dementia within the hospital.

5 Assistance at meal times / personal care (Para 6.3.3)

Ward staff should welcome offers of help from family / carers to minimise disturbance to the patient with dementia during a stay in hospital. This could include family members being able to support relatives at meal times and aspects of personal care without being pressured to do so.

6 Information flow with carers (Para 6.3.3)

The special role of carers of patients with dementia should be recognised by staff. Processes should ensure that greater information exchange with carers is established at the outset. This should include ongoing care and developments towards discharge.

7 Environmental issues on the ward (Para 6.3.5)

In order to assist patients with dementia, Wirral University Teaching Hospital is encouraged to investigate further environmental improvements to wards where appropriate. These might include:

- Clear signage to identify bathroom / toilet
- Use of pastel colours
- Positioning of beds in the ward
- Use of side rooms
- Alarm system to prevent patients with dementia from wandering, especially at night when staff numbers are reduced
- Use of Activity Lounge for patients with dementia

8 The role of specialist dementia nurses (Para 6.3.5)

The role of specialist dementia nurses, to be deployed wherever needed in the hospital to support other acute staff, should be considered.

9 Safeguarding (Para 6.3.6)

The deployment of security staff to manage patients with dementia should be avoided if at all possible. (Further recommendations for staff training and availability of experienced staff reflecting the number of patients with dementia on a ward at any one time should assist with the management of disruptive behaviours).

10 Discharge planning (Para 6.3.7)

Support is given to the principle of long-term care needs not being decided from a hospital bed. Planning for discharge from the time of arrival must involve the carer(s) with the prime objective being to discharge the patient to the residence of origin wherever possible.

11 Care requirements following discharge (Para 6.3.7)

Appropriate discharge needs include:

- Reducing the time taken for the care assessment
- Prompt availability of care packages including reablement support

An alternative pathway for patients with dementia may involve the development of a short-term assessment unit and / or an intermediate care service.

12 Staff training (Para 6.4)

Participants in training sessions regarding the care and management of patients with dementia should be expanded to include:

- Doctors
- Ward managers
- Triage nurses
- Paramedics and ambulance staff
- Security staff

More staff from all appropriate wards should be involved in dementia training, which could include on-line modules.

13 Crisis Response Team / Specialist Home Care Dementia Service (Para 6.5.1)

Recognising that any move from familiar surroundings is likely to exacerbate dementia, people with dementia should be cared for in their own home or residential / nursing home if at all possible.

Therefore, Wirral NHS is encouraged to investigate the feasibility of developing a Crisis Response Team and / or a Specialist Home Care Dementia Service to keep patients with dementia in a familiar environment.

14 Nursing Homes (Para 6.5.2)

The current work undertaken by Wirral NHS to provide support to nursing homes to enable fewer patients to be admitted to hospital is endorsed. This practice should be extended wherever possible.

2. ACKNOWLEDGEMENTS

This Report presents the findings of a Scrutiny Review into the 'Care of people with dementia in acute hospital'. The Review was undertaken by a Working Group which was set up by the Health & Wellbeing Overview and Scrutiny Committee. For many people with dementia, a stay in hospital and subsequent recuperation can be a stressful and frightening experience, both for that person and for family members. The Panel hopes that this Scrutiny Review has, in a small way, enabled some of the thoughts of residents to be heard and to be reflected in future decision-making.

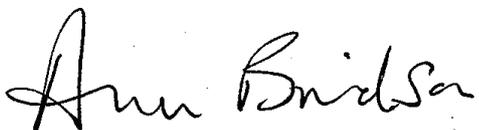
Dementia is increasingly being recognised as providing a major challenge for service providers and communities. Already a substantial issue, the numbers of people living with dementia is expected to rise significantly over the next few years. The challenge is going to become greater. The National Dementia Strategy, first adopted in 2009, laid the foundations for the UK's response. It is important that local communities now take that work forward. Although this Scrutiny Review focused primarily on the relationship between people with dementia and acute hospitals, this is only one facet of the national strategy. It is hoped that the recommendations which form part of the Report will further develop the good practice that exists within Wirral University Teaching Hospital and other partners.

The Panel would like to thank all those people who willingly agreed to contribute and to provide information to this review. In particular, the Panel thanks the staff at Wirral University Teaching Hospital who have facilitated a number of visits to Arrowe Park Hospital during the course of the review. Thank you also to all of the staff from Wirral University Teaching Hospital, Cheshire and Wirral Partnership Foundation Trust, NHS Wirral, Wirral Borough Council, Age Concern and Alzheimer's Society with whom they have met and exchanged ideas. There were many varied contributions to the review process.

A significant part of the evidence gathered during the review was generated by discussion and written submissions from carers of people with dementia. The Panel is extremely grateful to all of those contributors. In particular, thank you to the participants in the two focus groups as well as to the staff at Age Concern and Alzheimer's Society for facilitating those sessions. Thanks are also due to those other interested parties, such as carers' representatives, who contacted the panel.

Thank you to the Panel Members who have all contributed fully to the review, which I hope will contribute to the development of service provision in this area. In the future, it is important that the impact of all of the recommendations is reviewed and that progress is monitored.

Thank you to all for your participation and contributions to this Review.



Councillor Ann Bridson (Chair of the Members' Panel)

3. PANEL MEMBERSHIP

The Dementia Scrutiny Panel was appointed by the Health & Wellbeing Overview and Scrutiny Committee on 22nd June 2009. The purpose of the Panel is to carry out a Scrutiny Review of the care of people with dementia in acute hospitals. The panel will make any relevant recommendations for changes, which in the first instance will be discussed by the Health & Wellbeing Overview and Scrutiny Committee. The following members volunteered to be members of the Panel:

Councillor Ann Bridson (Chair)



Councillor Denise Roberts



Two former members of the Panel who were involved in most of the ‘Evidence Gathering’ stage were:

Former Councillor Chris Teggin



Councillor Sheila Clarke



The Scrutiny Support Officer for this Scrutiny Review was Alan Veitch.

4. **BACKGROUND AND ORIGINAL BRIEF**

The Hospital Discharge Scrutiny Review was held during 2008/9, with the final report being presented to the Social Care & Health Overview and Scrutiny Committee meeting held on 25th March 2009. During the evidence-gathering stage of the review, issues were raised with the Panel Members regarding support for people with dementia in hospital and in the community. The final report of the Hospital Discharge Scrutiny Review included the following section:

6.7 Needs of Specialist Groups - Dementia patients

Evidence, particularly from the voluntary sector, has raised a number of issues relating to patients with dementia and their treatment in hospital. A representative of a third sector organisation commented that:

“As a society, there is a need to look at creative alternatives to keep people at home. At present, people are being admitted into residential care earlier than they really need to”.

The discharge process for dementia patients is often longer than average. To many such patients, the environment is confusing and they do not understand why they are in hospital. However, the point was made to the Panel that the real issue is that there is often no adequate support available to keep the person with dementia in their own environment.

The Panel suggested that further scrutiny should take place into issues for patients with dementia.

The Scope Document for the Dementia Scrutiny Review, attached as Appendix 1 to this Report, was agreed by the Health & Wellbeing Overview and Scrutiny Committee on 22nd June 2009. It was agreed that the review would concentrate on the following issues:

- Management of patients with dementia in an acute hospital setting.
- Impact of patients with dementia on other patients during a stay in hospital.
- Are there alternative approaches which allow more patients with dementia to be cared for outside an acute hospital setting?
- Is it possible to keep more people with dementia in their own home for as long as possible?
- What support is available for carers?
- Is it possible to support more people with dementia in residential or nursing home rather than acute hospitals?

The Panel commenced work in attempting to find answers to these questions.

5. **METHODOLOGY FOR THE REVIEW**

The Panel has employed a number of methods to gather evidence:

- 1 Meetings / visits with officers
- 2 Meetings with carers of people with dementia
- 3 Written evidence from individuals

Details of these witnesses are available in Appendix 2 to this Report.

In addition, evidence was sought from written documentation / reports, details of which are shown in Appendix 3 to this Report.

6. EVIDENCE AND RECOMMENDATIONS

6.1 Introduction – Dementia in an Acute Care Context in Wirral

6.1.1 The Scale of the Problem in Wirral

Dementia is a syndrome that can be caused by a number of progressive disorders that affect memory, thinking, behaviour and the ability to perform everyday activities. Alzheimer's disease and vascular dementia are two of the most common types. Dementia mainly affects older people, although there is growing evidence of cases that start well before the age of 65. People with dementia are at an increased risk of physical health problems and become increasingly dependent on health and social care services and other people.

Reports, including 'Counting the Cost' (Alzheimer's Society, 2009) and the interim report of the National Audit of Dementia (The Royal College of Psychiatrists, December 2010) both estimate that 750,000 people in the UK have dementia. A further report, 'Dementia 2010: The economic burden of dementia and associated research funding in the United Kingdom', produced by the Alzheimer's Research Trust estimated that over 820,000 people in the UK live with dementia, representing 1.3% of the UK population. The cost to the UK economy is £23 billion per year in terms of health and social care, informal care and productivity losses. This is estimated to be more than the cost to the UK of cancer (£12 billion per year) and heart disease (£8 billion per year) combined. The Alzheimer's Research Trust report estimates that 37% of all dementia patients in the UK are in long-term care institutions costing in excess of £9 billion per year in social care. Health care costs are estimated at about £1.2 billion of which hospital inpatient stays account for 44% of the total.

The 'Joint Strategic Needs Assessment' for Wirral, produced by Wirral NHS for 2009/10, estimated that there were 4,266 older people with dementia in Wirral. This is significantly higher than the number of people recorded with dementia on GP registers.

Table 1: Dementia Prevalence on GP registers (2008/9) in Wirral

<i>Area</i>	<i>Number of Patients</i>	<i>Prevalence (%)</i>
Bebington & West Wirral	628	0.58
Birkenhead	895	0.59
Wallasey	313	0.43
Wirral (Total)	1836	0.55

Source: Wirral Joint Strategic Needs Assessment, 2009-10 (as supplied by Wirral NHS)

As part of the Quality Outcomes Framework (QOF), GP Practices are expected to produce a register of patients with dementia. In Wirral, a total of 1,836 people were recorded on the registers between April 2008 and March 2009, which gives an unadjusted prevalence rate of 0.6%. This is slightly higher than the North West and England GP practice prevalence rates which for England is 0.4% and the North West is 0.5%.

The ageing population means that the number of people with dementia is expected to rise considerably over the next few years. The projections for the number of people in Wirral aged 65 years and over with dementia, between 2008 and 2025, are shown in Table 2.

Table 2: Projections of Dementia Prevalence in Wirral for over 65s (from a base figure of 2008)

<i>Dementia by Gender</i>	<i>2008</i>	<i>2010</i>	<i>2015</i>	<i>2020</i>	<i>2025</i>
Males 65+	1374	1455	1686	1977	2282
Females 65+	2892	2953	3133	3366	3771
Total 65+	4266	4408	4819	5343	6053

Source: Wirral Joint Strategic Needs Assessment, 2009-10 (as supplied by Wirral NHS)

These estimates suggest that rates of dementia in older people will increase by 13% between 2008 and 2015. Rates will increase by 42% by 2025.

The National Dementia Strategy for England, launched in February 2009, argued that up to 70% of acute hospital beds were occupied by older people and up to a half of those may be people with cognitive impairment, including those with dementia and delirium.

According to data recorded on Dr Foster (2009), Wirral has a significantly higher number of hospital admissions for senile dementia² when compared to the National average and the North West. This is a trend that has occurred over the last few years. For Wirral in 2008/09, there were 690 emergency admissions for senile dementia. It is estimated that emergency admissions for senile dementia in Wirral were 53.8% higher than expected against the national average. The average length of stay for all dementia admissions was 21.2 bed days/admission. This is actually lower than the national average length of stay, which is 28.5 days.

However, Dr Foster data only records primary diagnosis. Information recorded through Secondary Uses Service (SUS) (2008), records both primary and secondary diagnosis and has identified that there are more dementia related admissions to hospital when the secondary diagnosis is taken into account. In 2008/09, 1,075 people aged 60 and over, were admitted on a primary or secondary diagnosis of dementia (13.31 per 1,000). The total number of emergency admissions (for people aged 60 and over) was 2,470 (which means that some people were admitted more than once).

The figure of 690 emergency admissions had the primary cause of admission as 'senile dementia'. This raises the question of why so many people with dementia were admitted to an acute hospital rather than receiving another form of care; a question that is discussed later in this Report.

6.2 **Responding to the National Dementia Strategy**

6.2.1 The National Dementia Strategy

The first National Dementia Strategy for England, titled 'Living Well with Dementia' was launched in February 2009. The aim of the strategy is that all people with dementia and their carers should live well with dementia. Three key areas for improvement were identified as:

- Improved awareness
- Earlier diagnosis and intervention
- Higher quality of care

The Joint Leads of the National Dementia Strategy, Sube Banerjee and Jenny Owen, in launching the strategy, wrote:

"This is a comprehensive strategy which requires us to transcend existing boundaries between health and social care and the third sector, between service providers and people with dementia and their carers. Our vision is for a system where all people with dementia have access to care and support that they would benefit from"

Although this Scrutiny Review investigated specifically the care of people with dementia in acute hospitals, the need for joint working of a variety of service providers is a theme that recurs throughout this Report. The National Strategy identified 17 key objectives:

² Senile dementia is a clinical term used to categorise a range of dementia related conditions, including Alzheimer's disease

Table 3: Objectives of the National Dementia Strategy

<i>Objectives</i>	
1	Improving public and professional awareness and understanding of dementia
2	Good-quality early diagnosis and intervention for all
3	Good-quality information for those with diagnosed dementia and their carers
4	Enabling easy access to care, support and advice following diagnosis
5	Development of structured peer support and learning networks
6	Improved community personal support services
7	Implementing the Carers' Strategy
8	Improved quality of care for people with dementia in general hospitals
9	Improved intermediate care for people with dementia
10	Considering the potential for housing support, housing-related services and telecare to support people with dementia and their carers
11	Living well with dementia in care homes
12	Improved end of life care for people with dementia
13	An informed and effective workforce for people with dementia
14	A joint commissioning strategy for dementia
15	Improved assessment and regulation of health and care services and of how systems are working for people with dementia and their carers
16	A clear picture of research evidence and needs
17	Effective national and regional support for implementation of the Strategy

Source: National Dementia Strategy: 'Living Well with Dementia, February 2009

Although only Objective 8 refers specifically to the care of people with dementia in general or acute hospitals, many of the other objectives are relevant to this Scrutiny Report as they underpin the services available to people with dementia which may prevent their admission to hospital in the first place or may enable more effective and efficient discharge after a stay in hospital. The Strategy document specifically identifies a series of actions to enable the delivery of Objective 8, 'Improved quality of care for people with dementia in general hospitals'. These are:

- Identification of a senior clinician within the general hospital to take the lead for quality improvement in dementia in the hospital
- Development of an explicit care pathway for the management and care of people with dementia in hospital, led by that senior clinician
- The gathering and synthesis of existing data on the nature and impacts of specialist liaison older people's mental health teams to work in general hospitals
- Thereafter, the commissioning of specialist liaison older people's mental health teams to work in general hospitals

The Strategy document observed that:

"There is a lack of leadership and ownership of dementia in most general hospitals. There are also marked deficits in the knowledge and skills of general hospital staff who care for people with dementia. Often insufficient information is sought from relatives and carers. This means that person-centred care is not delivered and it can lead to under-recognition of delirium and dementia. Currently, families are often excluded from discharge planning, so false assumptions may be made about whether it is possible for people with dementia to be cared for at home".

The National Dementia Strategy document was supported by an Implementation Plan, which set out how the Department of Health intended to support delivery of the strategy through its national and regional structures. However, subsequent to the change of Government following the General Election in May 2010, a further document has been published in September 2010. This document, 'Quality

outcomes for people with dementia: building on the work of the National Dementia Strategy’, highlights the priorities of the new Government within the strategy. The priority objectives are now defined as:

- Good-quality early diagnosis and intervention for all
- Improved quality of care in general hospitals
- Living well with dementia in care homes
- Reduced use of antipsychotic medication

With respect to ‘Improved quality of care in general hospitals’, the document comments that:

- 40% of people in hospital have dementia
- The excess cost is estimated to be £6 million per annum in the average General Hospital
- Co-morbidity with general medical conditions is high
- People with dementia stay longer in hospital

The document puts particular emphasis on implementation plans being developed at a local level and specifically refers to the education and training needs of the workforce working with people with dementia.

The importance of the need to improve the care of patients with dementia in acute hospitals is made in the report, ‘Acute Awareness – Improving hospital care for people with dementia’ produced by the NHS Confederation in 2010. That report comments that:

“The National Dementia Strategy highlights the need to improve care for people with dementia in hospital. This is, in fact, one of the objectives of the strategy, but hospitals need to act soon if they are to meet the goals of the national strategy and the needs of an increasing number of patients with dementia”.

6.2.2 Development of the Dementia Care Pathway in Wirral and Future Priorities

The local response to the National Dementia Strategy has been positive, with one leading professional in the field commenting:

“The National Dementia Strategy was a good starting point. The recommendations and objectives were all sensible. All of the recommendations apply to Wirral”.

The Local Care Pathway has now been developed in Wirral and is being used as a guide to commission services by Wirral NHS. The pathway was developed through the involvement of stakeholders from primary and secondary health care, social services, the Third Sector, carers and people with dementia. Subsequently, work was done with CSED (Care Services Efficiency Delivery) from the Department of Health to help develop a Pathway for Care, responding to the 17 objectives highlighted by the National Dementia Strategy. A key aim of the pathway is to enable more resources to be made available earlier in the process following diagnosis. In respect of Objective 8 (‘Improved quality of care for people with dementia in general hospitals’), the Wirral Pathway has identified the development of dementia training for staff in the acute hospital as a key priority.

More recently, a Dementia Care Pathway is being developed by Wirral University Teaching Hospital to specifically define the care of patients with dementia during a stay in the acute or general hospitals. The identification of a senior clinician within the hospital to lead on quality improvement in dementia care is encouraged, as outlined in the National Strategy. Within the context of Wirral Borough Council, it is also important to note that ‘Improve support for those with mental health problems’ is included as an aim in the Council’s Corporate Plan for 2008 – 2013. It is hoped that this will result in the issue of dementia remaining high among the priorities of the Council.

The evidence presented to the Panel Members during the course of the Review identified a number of principles by which the care of patients with dementia in acute hospitals should be provided. In turn,

these principles inform the more detailed recommendations which are included in this Report. Indeed, some of these principles are already highlighted within the National Dementia Strategy and the Local Care Pathway in Wirral.

The following principles underpin the recommendations which are formulated in this Report:

Not to admit patients with dementia to hospital if at all possible.

If a patient with dementia is admitted to hospital, their stay in hospital should be kept to a minimum period and, while in hospital, the patient should be subject to as few moves as possible.

While in hospital, the patient with dementia should be supported to minimise disruption to their normal daily routines, for example, meal times and personal care.

During a stay in hospital for a patient with dementia, both the dignity of the patient and the involvement of the carer(s) should be central to the processes.

Whenever possible, a patient with dementia should be discharged to the residence of origin.

Subsequent sections in this Report will investigate key areas of service delivery for people with dementia in Wirral's acute hospitals, ranging from pre-admission, the patient's experience on the ward, the discharge process, and services post-discharge.

6.3 The Stay in Hospital: The Experience for Patients and Carers

6.3.1 Pre-admission

One of the principles to guide the ways of working recommended by the Panel Members is "not to admit patients with dementia to hospital if at all possible". However, if a patient with dementia becomes ill or carers become incapacitated, there is currently little evidence of emergency care being provided specifically for people with dementia in their own home. Although there are some general admission prevention services already available in the community, extension of this type of service and the improvement of support to prevent crises from occurring is seen by the Panel Members as a high priority. An example of this type of service already established is the intravenous therapy in the community.

A health professional commented that:

"The best treatment for a person with dementia is to treat them at home. Hospitals are confusing, noisy, provide the opportunity for little sleep and carry the risk of infections. The thrust of national strategies is to keep people out of hospital, especially, people with dementia".

While another added:

"Once in the hospital system, it is in the nature of the environment that a patient will become more dependent. If a patient is in hospital for two or three weeks their circumstances can become more difficult. Therefore, keeping them out of hospital is imperative".

A consultant informed the panel that:

“The best option is to provide low-level support early on in order to prevent periods of crisis. Early intervention is most cost effective”.

Certainly, support to a carer(s) can be instrumental in ensuring that a person with dementia is able to remain in their own home for longer. As an example, information-giving for carers is very important for people with dementia. Providing information such as the available resources, the nature of the illness, what to expect, how to make choices and planning to make those choices are all very important. Information is the key because it enables families to plan.

‘Inappropriate’ admissions

During this Scrutiny Review, the main reasons for the admission of patients with dementia were described as:

- Carers may no longer be able to cope, which can result in the person with dementia being admitted to hospital. If there is not enough support, then a crisis will develop. The easiest option can then often be to admit the person with dementia to Arrowe Park hospital.
- People with dementia are more likely to get physical problems, for example, they may forget to take medicine. If they have a physical illness this may make the patient more confused. The treatment involves looking for a medical cause of the problem.

Research documented in ‘Counting the Cost’, the report produced by Alzheimer’s Society in 2009, shows that of those admitted with a physical problem, the primary reasons for hospital admission were falls, broken hips or hip replacements, urine infections, chest infections and strokes.

Strong support was given by those interviewed during this Scrutiny Review for the principle of avoiding hospital admission for people with dementia if at all possible. Panel Members have reached the view that staff should be expected to look positively at alternatives rather than admission to hospital and critically assess whether it is in the best interests of the patient. A hospital professional explained:

“When a patient is admitted through A&E, a lot of investigation can be done within four hours. If initial tests can be done and no physical illness is identified, do they need to be admitted? There is a strong case to argue that the patient should either go home or go to another facility. How can this process be better managed?”

- Urgent care could be put in place, via Social Services, to keep the patient at home.
 - A short-stay assessment unit could be available for patients with dementia while a care package is put in place. A small assessment unit is much better for patients than a busy hospital ward.
- If a demented person does not need to be there, being in hospital will create confusion”.

Specific actions aimed at reducing admissions in general have a high priority within Wirral NHS. It is expected that these policies will predictably impact on people with dementia. Some of these initiatives will be discussed in more detail later in this Report (see Sections 6.5 ‘Alternatives to Hospital for Patients with Dementia’). Nevertheless, admissions of people with dementia to acute hospital are inevitable, typically in the case of crisis or end of life care.

The recent Alzheimer’s Society Report, ‘Support. Stay. Save. – Care and support of people with dementia in their own homes’, published in January 2011 argues:

“There are significant perceived negative repercussions when people with dementia and carers do not receive enough support. Insufficient support is thought to lead to an exacerbation of needs and is frequently believed to result in avoidable admission to hospital and early admission to long-term care.”

Another report produced by Alzheimer's Society, 'Counting the Cost' found that 47% of carers who were surveyed suggested that being in hospital had a significant negative effect on the general physical health of the person with dementia, which was not a direct result of the medical condition.

RECOMMENDATION 1 Alternatives to hospital admission

Wirral NHS, GPs and Social Services are encouraged to continue to enhance services which reduce the need for people with dementia to be admitted to hospital if at all possible. All staff are encouraged to look positively at alternatives rather than admission to hospital and critically assess whether it is in the best interests of the patient.

6.3.2 The Admission Process

Identification that the patient has dementia - Register of people with dementia

The care provided for a person with dementia in an acute hospital can be directly influenced by the early identification, at the time of admission, that the patient has dementia. The importance of this issue is highlighted in the report, 'Acute Awareness – Improving hospital care for people with dementia' produced by the NHS Confederation in 2010, which comments that:

“Ambulance services and hospitals often come into contact with people with dementia that has not yet been identified and 50 per cent of dementia in a general hospital is unrecognised. Early identification in hospitals is essential to effective care planning and can lead to improved outcomes for the patient, as it reduces the likelihood of that patient's physical and mental health worsening during their stay. The NAO (National Audit Office) argues that effective identification of patients with dementia at admission, together with more proactive, coordinated management of their care and discharge, could produce savings of between £64 million and £102 million a year nationally”.

Although GP practices are encouraged to hold a dementia register, action based on the register is not mandatory. The incentive for a GPs' register is provided by the Quality Outcomes Framework (QOF); but not the use of the data. Furthermore, it has already been discussed earlier in this Report (see section 6.1.1) that although GPs are encouraged to hold a register of patients with dementia, analysis shows that there are many cases that remain undiagnosed or, at least, not registered. There is certainly no centralised register available to hospital staff at the time of admission. The development of access to such a register would be beneficial in order to aid care planning.

Identification of patient requirements

The NHS Confederation report, 'Acute Awareness – Improving hospital care for people with dementia' comments that:

“Once patients are identified as having dementia it is very important that their particular needs are recognised and understood. Systems need to be in place to ensure that patients can tell hospital staff how long they have had their condition, what makes the patient feel more comfortable, what needs to be done to ensure that meals are appropriate and other important personal details”.

In the past, the Alzheimer's Society has produced a leaflet titled, 'This is Me', which can be used by the person with dementia and / or their carer to fill in when they are admitted to hospital. This captures important data that will assist with care planning. It may be possible to draw on the experiences of Leighton Hospital at Crewe where a proforma was developed called "Information about Me to help You" that patients and carers can complete together with staff. The proforma highlights how it can be discerned that the patient is in pain or is feeling anxious plus personal information such as their previous employment, hobbies and likes and dislikes. The Privacy & Dignity Matron at Leighton Hospital, Phil Pordes, is quoted:

“The key to success we feel is the involvement of patients, carers, families and friends in the care planning process from admission”.

In addition, Wirral University Teaching Hospital Trust and Wirral NHS have done some work on developing the concept of a dementia passport, as has been used previously for people with learning difficulties. A health professional commented:

“Patients with Learning Disabilities possess a Health Passport which provides a great deal of information. However, a Health passport is not available for patients with dementia, for example, to describe what a patient likes to eat, medication requirements, and so on”.

At the time of admission, there is a need for maximum information to be obtained from the carer or the nursing home. Evidence suggests that this problem is most pronounced for those patients admitted from a residential or nursing home. Discussing the circumstances of her mother’s admission to Arrowe Park from a respite care home, one carer informed the panel:

“Information was given to the Respite Home. However, once in hospital, there is a need to identify what the patient likes to eat. That was not done”.

It later transpired that no personal information had evidently been transferred to hospital staff.

A hospital professional informed the panel:

“15% of elderly admissions come from care homes. The passing of information from residential care homes to hospital staff is often poor”.

Meanwhile another manager commented:

“The patient journey may involve spending several hours in A&E. It is important that in those circumstances someone is available to give information to the hospital staff, for example, last night the wife of a patient was present to give staff a full history of the patient’s condition. From a residential home setting, it is important that someone accompanies the person with dementia in to A&E. As an example, it is important that hospital staff need to understand the drugs regime of the patient and what works for them”.

RECOMMENDATION 2 Register of patients with dementia / dementia passport

The creation of a local register of patients with dementia, accessible to hospital staff, should be investigated as should the development of a dementia passport. These will enable the early identification of patients with dementia on admission to an acute unit.

RECOMMENDATION 3 Receipt of information regarding the patient with dementia

Processes should be developed to ensure that, at the time of admission of a patient with dementia, maximum information is received from the carer or nursing home. This could include the development of a simple questionnaire to be used in such circumstances.

The admission process

Particular concerns were raised during the review regarding both the length of the admission process and the possible number of moves for the patient within the hospital. Anecdotal evidence suggests that patients who do arrive in A&E can remain there for a considerable period prior to a decision regarding admission. Cases were cited when patients have been in A&E from 9.30am until 6.00pm. It is, therefore, extremely difficult for a person with dementia to cope for that length of time. As a result, a key issue is how the person with dementia is triaged. However, a health professional did advise the Panel Members:

“In the case of a patient with dementia, it is hoped that they will be moved on quite quickly. While on the assessment ward, a full nursing assessment will be carried out with as much information as possible being gathered from the carer or family member”.

With respect to the number of moves between wards, the comment was made:

“The admissions process means that patients may move up to four times and then occasionally within a ward. There are not a lot of beds sitting empty on wards. Therefore, there is often little flexibility”.

A health professional added:

“As the hospital is so busy, it is inevitable that patients are moved. There is a difficult balancing act that does not go in favour of the patient with dementia”.

RECOMMENDATION 4 Minimise the number of moves within hospital

Wirral University Teaching Hospital (WUTH) is requested to develop processes to minimise the number of moves for patients with dementia within the hospital.

6.3.3 Experience on the Ward

Care provided on the ward

Considerable concern was expressed by carers who attended the focus groups regarding the level of care provided on the wards. It is recognised that the presence of patients with dementia on acute wards add to the pressures on staff. However, all patients must receive adequate levels of care and the dignity of the patient should be preserved. The frustration of some carers is reflected by comments to the Panel Members:

“I believe patients with dementia need to be treated with dignity and from many visits to hospital, I have observed this is sometimes not the case because staff don't have time and are not actually in with the patients a lot of the time but have to spend time around the desk. There is often a reason for a dementia patient repeating requests and the temptation may be to ignore rather than spend time getting to the reason. Staff need to have the time to manage the dementia patient for that patient's sake and for the other patients nearby”.

“Staff did not seem to realise that it is not like dealing with a normal patient” .

“Families simply do not know what happens outside visiting times”.

“There needs to be a lot of trust when caring for a person with dementia”.

“Emotionally it is as bad as caring for a child”.

A common theme from many of the carers was their belief that a significant number of staff, including nursing staff, appeared to have insufficient understanding of the requirements to care for patients with dementia. In turn, this reflected on their judgement of the level of care provided to the dementia patient. Nevertheless, an experienced health professional reflected that:

“On a busy acute ward, how can you give the extra time that the patient with dementia needs?”

Nutrition / personal care

One specific area of concern for carers is that of the nutrition and personal care of the person with dementia. Circumstantial evidence suggested that support is not available to all patients. For instance, there is anecdotal evidence of patients losing their personal items such as spectacles and dentures.

One experienced worker with dementia patients remarked:

“There are cases where meals are left at the end of the bed because no one helps the patient to feed”.

Meanwhile, a family member told Panel Members:

“It was not that mum was not eating and drinking; she needed help. The family members sat patiently with mum and slowly but surely she gained weight. People with dementia have to have someone willing to spend time with them. The family did not know what she had been given to eat. If we had gone at meal times we would have helped. However, visiting times were between 3.00pm to 4.00pm and between 7.00pm to 8.00pm. Drinks were always found to be full. However, when helped, mum would usually drink most of it while we were there”.

And a carer said:

“No visitors are allowed in the hospital at meal times. It is assumed that staff will do their best given the time constraints. However, often if food is taken in to hospital, the patient will eat it. Some visitors would do anything either in a Care Home or in hospital to help care for their family member. However, the carer is never asked”.

Another carer added:

“There were six patients in the same bay; all in a similar condition. All six were not able to take drinks. Nurses don’t have the time. We helped others to drink and took in some clothes for another lady. All that is needed is some TLC. What about all those patients who didn’t have anyone to care for them”?

However, a health professional commented that:

“Some patients do not want to eat. Staff will also sit and feed patients at meal times if necessary. Family members are encouraged to do that if they want. However, there is a double-edged sword as nurses cannot appear to be pushing families to do it. The role for family members in helping to feed patients is determined by the ward manager”.

As a result, it has been suggested that greater involvement of family helpers could be made. It is fully recognised that family members / carers should not feel that they are overly pressured to be involved. However, the point was made that many family members are willing to provide that support. Indeed, one carer informed the panel that she was not encouraged to stay as it would disturb other patients. In the future, it may be possible to offer more flexible visiting times for carers of patients with dementia so that they can help care for the patient who, in turn, would feel more comfortable. The involvement of carers could go beyond meal times and extend into other areas of personal care. Particular concern from carers was raised regarding assistance that is available to assist patients in toileting. Additional support from carers and family members is likely to reduce the disturbance to the routine of the patient with dementia, as it is recognised that the patient can deteriorate quickly if not given support.

However, it is also recognised that, in practice, it is not all relatives who want to actively help. Some may prefer to opt out. In the past, there have been attempts to raise a campaign to get volunteers for assisted feeding on wards. A scheme in Cardiff enabled a named volunteer, who visited twice per day, to be allocated to a patient. Outcomes for the patients were seen to have improved. However, such a scheme will generate issues regarding the training of volunteers and the responsibility of the hospital for the volunteers. Clearly any scheme that invites volunteers or carers into the hospital must take account of safeguarding and infection control.

With regard to further assistance for patients at meal times, suggestions during the review included simply chopping the food into small pieces, alternative menus being written on a board or coloured pictures of the menu being given to patients. There could also be a dignified form of cover to protect the patient’s clothes, for example, an attachable napkin rather than a bib.

RECOMMENDATION 5 Assistance at meal times / personal care

Ward staff should welcome offers of help from family / carers to minimise disturbance to the patient with dementia during a stay in hospital. This could include family members being able to support relatives at meal times and aspects of personal care without being pressured to do so.

Contact with carers

A key issue for carers is the relationship which is developed with hospital staff and the subsequent transfer of information. It is important that the information flow is two-way and carers feel involved in the process. The circumstances of patients with dementia were summarised by a representative of the voluntary sector who commented:

“The relationship with staff is different for patients with dementia. There tends to be little day-to-day information. Staff do not share information with family members”.

A Carer’s representative added:

“I believe carers need to be more closely involved when the patient is on the ward as the carer can give information which will assist in managing the care of the patient”.

Meanwhile, a carer commented:

“It was hard to get information from hospital staff”

Although leaflets are available in information racks, it is still difficult to ensure that people collect the right general information. Therefore, improvements could be made in this area, perhaps through the development of a special advice point. Indeed, the panel met one carer who had only recently been put in touch with Alzheimer’s Society, six years after his wife had been diagnosed with dementia. This suggests that the need for better signposting spreads well beyond the acute hospital wards. However, it is important that the special role of the carer of a person with dementia is recognised. That can only come through the development of a direct relationship between hospital staff and the carer(s).

RECOMMENDATION 6 Information flow with carers

The special role of carers of patients with dementia should be recognised by staff. Processes should ensure that greater information exchange with carers is established at the outset. This should include ongoing care and developments towards discharge.

6.3.4 Impact of Patients with Dementia on Other Patients During a Stay in Hospital

There are inevitable conflicts that arise both from the viewpoint of staff and of patients resulting from the presence of patients with dementia on acute wards. From the perspective of staff, issues arise regarding ward management as well as behaviour management. The concerns and dilemmas of hospital staff were summarised by a senior health professional:

“As Patients with Dementia are confused, they do impinge on other people in the ward. Sometimes they will wander around the ward or open lockers, and so on. Particularly at night, the disturbance can lead to non-demented patients not being able to settle very well. This can lead to some non-demented patients being rude with comments such as “I don’t want to share a ward with mad people”. It is not unknown for a patient with dementia to get into someone else’s bed or to take their clothes off. The reaction of other patients can sometimes be sympathetic; sometimes offended. Each ward has a mixture of bays and single rooms. The hospital is now in the process of moving towards single sex wards. If a patient with dementia is in a bay, they may disturb other people around them. Alternatively, if the patient with dementia is in a single room, they may wander off as it is more difficult for staff to monitor their movements. Staff on the ward have to deal with an increasing number of situations that they did not anticipate when they did basic training. The care of patients with dementia is going to become an increasing problem”.

Another health professional commented:

“It is difficult to manage patients with dementia in a ward. It is very hard, particularly if the patient is mobile. On the late shifts there are only four members of staff on the ward. It is particularly difficult if there are two or three patients with dementia in the ward at the same time”.

It is obvious that other patients will expect the staff to be able to do something about the situation. The Panel Members were informed that there are cases when members of staff do get abused. Behaviour can also be worrying for other patients. The positioning of patients on the ward is a judgment for staff as well as depending on the availability of beds. Side rooms are available on the ward, although these are often used for infection control. However, if a patient with dementia is in a side room, it becomes more difficult to observe that patient. The Psychiatric Liaison staff, who are based at Arrowe Park, are available to intervene and help to assess individual needs. It was reported that they are very helpful in suggesting techniques to manage patient behaviour. A professional commented:

“Sometimes it can be our behaviour and our treatment of the individual, not the patient with dementia that sparks the problems”.

One health professional did suggest to the Panel Members that if all patients with dementia were nursed on the same ward it would allow the more experienced staff to care for them. It would also be less disruptive for other patients. Meanwhile, it was reported that there are added pressures for staff on late shifts and night shifts. As an example, staff would find it easier if there was an alarm system on the ward. Staff are not allowed to lock the doors on the ward. Therefore, it is not possible to allow patients to wander about as “they could be off to the bus stop”. In conclusion, it was noted from interviewees that if there are a number of patients with dementia on the same ward, the nursing care available to other patients is likely to suffer.

Meanwhile from the perspective of other patients and their visitors, other priorities emerge. The differing impacts on other patients can perhaps be summarised by the following two statements, each witnessing very different experiences:

A patient in a medical ward for 48 hours:

“A lady with dementia was in the same bay as myself. Very distressed and demanding. I could not speak more highly of the care and attention she was given almost constantly by the staff. They fell over backwards to reassure and calm her. I did not feel that the needs of other patients were neglected as a result”.

Another patient witnessed very different circumstances:

“I experienced a stay in Arrowe Park hospital which included a major operation followed by a period of recovery. I was located in a male-only ward containing six beds. I had no complaints about the staff who carried out their duties, sometimes under difficult conditions. However the behaviour of one patient sometimes during the day but more so during the night was completely unacceptable. At that time he would throw off the bed clothes followed by his pyjamas and lie naked on the floor. Following this, he would crawl from bed to bed in a threatening manner although I am not aware that he actually attacked anybody. The on-duty nurses were summoned and they, with some difficulty, returned him to his bed. This was followed by a short period of normality after which he repeated the same activity. The same routine continued for a few weeks following which a decision was taken at a higher level which resulted in his removal to a more secure ward.”

As these examples show, part of going into hospital is the interaction with other patients, some of whom will have some form of dementia. Not all of these contacts are negative. In fact, a professional commented:

“I have witnessed many very positive contacts between patients with and without cognitive impairment”.

Evidence shows that the effect of a patient with dementia can be distressing for other patients, especially if the patient is shouting. It can be a frightening experience and patients cannot rest properly. In addition, examples were quoted such as a person dying in one bed adjacent to a patient with dementia, which has led to complaints from relatives. However, a hospital professional reported: “Generally, most patients are incredibly understanding and try to help. They can see that staff are busy. There are complaints from patients because they have had disturbed sleep for days. In some cases, they understand but are not happy because they have had a bad experience”.

6.3.5 Ward Environment and Organisation

Environmental issues

The Panel Members were informed that the environment is a key issue for people with dementia. The use of pastel colours and appropriate signage is seen as important. Some wards have made significant effort with signage. There is work taking place to assess, for example, how wards are decorated with colour schemes for particular areas such as a toilet door or the signage.

Progressive work has taken place elsewhere to identify improvements to the hospital environment on behalf of patients with dementia. Such work has taken place at Leighton Hospital in Crewe (Mid Cheshire Hospitals NHS Foundation Trust). Phil Pordes, Privacy & Dignity matron, is quoted:

“To help improve the environment there are coloured doors at the entrance to each bay and accessible, clear signage which are helping patients with dementia find their way to and from the bathroom/toilet; promoting both continence and dignity. An Activity Lounge is run twice a week where patients with dementia enjoy games, singing and memory boxes”.

The result of the work which has taken place at Leighton hospital has raised considerable interest.

Although there are already some examples of good signage at Arrowe Park, the Panel Members were informed that there is a need to look at possible pilots to improve ward areas, ensuring that best value is obtained from any available resources. Further research is required in this area to identify the effect of these changes. Clearly, if there is a limited pool of money it needs to be focused wherever evidence shows that improvements for patients will be forthcoming. This is one of the areas that the Dementia Strategy Group at Arrowe Park has developed.

Within the ward, positioning of beds is important too. This is a judgment for the staff as well as depending on the availability of beds. Although side rooms are available on wards, they are sometimes used for infection control. However, even when side rooms are available, the professionals were not unanimous regarding the wisdom of placing patients with dementia in side rooms. It was pointed out that, although providing a quieter environment, a patient can also be more isolated in a side room. Furthermore, in the case of a patient with dementia, it becomes more difficult for staff to regularly observe the patient.

RECOMMENDATION 7 Environmental issues on the ward

In order to assist patients with dementia, Wirral University Teaching Hospital is encouraged to investigate further environmental improvements to wards where appropriate. These might include:

- **Clear signage to identify bathroom / toilet**
- **Use of pastel colours**
- **Positioning of beds in the ward**
- **Use of side rooms**
- **Alarm system to prevent patients with dementia from wandering, especially at night when staff numbers are reduced**
- **Use of Activity Lounge for patients with dementia**

Separate dementia ward

There are examples from elsewhere, such as Nottingham University Hospitals and Mid Cheshire Hospitals NHS Foundation Trust (Leighton Hospital in Crewe), where a ward has been developed for managing particular behaviours. During this Scrutiny Review, the issue of providing a separate ward for patients with dementia has been explored with many of the witnesses. The vast majority of those health professionals who were interviewed showed little enthusiasm for the principle of such provision. As patients with dementia should only be in an acute hospital because they are suffering from another physical condition (other than their dementia), the most common view was that patients with dementia should be entitled to the same level of care that is available on the specialist wards that are available around the hospital. All patients should be dealt with on a ward which is relevant to their physical illness, for example, a patient with dementia in hospital for a knee replacement should be on an orthopedic ward. The proposal also raises the question as to whether wards for patients with dementia are being recreated in an acute hospital while closing beds in psychiatric units. Furthermore, it was pointed out by a health professional that:

“Dementia is so common that all staff should be able to deal with it to a certain level. It is a basic requirement”.

Role of specialist dementia nurse / champion

Even though a specialist dementia ward may not be available in an acute hospital, the role of specialist dementia nurses could apply across all relevant wards. A key issue in the development of the Dementia Care Pathway is the need to have adequate staffing levels. A carer commented:

“There should be a specialist nurse who can be called on to provide care for the patient and to talk to the family”.

And a representative of the Voluntary sector added:

“The best option may be for a team of specialist dementia nurses available to go to wards to support other staff”.

The NHS Confederation report, ‘Acute Awareness – Improving hospital care for people with dementia’, quotes a carer who makes the request:

“Have a dementia lead or a specialist team: we can’t expect all the hospital professionals to be specialists in dementia. After all, people are not normally in hospital because of their dementia and we need someone to treat the condition they have been to hospital for. But if staff know they can call on a team who will help them understand how the care plan can be adapted to include the needs of people with dementia too, we can improve the care of the patient and probably help them leave hospital earlier”.

Regarding the delivery of Objective 8 (‘Improved quality of care for people with dementia in general hospitals’), the National Dementia Strategy raises the prospect of the deployment of specialist liaison older people’s mental health teams in general hospitals. The strategy document comments that:

“Specialist liaison older people’s mental health teams are already advocated by the NICE/SCIE (National Institute for Health and Clinical Excellence / Social Care Institute for Excellence) guideline on dementia services. They can provide rapid high-quality specialist assessment and input into care planning for those with possible mental health needs admitted to general hospitals, including input into ongoing care and discharge planning. They will generally consist of a multidisciplinary team of three to four members of staff (part-time consultant, staff grade doctor, nurse and psychologist/ therapist) with administrative support and a base in the general hospital. They can cover the whole range of mental health problems in older adults, not just dementia. These teams can then work closely with the designated general hospital lead to build skills and improve care through the hospital. They need to have good links with the social work assessment teams based in or linked to the hospital. They are already provided in some but by no means all hospitals”.

Although, liaison psychiatrists are available on the Arrowe Park site, specialist dementia nursing staff, to be deployed wherever required at a point in time, would also be beneficial. These staff could supplement ward staff when particular difficulties arose. Although dementia champions are, in theory, deployed on wards, evidence suggested that a champion was not consistently available in all relevant wards. However, it was remarked that the deployment of dementia champions wherever possible “ensures that there is more experience than in most hospitals”.

RECOMMENDATION 8 The role of specialist dementia nurses

The role of specialist dementia nurses, to be deployed wherever needed in the hospital to support other acute staff, should be considered.

6.3.6 Safeguarding

The Panel Members were informed that, with regard to safeguarding, national statistics of abused older people show that 60% of the recorded incidents are against patients with dementia. Clearly, the Wirral University Hospital Trust must have and does have mechanisms in place to safeguard all patients.

There are many causes, in the general hospital, outside of dementia that can lead to cognitive impairment and agitation and there have to be appropriate systems to manage this in the general hospital. Positive comments were made regarding the aggression management team within Arrowe Park and the adult safeguarding team. Indeed, the dementia pathway identifies the need for appropriate risk assessment, training of staff and an appropriate environment leading through to identifying early warning signs and the management of aggression itself. In addition, security systems on wards to prevent patients from wandering, particularly at night when staff ratios are lower, would potentially enhance the safety of more vulnerable patients.

It is clearly the case that staff need to distinguish between patients with dementia and patients who may be elderly but just upset, suffering medication side effects or grumpy. Anecdotal evidence suggested that, in circumstances of aggression management, staff may call in security to manage a patient. The wisdom of calling in security men, who are likely to appear frightening and aggressive to a patient with dementia, was raised. The point was made that nursing staff are probably more adept at managing a patient’s response.

RECOMMENDATION 9 Safeguarding

The deployment of security staff to manage patients with dementia should be avoided if at all possible. (Further recommendations for staff training and availability of experienced staff reflecting the number of patients with dementia on a ward at any one time should assist with the management of disruptive behaviours).

6.3.7 Discharge Process

Speed of discharge process

One of the principles that the Panel Members are proposing is: “If a patient with dementia is admitted to hospital, their stay in hospital should be kept to a minimum period and, while in hospital, the patient should be subject to as few moves as possible”. It is fully recognised that discharge planning is a major challenge, not only for the hospital trust but also for related partner organisations.

With regard to the care of patients with dementia, a health professional commented:

“It is worth reinforcing the point to limit a stay to as short a time as possible”.

However, it is fully recognised that Wirral University Teaching Hospital Trust and Wirral NHS have invested considerable time and effort on reviewing and improving the general discharge process over the last two years. Significant progress has been made in re-designing processes to enable a more efficient and effective discharge system. If a patient with dementia has to be in hospital, the work already undertaken by the Integrated Discharge Team should help. As an example, on a daily basis, appropriate staff, including the patient flow practitioner and a social worker, discuss discharge requirements for each patient on the ward from the day of admission, including gathering information about circumstances pre-admission. In the case of a patient with dementia, the process should include the carer, who needs to be involved in order to determine their needs.

However, it is inevitable that the planning process will be more difficult in more complex cases. Therefore, delays can occur. It was explained that delays may occur for a number of reasons. Once in the acute care environment there is a sense that all investigations and treatment need to be done prior to discharge, for example, occupational therapy, physiotherapy, social services assessment and so on. Professionals, families and care homes appear to have an expectation that all the issues will be resolved during the stay in hospital. In some cases, the patient cannot go home until the package of care has been increased or the residence has been changed and delays can occur whilst funding is arranged.

In order to reduce the length of stay in hospital for a patient with dementia, it was suggested that Community Psychiatric Nurses should be contacted at the earliest opportunity following admission. This would enable planning for the potential support at home to begin as soon as possible. The workload of the duty social worker and also the fact that Social Services sometimes do not get involved in the process early enough were also cited as examples of potential delays in the planning process.

Overall, evidence suggests that relatively few discharges are delayed due to waiting for care packages. However, it is possible that where this is a cause of delay, the proportion involving patients with dementia may be relatively high as they are among the more complex discharge cases. There was also anecdotal evidence, on the other side of the coin, of a family feeling under pressure to arrange for the patient to be discharged 'too early' in order to avoid the possibility of losing the place in the Care Home. Otherwise a longer period in hospital would have allowed a further period of occupational therapy. Nevertheless, the availability of occupational therapy should not be a reason for a delay in discharge anyway as that service should be readily deliverable in a care home.

Anecdotal evidence suggests that a key issue is that some patients are being discharged with no adequate care plan. There continue to be negative comments based on the experiences of carers. It is essential that carers are an integral part of the discharge planning process. A key issue for discharge planning is to ensure that patients are aware of the plans for their discharge as soon as possible. The aim should be to give the patient / carer an indication of discharge plans within 24 hours of admission.

A carer's representative also made the point that the hospital should be more proactive in ensuring that, at the point of discharge, adequate physical support / care is available for the patient, particularly when the carer is elderly.

In conclusion, it should be recognised that, in the case of patients with dementia, there is a balance between the short-term gain (of needing physical support) and the long-term deficit (of being away from 'normal' surroundings for a lengthy period).

RECOMMENDATION 10 Discharge planning

Support is given to the principle of long-term care needs not being decided from a hospital bed. Planning for discharge from the time of arrival must involve the carer(s) with the prime objective being to discharge the patient to the residence of origin wherever possible.

Destination following discharge

A health professional informed the Panel Members:

“A stay in hospital can often ‘tip’ a patient with dementia into residential care. It can also sometimes be the case that the stay away from home can allow the carer to reflect that they are no longer able to cope”.

Meanwhile, another added:

“In terms of discharge planning, the aim should be that no one leaves from a hospital bed and moves to a residential care bed”.

And another:

“The best place for the person comes down to a balance for the individual between their physical health and their mental health”.

The number of specialist care beds for people with dementia in Wirral was seen as a major issue by some of the witnesses interviewed during this Scrutiny Review. Current options available to avoid 24 hour care include the Wirral Admissions Prevention Service (WAPS) who will care for people in the community. However, there is not a HARTs service (Home Assessment Reablement Team) to support enablement specifically for the rehabilitation of patients with dementia. On the assumption that long-term decisions should not be made from a hospital bed, there need to be greater options of intermediate care. Other options at present include the rehabilitation wards at Arrowe Park (wards 36 and 25) or 24 hour care.

In terms of options for a patient with dementia, needs are more complicated and not as easy to plan for as people with physical health needs where care required tends to be more predictable. Limited specialist places in the community are available, for example, 10 tenancies at Cherry Tree House for those with a high-level need. For those in their own home, the challenges are even bigger. Support may not be available when it is most needed. It was pointed out that one potential gap in the current service is night-time support.

The impact of a stay in hospital on a person with dementia can be profound. It is sometimes the case that, after a physical illness, a patient with dementia never quite gets back to the level that they were before the illness. It is not always possible to get people back to where they were. As a result, evidence has suggested that patients with dementia are discharged too often into 24 hour care. The Alzheimer’s Society Report, ‘Counting the Cost’, produced in 2009, estimated that, nationally, over a third of people with dementia who go into hospital from living in their own homes are discharged to a care home setting.

One officer informed the Panel Members:

“Once admitted to hospital, there is a high possibility that the patient will eventually be discharged to care and not back to their own home”.

A hospital manager explained:

“Once a patient is in hospital, it is necessary to look toward the possibility of 24 hour care. There is a need to give people the choice to have appropriate packages of care. It is true that patients with dementia become more disabled in hospital because they get more confused, are more susceptible to infections, and so on. If they are turned around at the front door they may not end up in care”.

One experienced health professional commented:

“There is currently a gap in the provision of interim or intermediate care beds for patients with dementia. Relatively few people go to beds provided by the Cheshire and Wirral Partnership Trust. The new bed provision at Clatterbridge looks very promising, with outside access and lots of single room accommodation. However, overall, there are a reduced number of beds for dementia services. Therefore, lower numbers of patients are going to that sort of setting. As a result, a patient is now more likely to end up in an Acute General Hospital Ward. There is now more provision of care for patients with dementia in the private sector than there use to be, but as some are very difficult cases, not everyone might want to take them on. There is also an issue regarding the provision of respite care in the community”.

Meanwhile, another made a request for the future that there was:

“The need for intermediate care for mental health problems, either provided through a central service for Wirral or alternatively through a locality-based service.”

It is recognised that the development of reablement and intermediate care services for older people, which will include people with dementia, is already a priority of Wirral NHS and other partners. It is understood that there are currently 13 specialist beds for patients with dementia in Wirral provided by Cheshire and Wirral Partnership Trust. Although the average occupancy rate is estimated to be 85 % (or the equivalent of 11 full-time beds), the occupancy rate does fluctuate.

Care packages

It can take time to assess the package of care that is required. The medical assessment can take a number of days before the case is passed to social care for approval and then brokerage. A further time constraint depends on the availability of an agency to pick up the care package. This, therefore, raises the question of whether services can be facilitated faster, particularly in cases where this would prevent a patient from being discharged into a care home. A more efficient process, reducing the need for large quantities of paperwork, would enable cases to be dealt with more quickly. It was reported that assistance provided by the Patient Flow Practitioners in completing the Decision Support Tool information has helped to speed up this process. One health professional commented:

“It takes a minimum of two or three weeks to get a patient through the assessment bureaucracy”.

Meanwhile, another added:

“If you get a system where you have to fill in pieces of paper there will be delays”.

Followed by another who said:

“The paperwork is immense. It is a hideously slow progress”.

The early involvement of social workers, as well as carers, in the discharge planning process helps to mitigate against any delays occurring.

RECOMMENDATION 11 Care requirements following discharge

Appropriate discharge needs include:

- **Reducing the time taken for the care assessment**
- **Prompt availability of care packages including reablement support**

An alternative pathway for patients with dementia may involve the development of a short-term assessment unit and / or an intermediate care service.

6.4 **Staff Skills and Training**

As discussed earlier in Section 6.3.3 ('Experience on the Ward'), a common theme from many of the carers was their belief that a significant number of staff, including nursing staff, appeared to have not sufficient understanding of the requirements to care for patients with dementia. The NHS Confederation report, 'Acute Awareness – Improving hospital care for people with dementia' comments that:

“Awareness can be raised through internal training. Dementia leads play a key role in this, both by ensuring that dementia is high on the hospital training agenda and by being able to support staff who need to improve their knowledge of the condition. While it is important for professionally regulated staff to receive detailed training on dementia, any training strategy needs to include other front-line staff, ambulance crews working in patient transport, healthcare assistants, porters and catering staff. All these groups should have some knowledge and understanding of dementia”.

However, it is recognised that significant effort and progress has been made by Wirral University Teaching Hospital Trust regarding staff training specifically in the care of patients with dementia. One senior health professional informed the panel that:

“There is good training for staff regarding dementia. Conflict resolution training is also included”.

The National Service Framework for Older People (developed in 2001) included a standard that all areas should have an expert in older people's care. The implementation of this standard led to an audit of skills. The average trained nurse recorded a self-perception of coping with patients with dementia as very low. Since that time, the staff have been re-audited and, although self-perception has increased, it is acknowledged there was still more to do. There is recognition that, although staff need to be confident in managing the patient with dementia, many do feel uncomfortable in caring for such patients. There is a need to raise the general level of understanding of dealing with patients with dementia. Indeed, the point was made that there is such a high throughput of patients with dementia in the acute hospital, particularly the DME wards (Department of Medicine for the Elderly), that staff really must be trained in the competencies to manage this type of patient.

Nevertheless, there is no statutory requirement at all for the hospital to train non-medical staff in caring for patients with dementia. The Trust has not placed a mandatory element on the training, although Departmental managers will encourage staff to attend and Ward managers suggest the names of attendees. The interim report of the National Audit of Dementia (The Royal College of Psychiatrists, December 2010) estimates that 95% of hospitals do not have mandatory training in dementia awareness for all staff whose work is likely to bring them into contact with patients with dementia. The argument was made to the Panel Members that it would not be feasible for the dementia training to be mandatory. Trainers are not available to provide sufficient time and bigger groups of attendees would reduce the benefits of the course. There is also the cost of releasing staff from the wards with the resultant cost of backfill for the staff.

It is important to recognise that Wirral University Teaching Hospital was the first trust in the country to obtain input from the Alzheimer's Society in providing relevant training to staff. The training enabled staff to develop coping mechanisms for managing patients with dementia. The courses, for which there was a waiting list, were delivered separately for trained nurses and untrained staff. In addition, there were courses for which the target audience was non-clinical staff such as porters and cleaners. The courses incorporated the dignity of patients, included role play and were very interactive.

Although staff on some wards have practical expertise, not all have been formally trained in caring for patients with dementia. A particular problem was described with respect to bank staff, some of whom are claimed to have limited training and experience of patients with dementia.

There is general support for the provision of dementia training and willingness to attend from many staff. However, there appears to be a difficulty in arranging for some groups of staff to attend the training sessions, for example, staff in Accident & Emergency Department (A&E), security staff, ward managers and doctors. There is anecdotal evidence that following the training, staff do not receive adequate support when they return to their wards and try to apply their training.

As one witness informed the panel:

“It is more cost-effective to prevent issues from occurring than it is to recover from them”.

Evidence suggests that a major priority for the future should be training of staff. Indeed, the Dementia Care Pathway proposes that dementia training course is compulsory for certain staff groups. Although higher attendance at dementia training courses is to be encouraged, the availability of on-line training modules may be useful method to supplement the more traditional form of training that has been available.

In the longer term, the Panel Members support the principle of training in the care of patients with dementia being more fully integrated into undergraduate courses for nursing. Clearly, this can only be achieved through the support of the appropriate national bodies, such as the Nurses and Midwives Council. Therefore, qualifying bodies should be encouraged to ensure that professional training fully incorporates dementia awareness.

RECOMMENDATION 12 Staff training

Participants in training sessions regarding the care and management of patients with dementia should be expanded to include:

- **Doctors**
- **Ward managers**
- **Triage nurses**
- **Paramedics and ambulance staff**
- **Security staff**

More staff from all appropriate wards should be involved in dementia training, which could include on-line modules.

6.5 Alternatives to Hospital for Patients with Dementia

6.5.1 Caring for More Patients at Home

Increasingly, over recent years, greater emphasis has been placed on encouraging people with dementia to be at home. However, carers need to be supported for that to happen. Otherwise, there will be more carer breakdown. During the review, managing people with dementia at home was widely seen as a positive approach. However, further progress is required to avoid the problem of a person with dementia having to go into hospital when they are not ill, for example, because of carer breakdown. There has been a culture that, once in hospital, a person with dementia is more likely to be discharged into full-time care. In addition, pressure can also come from the carer who, as a result of their family member being in hospital, realises that they are not able to cope with the responsibilities of caring anymore. It is therefore difficult to ensure, that once admitted to hospital, a patient with dementia is returned to the residence from which they were admitted.

The recent Alzheimer’s Society Report, ‘Support. Stay. Save. – Care and support of people with dementia in their own homes’ reports that, following a carers’ questionnaire, it was estimated that 83% of carers and people with dementia said being able to live in their own home was very important to the person with dementia.

If there is not a service in the community to assess and support them, a person with dementia may well turn up at hospital. As a result, they are likely to be admitted. There is wide recognition that a change of environment is likely to cause problems for a person with dementia. The Panel Members were informed by a health professional that:

“It is true that patients with dementia become more disabled in hospital because they get more confused, are more susceptible to infections, and so on. If they are turned around at the front door they may not end up in care”.

However, the Panel Members were informed that 60% of patients are admitted with chronic confusion. Medical staff do not know whether it will settle in a day or two. In theory, the suggestion to treat more people with dementia at home sounds like a good suggestion but, in practice, it can be difficult to separate dementia patients from those with sub-acute confusion. It is further recognised that the care for patients with dementia is very time-consuming for staff in any setting.

One health professional informed the Panel Members that:

“The question needs to be asked ‘Why cannot conditions be treated in the community?’. If a patient is admitted because of their dementia it says failure in the system to me”.

Meanwhile, another commented that:

“If people are acutely unwell they need to be in hospital. Once they are fit, they should no longer be in hospital. There is a need to have services in the community to support them”.

The case for change was summarised by one witness:

“The feedback I receive from staff in the General Hospital is that there are a number of patients with dementia who do not need acute care but who are admitted to the general hospital around a crisis or end of life care. A culture shift will need to take place in order for this to change. This is around earlier diagnosis and pre-planning. Once the diagnosis is made we know the likely course of the illness and what challenges they are likely to face. There are currently limited community based resources to support a patient in crisis available for people with dementia”.

A computerised model developed two years ago (CSED - (Care Services Efficiency Delivery) determined how best to intervene. A key message is that if you do not intervene at an early stage, subsequent intervention will not have a big impact on admissions to hospital during a period of crisis. The best option is to provide low level support at an early stage (to prevent a crisis occurring). This level of support also gets the family into the practice of accepting help. It can be the case that a person with dementia is admitted into hospital because the carer(s) did not know where to get help from.

However, some frustration was expressed as there are few services to provide a quick response to crises in Wirral. It can take a significant length of time to get packages of care set up, particularly in more complex cases. As an example, on a Friday afternoon, the easiest option is admission to Arrowe Park rather than trying to provide support services to keep a patient with dementia in their own home. Wirral NHS no longer has a Fast response Team which formerly provided support for up to 48 hours in an emergency. A witness commented to the panel:

“The most important issue is to understand the real reason for a patient being in an acute hospital. A significant number of patients are admitted into hospital because their family members cannot cope. The simpler solution is for the patient to be admitted, as there is nowhere else to take him. There is a need for rapid access mental health services”.

While another added:

“Where, other than hospital or their GP, can people go in an emergency?”

And another commented:

“The system ought to be able to provide fast response to crisis, for example, what happens if a carer is taken ill? In general, the current support services are provided on a 9 to 5 basis. Can we facilitate services faster to prevent a person with dementia from having to go into care by which time care packages have to go to brokerage. This greatly extends the timescales for being able to put services in place”.

However, all of the facilities and support in the community are not currently in place to enable that to happen. The links between the hospital and the community are not as robust as they need to be. There is currently no specialist dementia home care service in Wirral. It was explained that one difficulty with planning services for a person with dementia is knowing the stage of the disease and assessing how long it is possible to keep someone at home. Evidence available to the Panel Members suggested that in some areas, for example, Liverpool, there are more services to keep people with dementia out of hospital, for example, short-term care packages. The specialist home care service in Liverpool is regarded as having been very successful at keeping people in their own home. This service is an integrated service which includes health and the Community Psychiatric Nurses, who are key to the provision. Therefore, a patient has to have a definitive diagnosis in order to qualify for the service. It is possible to manage behaviours because of the close relationship between the care services and health staff. Although the Crisis Resolution Home Treatment Service exists in Wirral, patients with dementia are specifically excluded. This service, run by the Cheshire & Wirral Partnership Trust, is geared for mental health patients rather than dementia.

A senior professional commented:

“There is a case for creating a team to intensively care for patients with dementia in their own homes. The aim should be to facilitate caring at home for longer”.

There are other barriers to enabling people with dementia to remain in their own home. There is a fundamental challenge which needs to be met. It is not true that it is unsafe for a person with dementia to be at home and that it is safe elsewhere. There are risks in both scenarios. Care homes are not risk-free. It was explained to Panel Members that it is important to understand that it is not risks versus safety; but risks versus another set of risks.

In the future, improved technology will help to keep people in their own homes. Although assistive technology can be very useful, it also raises particular challenges when related to patients with dementia. The client needs to have an understanding to be able to push buttons at the appropriate time. However, the use of technology such as sensors and pressure pads can be very useful. As an example, sensors were fitted in the home of a man with dementia. It was discovered that the man was getting out of bed during the night and wandering in the house in an attempt to find the fridge in the kitchen. As a result, it was possible for the man’s eating patterns to be changed, which resulted in him being more settled. Assistive technology enables that detailed type of assessment.

Enhancement of services such as the development of Dementia Support Services, provided by the Alzheimer’s Society and the re-design of the Memory Clinic service in Wirral, to enable better links to the voluntary sector, will enhance services available in the community. Suitable sites are also being sought in the three localities of Wirral (Bebington & West Wirral, Birkenhead and Wallasey) in order to provide a more accessible service with better signposting to further services.

There is also generic work taking place that is not aimed specifically at patients with dementia but which may also help. As an example, ‘Integrated Care at Home’ is being developed in each of the three localities. It will enable more of the 24 hour, seven day service for people at home. This will include up-skilling to allow the provision of intravenous therapy and so on.

On the occasions when admission to acute hospital is necessary for a person with dementia, it may not always be possible for them to be discharged back to their own home. Professional advice throughout the review was clear that long-term decisions, such as moving to a care home, should not be made from a hospital bed. Therefore, in this context, the greater availability of intermediate beds has been seen as a very positive step in order to enable quicker discharge from the acute wards, although some professionals did argue that specific mental health provision was needed. The same case was made for the provision of respite care in the community.

RECOMMENDATION 13 Crisis Response Team / Specialist Home Care Dementia Service
Recognising that any move from familiar surroundings is likely to exacerbate dementia, people with dementia should be cared for in their own home or residential / nursing home if at all possible. Therefore, Wirral NHS is encouraged to investigate the feasibility of developing a Crisis Response team and / or a Specialist Home Care Dementia Service to keep patients with dementia in a familiar environment.

6.5.2 Residential and Nursing Homes

An NHS Wirral report, 'Implementation of the National Dementia Strategy' estimates that, at a national level, at least 50% of long term care residents have dementia. It is understood that there are too many people with dementia in long-term care, although this figure is now starting to reduce. A witness informed the panel that approximately 15% of elderly hospital admissions come from care homes. It is frequently the case that a person who is moved to a care home will end up in hospital. For many of these patients it is not helpful in the long-term. The case was made that there is not sufficient specialist dementia care available in care homes. A health professional commented:

"The system for providing specialist medical care for care homes in the UK is very poor".

During the review, it was claimed that, with additional support, it should be possible to reduce the number of admissions from residential or nursing homes. As an example, a patient with dementia who has a chest infection could be cared for in a residential home given WAPS (Wirral Admissions Prevention Service) support. Nursing homes must provide sufficient staffing as per Care Quality Commission regulations. Although Wirral NHS will provide advice and support, there is a legal requirement on nursing homes to provide adequate staffing levels.

In the past, much work has been done to provide support and advice to Nursing Homes in the borough. If there is a need for injections and antibiotics, WAPS (Wirral Admissions Prevention Service) are available to provide support. However, Wirral NHS is also working on a plan to further develop a service to work with nursing homes to prevent admissions. Nursing homes have nurses, but they are not specialists. Therefore, a scheme is being developed whereby Wirral NHS will support nursing homes, provide training and provide specialist skills. This project will cover both nursing and residential homes. Training is provided to nursing homes by Wirral NHS on topics such as nutritional standards and continence.

There is also an ongoing project with EMI (Elderly Mentally Infirm) to reduce medication for the elderly. One care home found that by increasing fluid intake, the number of falls and broken bones was reduced. Likewise, the aim is that by reducing medication, the number of falls can also be decreased.

In terms of the future, Quality Premiums linked to activities may help to provide incentives to care homes to provide different services.

RECOMMENDATION 14 Nursing Homes
The current work undertaken by Wirral NHS to provide support to nursing homes to enable fewer patients to be admitted to hospital is endorsed. This practice should be extended wherever possible.

Appendix 1 : Scope Document for the Dementia Scrutiny Review

Date: 1st July 2009

Review Title: 'The Care of People with Dementia in Hospital' Scrutiny Review

<p>Scrutiny Panel Chair: Cllr Ann Bridson</p>	<p>Contact details: 0151 201 7310 mobile: 07759 587597</p>
<p>Scrutiny Support Officer: Alan Veitch</p>	<p>Contact details: 0151 691 8564</p>
<p>Departmental Link Officer: Jeanette Hughes, Department of Adult Social Services, Wirral Borough Council</p>	<p>Contact details: 0151 604 7226</p>
<p>Panel Members: Cllr Ann Bridson Cllr Denise Roberts Cllr Sheila Clarke Cllr Chris Teggin</p>	<p>0151 201 7310 mobile: 07759 587597 0151 652 3309 0151 608 1154</p>
<p>Other Key Officer contacts: Michael Monaghan, Wirral University Teaching Hospital</p>	
<p>1. Which of our strategic corporate objectives does this topic address? 1.1 To Improve Health and Well-being for all, ensuring people who require support are full participants in mainstream society, in particular: - To Improve support for those with mental health problems - To Promote greater independence and choice</p>	
<p>2. What are the main issues? 2.1 Management of patients with dementia in an acute hospital setting. 2.2 Impact of patients with dementia on other patients during a stay in hospital. 2.3 Are there alternative approaches which allow more patients with dementia to be cared for outside an acute hospital setting? 2.4 Is it possible to support more people with dementia in their own home? 2.5 What support is available for carers? 2.6 Is it possible to support more people with dementia in residential or nursing home rather than acute hospital?</p>	
<p>3. The Committee's overall aim/objective in doing this work is: 3.1 To improve care management in an acute hospital setting for both patients with dementia and for other patients. 3.2 To identify possible alternative approaches to hospital admission for people with dementia and their carers.</p>	
<p>4. The possible outputs/outcomes are: 4.1 Improved services in a hospital setting for patients with dementia. 4.2 Better experience for general patients who have interaction with patients with dementia. 4.3 Identify possible alternatives to acute hospital admission. 4.4 Ensuring that assessment and discharge of patients with dementia is effective and in the shortest possible timescale. 4.5 Reducing the number of admissions of people with dementia. 4.6 Assisting people with dementia to maintain their life skills. 4.7 Ensuring that patients with dementia are safeguarded. 4.8 Improving the experience of the carers of people with dementia</p>	

<p>5. What specific value can scrutiny add to this topic? To use the experiences of those who work closely with people with dementia (such as hospital managers, advocates, family / carers, charitable / voluntary organisations and the Older Peoples Parliament) in order to identify any changes which would lead to the outcomes listed in section 4 above.</p>																			
<p>6. Who will the Committee try to influence as part of its work? 6.1 Wirral University Teaching Hospital 6.2 Wirral NHS 6.3 Cheshire and Wirral Partnership NHS Foundation Trust 6.4 Department of Adult Social Services, Wirral Council 6.5 Appropriate Cabinet members, Wirral Council 6.6 Private sector residential and nursing homes</p>																			
<p>7. Duration of enquiry? Aim for the final report to be available before the Health and Wellbeing Scrutiny Committee due to be held on 10th November 2009</p>																			
<p>8. What category does the review fall into?</p> <table border="0"> <tr> <td>Policy Review</td> <td>X</td> <td><input type="checkbox"/></td> <td>Policy Development</td> <td>X</td> <td><input type="checkbox"/></td> </tr> <tr> <td>External Partnership</td> <td>X</td> <td><input type="checkbox"/></td> <td>Performance Management</td> <td></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Holding Executive to Account</td> <td></td> <td><input type="checkbox"/></td> <td></td> <td></td> <td></td> </tr> </table>		Policy Review	X	<input type="checkbox"/>	Policy Development	X	<input type="checkbox"/>	External Partnership	X	<input type="checkbox"/>	Performance Management		<input type="checkbox"/>	Holding Executive to Account		<input type="checkbox"/>			
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External Partnership	X	<input type="checkbox"/>	Performance Management		<input type="checkbox"/>														
Holding Executive to Account		<input type="checkbox"/>																	
<p>9. Extra resources needed? Would the investigation benefit from the co-operation of an expert witness? The review will be conducted by councillors with the support of existing officers. However, the panel are looking for advice from people with expertise on this topic.</p>																			
<p>10. What information do we need?</p> <table border="1"> <tr> <td> <p>10.1 Secondary information (background information, existing reports, legislation, central government documents, etc).</p> <p>10.1.1 Recent Committee reports.</p> <p>10.1.2 Relevant evidence that arose during the Hospital Discharge Scrutiny Review.</p> <p>10.1.3 Relevant Department of Health documents, including the National dementia Strategy.</p> <p>10.1.4 Reports from other councils into similar topics.</p> </td> <td> <p>10.2 Primary/new evidence/information</p> <p>10.2.1 Experience of carers / family members.</p> <p>10.2.2 Experiences gathered from support groups, charitable / voluntary organisations and the Older Peoples Parliament.</p> <p>10.2.3 Interviews with key officers.</p> <p>10.2.4 Relevant statistics on diagnosis and admissions of patients with dementia.</p> </td> </tr> </table>		<p>10.1 Secondary information (background information, existing reports, legislation, central government documents, etc).</p> <p>10.1.1 Recent Committee reports.</p> <p>10.1.2 Relevant evidence that arose during the Hospital Discharge Scrutiny Review.</p> <p>10.1.3 Relevant Department of Health documents, including the National dementia Strategy.</p> <p>10.1.4 Reports from other councils into similar topics.</p>	<p>10.2 Primary/new evidence/information</p> <p>10.2.1 Experience of carers / family members.</p> <p>10.2.2 Experiences gathered from support groups, charitable / voluntary organisations and the Older Peoples Parliament.</p> <p>10.2.3 Interviews with key officers.</p> <p>10.2.4 Relevant statistics on diagnosis and admissions of patients with dementia.</p>																
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<p>10.3 Who can provide us with further relevant evidence? (Cabinet portfolio holder, officer, service user, general public, expert witness, etc).</p> <p>Contacts may include: Carers and family members. Carers Groups Age Concern (including the Devonshire Centre) Sue Newnes (Alzheimer’s Society, Wirral) Other charitable / voluntary organisations Ken McDermott and other representatives from the Older Peoples Parliament,</p> <p>Wirral NHS Tina Long (Director, Strategic Partnerships) Debbie Mayer (Acting Deputy Director, Strategic Partnerships) Jenny McGovern (Integrated Commissioning Manager) Heather Rimmer (Interim Head of Integrated Commissioning and Mental Health)</p> <p>Wirral University Teaching Hospital Michael Monaghan (Director, Nursing and Midwifery) Lesley Hutchinson (Patient Flow Manager) Marie Jeffries (Lead nurse for Medical Directorate) DME Consultants</p> <p>Cheshire and Wirral Partnership NHS Foundation Trust Peter Cubbon, Chief Executive Avril Devaney, Director of Nursing, Therapies and Patient Partnership Dr Andrew Ellis, national expert</p> <p>Department of Adult Social Services, Wirral Borough Council Jeanette Hughes, Team Manager Pete Gosling, Principal Manager</p>	<p>10.4 What specific areas do we want them to cover when they give evidence?</p> <p>10.4.1 Current arrangements</p> <p>10.4.2 Areas for improvement</p> <p>10.4.3 Possible management of people with dementia outside the acute hospital setting.</p>
<p>11. What processes can we use to feed into the review? (site visits/observations, face-to-face questioning, telephone survey, written questionnaire, etc).</p> <p>11.1 Discussion with family / carers and support groups, etc..</p> <p>11.2 Desk-top analysis</p> <p>11.3 Interviews of staff</p> <p>11.4 Possible written questionnaire aimed at family / carers (similar to that produced on Hospital Stays by the Older Peoples Parliament)</p>	
<p>12. In what ways can we involve the public and at what stages? (consider whole range of consultative mechanisms, local committees and local ward mechanisms).</p> <p>12.1 Family and carers</p> <p>12.2 Relevant organisations, for example, Older Peoples Parliament, Age Concern and Carers groups</p>	

Appendix 2 : List of Witnesses

The Panel has employed a number of methods to gather evidence:

1. Meetings / Visits with officers

A series of individual meetings has taken place at which the Panel Members could discuss relevant issues with key officers from each of Wirral University Teaching Hospital Trust, Cheshire and Wirral Partnership Foundation Trust, Wirral NHS (PCT) and Wirral Borough Council. Meetings were also held with representatives of the Third Sector. Those interviewed during the course of the review were:

Wirral University Teaching Hospital Trust (Arrowe Park Hospital)

Alison Wilkinson (Ward Manager, Ward 22 – Department of Medicine for the Elderly – DME)
Andrew Swan (Adult Protection Lead)
Chris Kennedy (Directorate Manager, Emergency Care)
Chris Turnbull (Clinical Director, DME)
Dr John Russell (Consultant, Department of Medicine for the Elderly – DME)
Lesley Hutchinson (Patient Flow Manager)
Mike Brett (Ward Manager, Ward 37 – Medical / Respiratory)

Wirral NHS

Lisa Cooper (Clinical Director, Provider Services)
Tina Long (Director of Strategic Partnerships)
Debbie Mayor (Acting Deputy Director, Strategic Partnerships)

Cheshire and Wirral Partnership Foundation Trust

Dr Andrew Ellis (Clinical Director, Adult Mental Health Services)
Dr Mike Rimmer (Liaison Psychiatrist)

Wirral Borough Council

Pete Gosling (Principal Manager, Access & Assessment, Department of Adult Social Services)
Anne Bailey (HARTS - Service Development Manager, Department of Adult Social Services)
Jeanette Hughes (Team Manager, Department of Adult Social Services)

Third Sector

Myrtle Lacey (Chief Executive, Age Concern, Wirral)
Chriss Kenny (Senior Manager Care Services, Devonshire Centre)
Sue Newnes (Support Services Manager, Alzheimer's Society, Wirral)
Ken McDermott (Representative of Wirral Older People's Parliament and Carer)

2. Meetings with carers of People with Dementia

During the review, Panel Members aimed to learn from the experiences of those most closely involved in caring for people with dementia. Therefore, two focus groups involving groups of carers were held as follows:

Devonshire Centre, Age Concern – 26th November 2009
Lonsdale Centre, Alzheimer's Society – 21st April 2010

3. Written Evidence

Written evidence was received from a variety of sources. This included specific evidence received by email from the following:

Sandra Wall (Wirral Older People's Parliament)
Jean Maskell (Carers Representative, Wirral LINK)
Sheila Kennedy (Member, Wirral LINK)
Keith Troughton (Merseyside Fire & Rescue Service)
Julia Simms (Head of Medicines Management, NHS Wirral)

Appendix 3 : References

Wirral documents

'Dementia Services in Wirral', Report to Social Care, Health and Inclusion Overview and Scrutiny Committee, 24th November 2008.

'A Strategy for Services for Older People with Mental Health Needs', produced by NHS Wirral and Wirral Department of Adult Social Services, April 2009

Wirral Joint Strategic Needs Assessment, 2009/10, produced by Wirral NHS

Wirral NHS document 'National Dementia Strategy', which provides a response to the National Strategy for Wirral.

'Investment to help Wirral dementia patients', Wirral Borough Council Media Release, dated 11th February 2009

'Wirral to lead the way on new National Dementia Strategy', Wirral Borough Council Media Release, dated 27th June 2008

National reports

'World Alzheimer Report 2010: The Global Economic Impact of Dementia', Alzheimer's Disease International, dated 2010

'Dementia 2010: The economic burden of dementia and associated research funding in the United Kingdom' – A report produced by the Health Economics Research Centre, University of Oxford for the Alzheimer's Research Trust

'Living Well With Dementia: A National Dementia Strategy', Department of Health, published 2009

'Living Well With Dementia: A National Dementia Strategy – Implementation Plan', Department of Health, published 2009

'Quality outcomes for people with dementia: building on the work of the National Dementia Strategy', Department of Health, September 2010

'Acute Awareness – Improving hospital care for people with dementia', NHS Confederation, 2010.

'Counting the Cost – Caring for people with dementia on hospital wards', Alzheimer's Society, 2009

'Support. Stay. Save. – Care and support of people with dementia in their own homes', Alzheimer's Society, January 2011

'Improving Dementia services in England – an Interim Report', National Audit Office, 14th January 2010

'National Audit of Dementia', Interim Report, The Royal College of Psychiatrists, December 2010

Other Documents

'Dementia "losing out" to cancer in funding stakes', BBC website, 3rd February 2010

'Mental Health Intermediate Care team for Older Adults', Mental Health News, January 2010

Mental Health News, 'Dementia Care in an acute setting', Mental Health News, 14th July 2010 – referring to work undertaken at Leighton hospital, Crewe.

DH Care Networks website, 'CSED supporting successful Integrated Care and Support Pathway Planning (ICSPP)', 22nd February 2010

Appendix 4 : List of tables

Table	Description	Section	Page
1	Dementia prevalence on GP registers (2008/9) in Wirral	6.1.1	11
2	Projections of dementia Prevalence in Wirral for over 65's (from a base figure of 2008)	6.1.1	11
3	Objectives of the National Dementia Strategy	6.2.1	13

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WIRRAL COUNCIL

CABINET

14 APRIL 2011

SUBJECT:	<i>DEPARTMENT OF ADULT SOCIAL SERVICES - REPORT OF INDEPENDENT INVESTIGATOR</i>
WARD/S AFFECTED:	<i>ALL</i>
REPORT OF:	<i>DIRECTOR OF LAW, HR AND ASSET MANAGEMENT</i>
RESPONSIBLE PORTFOLIO HOLDER:	<i>COUNCILOR JEFF GREEN</i>
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 This agenda item presents the Report prepared by Martin Smith, Independent Associate Consultant, North West Employers, into his investigation into the treatment of Martin Morton, former Supported Living Development Officer in the Department of Adult Social Services (DASS). The Report considers Mr Morton's allegations of abuse of power/bullying whilst he was employed by the Council. Mr Smith's Report is attached as Appendix 1.
- 1.2 This report contains exempt information as set out in paragraphs 1 and 2 of Schedule 12A of the Local Government Act 1972. Paragraph 1 of that schedule refers to information relating to an individual and paragraph 2 refers to information which is likely to reveal the identity of an individual. Having regard to the nature of the allegations and findings contained within Mr Smith's Report, this may lead to the Council taking disciplinary and/or capability action. Therefore, at this stage, pending conclusion of any such proceedings, it is in the public interest for this report and Appendix 1 to remain exempt. At the conclusion of any capability and/or disciplinary proceedings this position should be reviewed.

2.0 RECOMMENDATION/S

- 2.1 That Cabinet:
- (a) Receives and considers the Report of Martin Smith, presenting the findings of his investigation into the treatment of Martin Morton in relation to his allegations of abuse of power and/or bullying.
 - (b) Accepts all the findings contained within Mr Smith's Report.
 - (c) Accepts all the recommendations contained within Mr Smith's Report and, in relation to those recommendations:

- (i) instructs the Chief Executive to ensure that the Council's policies in relation to Harassment Bullying and Victimisation; Grievances; and Whistleblowing are all reviewed as a matter of urgency: with a view to incorporating those changes and improvements recommended by Mr Smith (and all other provisions that officers consider appropriate), to ensure that the policies are up to date and fit for purpose;
- (ii) that following completion of (i) above, a timely and comprehensive programme of training for all Council managers is put in place to ensure that the revised policies are understood and applied throughout the Authority;
- (iii) that the Head of Human Resources and Organisational Development takes all necessary action to ensure that Recommendation 3 (relating to the Council's HR function) is implemented, in full, as soon as practicable;
- (iv) that the Chief Executive takes all necessary action to ensure that Recommendation 4 (relating to the Council's corporate governance arrangements for dealing with employees' complaints) is implemented as soon as practicable;
- (v) that the Chief Executive ensures that all appropriate action is taken by Council officers in relation to any issues of capability and/or disciplinary action arising from the findings in Mr Smith's Report where officer roles and responsibilities have not been met; and
- (vi) that Cabinet gives consideration, in the light of the investigation findings, to the Council's obligations towards Martin Morton and determines whether it should consider an appropriate remedy of the Council's treatment of him.

3.0 REASON/S FOR RECOMMENDATION/S

3.1 Mr Smith's Report is a lengthy document, at over 270 pages and in excess of 125,000 words. It has been prepared following a very thorough investigation. During this investigation all relevant witnesses who were willing to take part in the process were interviewed by Mr Smith; and evidence statements agreed with those participants. The investigatory process adopted by Mr Smith appears to be thorough, fair and balanced. In the light of this, it seems reasonable for the Council to have considerable confidence in the robustness of Mr Smith's findings and the appropriateness of his recommendations.

4.0 BACKGROUND AND KEY ISSUES

4.1 Cabinet will be familiar with the whistleblowing concerns raised by Martin Morton, the Former Support Living Development Officer in DASS. Mr Morton referred these issues to the Audit Commission under the Public Interest Disclosure Act 1998, which resulted in the Commission submitting a formal report under the Act to the Council. This led to a further investigation by the Council's Internal Audit Section, which in turn resulted in a series of reports to the Audit and Risk Management Committee, in 2009 and 2010.

- 4.2 Following the meeting of the Audit and Risk Management Committee on 23 September 2009, Cabinet met on the following day. Minute 137 of the Cabinet Meeting of 24 September 2009 records that:

Councillor Holbrook referred to his attendance at the meeting of the Audit and Risk Management Committee on 23 September, which had considered the report of the Chief Internal Auditor in relation to an investigation of matters raised by a whistleblower (Mr M Morton) with the Audit Commission under the Public Interest Disclosure Act ("PIDA"). He reported that the Committee had given full and detailed consideration to the report and he asked Cabinet to support their decisions.

Cabinet resolved that:

1. *That Cabinet welcomes and supports the decision taken by the Audit and Risk Management Committee on 23 September.*
2. *That the Director of Law, HR and Asset Management be instructed to commence and investigation into the treatment of Mr Morton in relation to allegations of bullying.*

- 4.3 In line with the Cabinet resolution, the Director of Law, HR and Asset Management instructed Martin Smith, an Independent Associate Consultant with North West Employers, to conduct an independent investigation into Mr Morton's allegations. Mr Smith was formerly the Director of Personnel and Performance at Salford City Council and therefore has the relevant knowledge and experience to conduct such an investigation. Mr Smith was advised when instructed that the circumstances surrounding this case are complex; and that it would therefore not be possible to set a definitive timescale for his investigation. Mr Smith, however, was instructed to undertake a thorough, fair and robust investigation.

- 4.4 In the introduction to his main Report, Mr Smith states that the purpose of his investigation was to seek to establish whether Martin Morton was subject to any bullying or other inappropriate behaviour by any officer or Elected Member, or by the Council as an organisation. He describes his methodology in detail; refers to a chronology of events that is appended to his Report as his appendix 1; and describes the legal duty of care that an employer owes to all its employees. Mr Smith points out (paragraph 1.12 in his Report) that an employer is under an obligation to ensure that the following implied terms of an employment contract are honoured;

- to keep employees safe from harm;
- to provide support and assistance to employees; and
- to maintain the employee's trust and confidence.

- 4.5 Cabinet will see that a key issue emerging from Mr Smith's Report is the failure by management to recognise that the concerns raised by Mr Morton comprised a mixture of employee related matters (which were appropriate to be dealt with under the Authority's grievance procedure); and a number of very serious concerns about service failures. The latter should have been (but were not) regarded as whistleblowing concerns and should have been dealt with accordingly.
- 4.6 The failure on the part of senior managers to appreciate this important distinction (between employee related matters and concerns about service failures) was a very large factor in the deteriorating relationship between the Authority and Mr Morton. Flowing from this, Mr Smith recognises what he describes as "two perspectives" (in paragraph 2.4 and 2.5). Mr Morton has alleged that there was a bullying culture in DASS which led to some of the personal treatment he received; but he also has claimed that he was bullied because he was a whistleblower. Consequently, Mr Smith had to investigate those allegations based on individual/personal behaviour by officers and Elected Members and other allegations based on the formal actions of the Council, as an organisation.
- 4.7 Mr Smith categorises Mr Morton's allegations under the following categories:
1. Bullying
 - 1(a) Personal Behaviour

Persistently criticising unnecessarily.
Making inappropriate personal comments.
 - 1(b) Collective Behaviour

Deliberate isolation by ignoring and excluding someone.
Withholding information or removing areas of work without justification.
Failure to support/undermining someone.
 2. Abuse of Power
 - 2(a) Denial of due process at departmental level.
 - 2(b) Denial of due process at corporate level.

Lastly, Mr Smith records that Mr Morton raised concerns about a possible example of nepotism; and an alleged inappropriate payment to a previous whistleblower.
- 4.8 The bulk of Mr Smith's Report contains the findings of his investigation. This is part 5 of the Report which commences on page 44 and extends to page 202.

- 4.9 Mr Smith conducted his investigation in accordance with the Council's Harassment Bullying and Victimisation Policy. This policy states that "when investigating the complaint, it is important to take account of the feelings of the complainant in terms of what has happened. What is offensive and unacceptable behaviour is up to the recipient to determine".
- 4.10 Mr Smith's overall conclusions are set out in part 6 of his Report (commencing at page 203).
- 4.11 Mr Smith concludes that there were three examples of personal behaviour which he believed were inappropriate and which resulted in Martin Morton being bullied. These are detailed in paragraph 6.34 of the Report.
- 4.12 Mr Smith concludes that there were seven examples of collective behaviour which he believes were inappropriate; and which resulted in Martin Morton receiving detrimental treatment. These are detailed in paragraph 6.42 of the Report.
- 4.13 Mr Smith concludes that there were three examples of what he believes to be inappropriate behaviour/abuse of power at the departmental level in DASS; and which resulted in a denial of due process by the Council as an organisation. These are detailed in paragraph 6.52 of the Report.
- 4.14 Lastly, Mr Smith finds that there were three examples of inappropriate behaviour/abuse of power at corporate level, which he believes resulted in a denial of due process by the Council, as an organisation, in its consideration of Martin Morton's grievance claims. These are listed at paragraph 6.63 of the Report.
- 4.15 Where Mr Smith does not uphold allegations made by Mr Morton, sometimes it is because the evidence presented to Mr Smith has been conflicting; and on other occasions, it is because Mr Smith's judgement as to the interpretation of the evidence differs to that applied to it by Mr Morton.
- 4.16 Mr Smith's recommendations are set out in part 7 of his Report which commences at page 227.
- 4.17 Recommendation 1 concerns suggested improvements to the Council's policies and procedures relating to: (1) Harassment Bullying and Victimisation in the Workplace Policy ("HBV"); (2) Grievance Procedures; and (3) Confidential Reporting (Whistleblowing) Policy.
- 4.18 Recommendation 2 emphasises the importance of raising understanding and awareness of the role, purpose and use of the Council's HBV, Grievance and Whistleblowing policies. Following reviews of these policies a programme of training and awareness will need to be put in place to ensure that they are understood and applied across the organisation.

- 4.19 Recommendation 3 concerns the role of HR and recommends that it adopts a more pro-active role in matters of employee complaints. As part of this, appropriate support will be provided to employees who raise grievances, or use the whistleblowing procedure.
- 4.20 Recommendation 4 (page 238) proposes that the Council strengthens its corporate governance arrangements when dealing with employees' complaints in all forms under the HBV, Grievance and Whistleblowing procedures.
- 4.21 Recommendation 5 relates to how the Council gives consideration to all the findings contained within Mr Smith's Report; particularly those where the Authority may take the view that officer roles and responsibilities may not have been met. These are matters to be considered against the background of the Council's employment policies relating to capability and/or disciplinary action. It is proposed that, where appropriate, action is taken in line with these policies.
- 4.22 Mr Smith's final recommendation, Recommendation 6, is that, in the light of the investigation findings, the Council should consider its obligations to Martin Morton; and determine whether it should consider an appropriate remedy for the manner in which the Council has treated him.

5.0 RELEVANT RISKS

- 5.1 Mr Smith's Report makes a number of significant criticisms, not just of individual officers, past and present, but also of collective behaviour within DASS and across the whole Authority. It is therefore important that robust and appropriate action is taken to ensure that the errors of the past are not repeated. With this in mind, the recommendations contained within Mr Smith's Report seem logical and appropriate steps to be taken by way of learning and improvement.

6.0 OTHER OPTIONS CONSIDERED

- 6.1 Given the thoroughness of Mr Smith's investigation and the robustness of his methodology, the alternative option of rejecting some or all of his findings and recommendations, whilst considered, was swiftly rejected.

7.0 CONSULTATION

- 7.1 Mr Smith's Report lists those persons he interviewed and refers to the much smaller number of people whom he was not able to interview.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 8.1 None.

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

- 9.1 None arising immediately from this report.

10.0 LEGAL IMPLICATIONS

10.1 Reference is made in the body of this report to the relevant obligations on the part of an employer towards all employees.

11.0 EQUALITIES IMPLICATIONS

11.1 None directly arising from this report. However, Members will be mindful that Mr Morton's whistleblowing concerns related to the unlawful charging of vulnerable adults in a number of Council owned properties.

11.2 Equality Impact Assessment (EIA)

- (a) Is an EIA required? No.
(b) If 'yes', has one been completed? No.

12.0 CARBON REDUCTION IMPLICATIONS

12.1 None.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 None.

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APPENDICES

Appendix 1 Report prepared by Martin Smith, Independent Associate Consultant, North West Employers, of his investigation into the treatment of Martin Morton in relation to allegations of abuse of power/bullying. The Report is dated 31 March 2011.

REFERENCE MATERIAL

Appendix 1, together with the reports and minutes listed below.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Audit and Risk Management Committee	24 March 2010
Audit and Risk Management Committee	25 November 2009
Cabinet – minute 137	24 September 2009
Audit and Risk Management Committee	23 September 2009
Audit and Risk Management Committee	04 November 2008
Audit and Risk Management Committee	30 September 2008

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By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A of the Local Government Act 1972.

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