



## Council Excellence Overview and Scrutiny Committee

<b>Date:</b>	Thursday, 15 September 2011
<b>Time:</b>	6.00 pm
<b>Venue:</b>	Committee Room 1 - Wallasey Town Hall

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### AGENDA

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

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

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

**2. MINUTES (Pages 1 - 12)**

To receive the minutes of the meeting held on 12 July 2011.

**3. FINANCIAL MONITORING STATEMENT (Pages 13 - 18)**

**4. BUDGET PROJECTIONS 2012/2015 (Pages 19 - 26)**

**5. OUTCOME BASED COMMISSIONING (Pages 27 - 30)**

**6. REVENUES, INCOME AND BENEFITS (Pages 31 - 36)**

**7. COMMUNITY BUDGETS**

Report of the Director of Finance to be circulated separately

8. **TREASURY MANAGEMENT PERFORMANCE MONITORING - QUARTER 1 (Pages 37 - 46)**
9. **STRATEGIC CHANGE PROGRAMME - UPDATE (Pages 47 - 78)**
10. **OFFICE RATIONALISATION - UPDATE REPORT (Pages 79 - 84)**
11. **EARLY VOLUNTARY RETIREMENT/VOLUNTARY SEVERANCE AND ORGANISATIONAL CHANGE (Pages 85 - 146)**
12. **PERFORMANCE AND FINANCIAL REVIEW - FIRST QUARTER 2011/2012 (Pages 147 - 160)**
13. **FORWARD PLAN**

The Forward Plan for the period September to December 2011 has now been published on the Council's intranet/website and Members are invited to review the Plan prior to the meeting in order for the Council Excellence Overview and Scrutiny Committee to consider, having regard to the work programme, whether scrutiny should take place of any items contained within the Plan and, if so, how it could be done within relevant timescales and resources.

14. **REVIEW OF SCRUTINY WORK PROGRAMME (Pages 161 - 170)**
15. **ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 1)**
16. **EXEMPT INFORMATION - EXCLUSION OF MEMBERS OF THE PUBLIC**

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

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

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

## COUNCIL EXCELLENCE OVERVIEW AND SCRUTINY COMMITTEE

Tuesday, 12 July 2011

Present: Councillor P Gilchrist (Chair)

Councillors RL Abbey J Hale  
A Brighouse C Jones  
A Cox J Keeley  
D Dodd S Williams  
P Doughty

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

Members were asked to consider whether they had a personal or prejudicial interest in any matters to be considered at the meeting and, if so, to declare them and state what they were.

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

No such declarations were made.

### 2 APPOINTMENT OF VICE-CHAIR

On a motion by the Chair, duly seconded, it was –

**Resolved – That Councillor A Brighouse be appointed Vice-Chair for the ensuing municipal year.**

### 3 MINUTES

**Resolved – That the minutes of the meeting held on 16 March 2011, be approved.**

### 4 ORDER OF BUSINESS

The Chair agreed to vary the order of business and take items 17, 18 and 13 next.

### 5 THE PEOPLE STRATEGY 2010 - 2013: 2010/2011 ACHIEVEMENTS

The Director of Law, HR and Asset Management presented an update on the People Strategy achievements for 2010/2011. The aim of the Strategy was to ensure that the Council had an effective and productive workforce to meet its current and future objectives, the principles being that people who were well led, healthy, motivated and developed were more likely to deliver effectively.

In response to comments from Members the Head of HR and OD outlined the agile working policy which was driven by service change and office accommodation rationalisation and informed the committee that a restructure policy was in place to help with restructures. A performance management framework was in place which would help with the measurement of the effectiveness of key policies within the strategy. A staff survey was also been considered to obtain feedback from employees. She outlined the benefits of the MBA leadership course and the criteria which applied for pursuing this as the Council did need to increase its leadership capacity.

She also acknowledged that it had been a difficult year for staff and that some employees were feeling demotivated, but the aim of the People Strategy was to support staff.

A Member suggested the need for a report on the current position with the change programme.

**Resolved – That the officers be thanked for a comprehensive report and update on the People Strategy achievements in 2010/2011 and that a further report be brought to the next meeting which would look at the effect on employees of remodelling / redeployments and the support in place for individuals.**

## 6 CORPORATE PLAN - PERFORMANCE REPORTING

The Chief Executive reported that at its meeting held on 14 April 2011 (minute 379 refers), the Cabinet approved a report setting out the arrangements for governance, delivery and monitoring of the Corporate Plan, and an outline of proposed structure for the quarterly reports. The report set out in more detail the planned, strengthened approach to delivering the Corporate Plan with a robust structure to manage performance and delivery and he commented that the approach was intended to ensure that the new Corporate Plan was the key driver for departmental activity and managing performance.

Responding to comments from Members, the Interim Head of Corporate Planning, Engagement and Communications stated that she would be happy to circulate performance indicators to Members and that she was looking at ways in which performance information could be displayed in the Town Hall.

The Chair referred to the need to see performance reports regularly and the possibility of them being emailed to Members once they were in the web library.

In respect of governance, the Director of Finance commented that the Audit and Risk Management Committee was the responsible committee for that area.

**Resolved –**

**(1) That the detail of the proposed approach for reporting and managing performance against the 2011/2014 Corporate Plan targets be noted, including –**

- **Reporting Structure**

- **Planned arrangements to ensure progress against the Corporate Plan is subject to continuous review by officers to ensure effective reporting to Cabinet and Overview and Scrutiny Committees**
- **Supporting Performance Systems**

**(2) That the officers be thanked for the report and the Committee looks forward to receiving further information.**

## **7 EQUALITY IMPLICATIONS OF COUNCIL BUDGET**

Further to minute 126 (16 March 2011), the Interim Director of Corporate Services reported that as part of the Equality Duty 2010, all public sector organisations were required to 'give due regard to the impact on equality of their funding and policy decisions'. It was therefore a legal requirement for the Council to complete equality impact assessments. He reported that the Directors of Corporate Services; Technical Services; Finance; Law, HR and Asset Management; and Children and Young People, had assessed their departments and, as no cuts or significant changes to frontline services were required, there had been no need to complete formal equality impact assessments.

With regard to changes to frontline services within the Adult Social Services Department, an equality impact assessment (EIA) into the re-provision of care services was carried out in advance of a consultation exercise, which recommended the changes that had been made. The impact assessment was completed on the whole proposal rather than on specific sites and a further equality impact assessment was carried out for Fernleigh and for the transformation of the HART Service across to the STAR service in 2010/2011.

An equality impact analysis of the service changes and the leavers programme showed no negative impact on the make up of the workforce across the Council and he indicated that the equality profiling data had not significantly altered in proportion to the rest of the workforce.

Responding to comments from Members, the Corporate Equality and Cohesion Manager stated that the Council published all completed EIAs on its website. There had been no significant change to the equality profile of the workforce following the recent round of EVRs and everyone in the Council workforce had had the same opportunity to apply for EVR / VS.

**Resolved – That the report be noted and the officers be thanked for the report and the assurances that robust systems were in place to challenge and monitor equality implications of funding and policy decisions.**

## **8 FINANCIAL MONITORING STATEMENT**

The Chair agreed that this item along with items 7 (Budget Projections 2012/15) and item 14 (Financial Out-Turn 2010/11) be considered concurrently (see minutes 9 and 10 post).

The Director of Finance provided a summary of the position of the revenue accounts and General Fund balances as at 31 May 2011. He also circulated an update as at

30 June 2011, which highlighted a number of pressure areas that had been highlighted by Departments –

- Pressures of £6m in Adult Social Services  
He reported that potential slippage in implementing the 2011/2012 savings accounted for £3m and a further £3m related to underlying pressures from increased demand for older people and people with learning disabilities. The Interim Director was looking at options to reduce any potential overspend.
- Pressures of £5.6m in Children & Young People  
He reported that increasing demand within Child Care amounted to £2.8m, with foster care accounting for £1.7m of that amount. The Integrated Transport Unit had potentially a £1.1m overspend through increased commitments and the non-achievement of savings and £1.2m related to other costs including delayed EVR savings, court fees, social care car allowances and additional pension liabilities. The Interim Director was also looking at options to reduce any potential overspend.
- In respect of the other departments, the Director reported that the implementation of the policy options and delivery of the savings were all progressing. The achievement of income targets remained the key concern with this being highlighted within Corporate Services for the transferred services of building and planning control and Technical Services in respect of car parking and cultural services activities

The Director reported that the projected level of balances at 1 April 2011 when setting the 2011/2012 Budget was £14.1m. Of that, £7.2m was allocated to fund 'one-off' options and the cost of the EVR/VS Scheme in 2011/2012 leaving a projected balance at 31 March 2012 of £6.9m. The release of Connexions reserve monies allowed £4.4m (the EVR/VS scheme element) to be funded in 2010/2011. The outturn for 2010/2011 resulted in a net increase in balances of £1m and he commented that the Cabinet had agreed to fund Fernleigh House and agreed additional funding for the integrated transport unit. This resulted in current predicted balances of £11.5m, which would be reduced by any further budgetary allocations or overspends within the 2011/2012 financial year.

Responding to comments from Members, the Director stated that all chief officers were aware that they had to maintain their expenditure in line with their departmental budget. If a substantial variation was arising they would have to report this to Cabinet and it would be for Cabinet to decide where potential savings could be made to balance the projected overspend. Individual chief officers report to their relevant Overview and Scrutiny Committees on potential budget variations. He acknowledged the difficulties faced by both the Adult Social Services and Children and Young People's departments which had to manage unpredictable demand driven care services.

The Chair suggested the need for a better early warning system which would highlight where budgetary variations were occurring. A Member suggested that the relevant chief officers be invited to this Committee to explain how they were addressing any budgetary issues.

**Resolved – That the Financial Monitoring Statement be noted and the Committee looks forward to each monthly statement and hopes to see an improvement.**

9 **BUDGET PROJECTIONS 2012/2015**

The Director of Finance presented the projected budget for 2012-2015, which had been considered by the Cabinet on 2 June 2011 (minute 7 refers). He set out the assumptions which underpinned the projections and reported upon the outcome of grant negotiations and other legislative issues. Balances were projected to be £6.3m at 31 March 2012 and with savings having been taken into account, he reported that there would be a projected shortfall of £20.8m in 2012/2013, £27.6m in 2013/2014 and £30.3m in 2014/2015. (See also minute 8 ante).

**Resolved –**

**(1) That the budget projections be reviewed on a regular basis.**

**(2) That the Committee expects Members of the Council to be updated on the financial pressures with more information than is contained within the financial monitoring reports.**

10 **FINANCIAL OUT-TURN 2010/2011**

At the request of the Chair, the Committee was requested to give consideration to concerns expressed by the Cabinet (minute 26 (23 June 2011) refers) in relation to the Financial Out-Turn 2010/2011. (See also minute 8 ante).

**Resolved – That this Committee notes that budget projections are reported regularly to Cabinet and also that they should be regularly reviewed and reported to all Members.**

11 **OFFICE ACCOMMODATION - UPDATE REPORT**

The Director of Law, HR and Asset Management reported upon the Phase 2 proposals of the Office Rationalisation Project. Recent activity included Westminster House being vacated and prepared for sale; discussion in relation to the relocation of staff from the Old Courthouse building; the relocation of staff based at Willowtree to the former Pensby Park Primary School; and, the baseline information of building occupancy being updated to reflect the position following the Voluntary Severance/Early Voluntary Retirement exercise.

Phase 2 proposals included the identification of the following buildings as options for closure once staff and services had been relocated into suitable alternative accommodation –

- Liscard Municipal Offices
- Bebington Town Hall
- Bebington Town Hall Annexe

The Director also presented information on the occupancy figures and staff space per person for all council buildings.

Responding to comments from Members the Director informed the Committee that Wirral Partnership Homes was still very much interested in acquiring Westminster House and he fully expected it to be sold in the near future. A report would be considered by Cabinet at its next meeting on 21 July. He would provide further details if the Committee were to go into exempt session.

He commented that 350 office based staff had left the Council over the last 6 months and this would need to be factored into a revised business case. Currently the Council was occupying twice the amount of office space that it needed. A report would be going to Cabinet in September to seek approval for a way forward in terms of office rationalisation and he assured the Committee that they would be provided with an update in September.

The Chair commented that he would be anxious to see the report to Cabinet in September and consider its contents at the earliest opportunity and a future list of Council buildings should include a breakdown of staff by department in each. He also suggested that a seminar for Members on office accommodation would be worthwhile.

**Resolved – That the report be noted and the Committee looks forward to receiving a report in September.**

## 12 REVENUES INCOME AND BENEFITS

The Director of Finance provided information on the position regarding Council Tax, National Non Domestic Rate, general debt and cash income collection and the payment of benefits.

**Resolved – That the report be noted.**

## 13 ICT SECURITY SOFTWARE TENDER REPORT

The Director of Finance reported upon the award of a contract, under delegated authority, for the provision and support of ICT security software. The contract was awarded to Software Box for a period of three years at a total cost of £107,000, with an option to extend it for a further year if it was considered advantageous to the Council. He outlined the tendering process and set out the key issues in relation to ICT security including the duty of care under the Data Protection Act to protect personal or sensitive information, including that stored in computer systems.

He reported also that Wirral was connected to the Government Secure Extranet (GCSx), which was used to exchange data with Government departments, other local authorities and the NHS. The Department for Work and Pensions (DWP) used this network to deliver benefits information to the Council and it was therefore essential to the effective provision of Housing Benefit and Council Tax Benefit. Since any network was only as secure as its weakest link, the Council had to comply with the GCSx Code of Connection in order to remain connected to the Government networks. The software procured as part of the tender delivered some of the requirements to ensure compliance was achieved.



**Resolved – That the award of the contract to Software Box for a period of three years at a total cost of £107,000, with the option to extend it for a further year, be noted.**

#### 14 LOCAL GOVERNMENT RESOURCE REVIEW

The Director of Finance reported that on 17 March 2011, the Government launched the Local Government Resource Review, the vision of which was of 'self-funded' councils that kept their local business taxes, with central grant dependence scaled back, except where it was needed to protect the interest of taxpayers. The Review was expected to conclude in July 2011 and he reported that part of the first phase of it was to consult with interested parties, including businesses of all sizes. Although the Government had stated that councils which were more deprived would continue to receive Government support, the Director indicated that the main risk was financial, as Wirral collected less than it received back from the Government in grant support.

The whole process would feed into the Local Government Financial Settlement 2013/14 and responding to comments from Members he stated that all options currently put forward would see Wirral lose out but this only formed one element of local government finance.

**Resolved –**

- (1) That action be taken to protect, as far as possible, the Council's financial position.**
- (2) That support be given to any responses from SIGOMA (Special Interest Group of Metropolitan Authorities) and the Liverpool City Region which seek 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) That this Committee expresses its concern that the business rate option, as understood, places Wirral in a difficult situation unless other funding streams replace them and that these concerns be referred to Cabinet.**

#### 15 PROCUREMENT STRATEGY

The Director of Finance presented the revised Procurement Strategy which had been agreed by the Cabinet on 2 June 2011 (minute 8 refers). The Strategy had previously been amended following an Audit Commission review of commissioning and procurement activity and he commented that the present revision had been developed in the context of enhancing good procurement practice to support better value purchasing and delivery of specific financial targets agreed in the 2011/2012 Budget.

**Resolved – That the revised Procurement Strategy be noted.**

## 16 **BENEFITS ANNUAL REPORT**

The Director of Finance presented the Housing and Council Tax Benefit Annual Report 2010/2011, which highlighted developments within the benefits service over the last year. In line with the economic recession, a shift in claimant activity had resulted in an increasing workload of 41,244 claims, compared to 39,332 two years ago. He commented also that not only had the cost of the service increased in terms of the payment of benefits and administration, the workload was also impacted upon by the volumes of 'intentions to claim' and defective claims received, which were not reflected in the increasing live caseload but nevertheless drew on resources and were reflective of the current economic climate.

He commented also upon performance issues and reported that given the ongoing increase in service demand and customer expectation, the ability to respond to need had been excellent, despite the impact of the Voluntary Severance/Early Voluntary Retirement process. He reported upon the work of the Fraud Investigation Team and indicated that a focus on higher level fraud had led to more complex investigations and resulted in an increase in the level of prosecution cases.

A Member commented upon the need to monitor the impact the introduction of universal credit may have on claimants.

**Resolved – That the report be noted.**

## 17 **CUSTOMER SERVICES ANNUAL REPORT**

The Director of Finance presented the Customer Services Annual Report for 2010/2011. The work of the Customer Services Teams was to implement the Customer Access Strategy and support officers by working to ensure that the main access channels, the Call Centre, the One Stop Shops and the web, provided up to date responsive advice with an ability to resolve many enquiries at first point of contact. In November 2010 the Library Service joined the Finance Department and the Director commented that its role would be key in extending and improving customer services both in that service and in the help it can give to services throughout the Authority and to other organisations as part of a fully co-ordinated customer contact service.

Staff were working towards a merger of Libraries and One Stop Shops and the Director indicated that their co-location would improve accessibility to all Council services for customers, with the provision of both services in one facility. It offered savings in terms of building rationalisation and there would be opportunities throughout the structure for staff from both Libraries and One Stop Shops to learn more skills for career development. Crucially there would be no detriment to the current provision of the Library service and range of Library activities. Likewise within the One Stop Shops, the restructure was planned to deliver an enhancement to current provision.

The Director reported also upon performance of the Call Centre and One Stop Shops and set out areas for future development of the service. Significant work had been undertaken in relation to customer feedback from a range of sources and work was ongoing to ensure a consistent approach. Benchmarking was undertaken by way of the Call Centre being a member of 'Call North West', a support organisation for

contact centres across various service sectors. In addition, One Stop Shops were a member of the National One-Stop Shop Benchmarking Group. Wirral shared with the other authorities the One Stop Shop Customer Satisfaction Statistics which, in 2010, was 95%. This compared well to the other 24 members and no Metropolitan Authority recorded a higher return.

**Resolved – That the report be noted and the officers be thanked for the services offered to the public during the year.**

## 18 **DEVELOPMENT OF AN OUTCOME BASED COMMISSIONING FRAMEWORK**

Further to minute 9 (Cabinet – 2 June 2011), the Director of Finance provided an overview of the development of an outcome based Commissioning Framework, which could be used as the basis for fundamental service reviews and re-commissioning activity over the medium term in order to achieve the objectives set out in the Corporate Plan. He commented that the aim of an outcome based approach to commissioning was to shift the focus of what the Council did, from activities to results, and from how a programme operated to the good it accomplished. He reported that, whilst the model under development had to be capable of being applied to every function within the Council it was proposed to focus it in two areas initially –

- (a) services provided across the Council by the voluntary, community and faith sectors, and
- (b) services provided in the Department of Adult Social Services to people with a learning disability.

Lessons learnt from the pilots would be applied to other service reviews as they were undertaken and he commented that considerable work in relation to the learning disability project had already been completed as part of the DASS Improvement Plan and budget stabilisation programme. The work had been done in conjunction with NHS Wirral and had informed the development of the Commissioning Framework. Consultation was ongoing with all Council Departments and proposals would be developed for wider sector participation in the further development of the framework. The proposals would reflect the need to work in partnership with the voluntary, community and faith sector to develop a clear understanding and consensus about the framework and, in doing so, would also recognise the work that had already been done with the sector and partners to explore local commissioning approaches.

**Resolved –**

- (1) That the principles contained within the report of the Director of Finance that underpin the development of an outcome based Commissioning Framework, be noted.**
- (2) That a further report be presented on options for applying such a framework to major service reviews emerging from the consultation exercise.**

## 19 **TREASURY MANAGEMENT ANNUAL REPORT**

The Director of Finance presented a review of Treasury Management activities in 2010/2011, which had resulted in £1m of additional receipts from investment income and a saving of £2m from the capital financing activities that could now be returned to the General Fund balances. He confirmed compliance with treasury limits and prudential indicators and provided a definition of Treasury Management as 'the management of the local authority investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks'. He confirmed that the Annual Report had been prepared in accordance with the revised CIPFA Code of Practice on Treasury Management and the revised Prudential Code. He commented also upon the current economic background and reported upon investment and borrowing activity during the year.

**Resolved –**

- (1) That the Treasury Management Annual Report for 2010/11 be noted and the thanks of this Committee be accorded to the staff for their work in contributing to the Council's finances.**
- (2) That the transfer of additional investment income of £1m and the saving of £2m from capital financing activities in 2010/2011 to the General Fund balance be noted.**

## 20 **FINAL LOCAL GOVERNMENT FINANCE SETTLEMENT 2011/2013**

The Director of Law, HR and Asset Management reported that at its meeting held on 14 April 2011 (minute 144 refers), the Cabinet considered minute 128 of the Council Excellence O&S Committee held on 16 March 2011, together with the report of the Director of Finance in relation to the Final Local Government Finance Settlement. The Cabinet thanked the Committee for its referral and noted its concerns.

**Resolved – That this be noted.**

## 21 **FORWARD PLAN**

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

**Resolved – That the Forward Plan be noted.**

## 22 **REVIEW OF SCRUTINY WORK PROGRAMME**

Members considered an update of the final work programme for the year ending April 2011 and the Chair sought views as to what topics should form the basis of the work

programme for the ensuing municipal year. The Chair commented that he had liaised with group spokespersons and it was -

**Resolved – that the following issues be added to the Committee’s work programme for 2011/2012 –**

- **Strategic Change Programme and progress (September)**
- **Office Rationalisation (September)**
- **Benefits and benefit changes as a result of the Welfare Reform Bill**
- **Progress on agile working**
- **Back office efficiencies and achievements**
- **The effect of the Localism Act**

**23 ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 1)**

A Member suggested, and it was agreed that all future meetings of the Committee start at 6.00pm.

**24 EXEMPT INFORMATION - EXCLUSION OF MEMBERS OF THE PUBLIC**

**Resolved - That, under section 100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined by paragraph 3 (information relating to the financial/business affairs of a third party) of Part I of Schedule 12A (as amended) to that Act. The Public Interest test had been applied and favoured exclusion.**

**25 ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 2)**

Further to minute 11 ante, the Director of Law, HR and Asset Management gave details of the valuations which had been received for Westminster House.

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## WIRRAL COUNCIL

### COUNCIL EXCELLENCE OVERVIEW & SCRUTINY COMMITTEE

15 SEPTEMBER 2011

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

#### **1.0 EXECUTIVE SUMMARY**

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

#### **2.0 RECOMMENDATION**

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

#### **3.0 REASON FOR RECOMMENDATION**

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

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

##### **MONITORING STATEMENT**

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

##### **IMPACT OF CABINET DECISIONS HAVING BUDGETARY IMPLICATIONS**

- 4.2 The changes agreed by Cabinet affecting the 2011/12 financial position are:-
- On 17 March 2011 it was agreed to retain Fernleigh for the 2011/12 financial year at a cost of £0.5 million.
  - On 23 June 2011 additional funding of £0.3 million was allocated for the Integrated Transport Unit.

- On 21 July 2011 £0.2 million was provided to support the Schools Budget in respect of School pay. The same meeting was also advised of the £3.5 million of re-provision that was included for Adult Social Services included in the Budget Projections report.

Overall these decisions have reduced the balances by £4.5 million.

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

### **LATEST DEPARTMENTAL PROJECTIONS**

- 4.4 The Statement presents an update of the revenue budget and General Fund balances as at 31 July 2011. At this stage of the financial year departments are reporting pressures and the potentially volatile areas within departments are:-

#### 4.4.1 Adult Social Services

The Interim Director is reporting that the pressures have increased to £7 million. Potential slippage in implementing 2011/12 savings accounts for £2.8 million; underlying demand for older people and people with learning disabilities accounts for £3 million and shortfall in re-provision available for Community Care Services £1.2 million. The Interim Director is looking at options to reduce any potential overspend.

#### 4.4.2 Children & Young People

The reported pressures have reduced from £6 million at 31 May to £4.4 million. This is due to a one off contribution from balances relating to Children's Centre income. Increasing demand within Child Care amounts to £3.2 million with foster care accounting for £1.8 million of this. The Integrated Transport Unit has potentially a £1.1 million overspend through increased commitments and the non-achievement of savings. £1.2 million relates to other costs including delayed EVR savings, court fees and social care car allowances. The Interim Director is continuing to explore options to reduce any potential overspend.

#### 4.4.3 Other Departments

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



## 5.0 RELEVANT RISKS

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

## 6.0 OTHER OPTIONS CONSIDERED

6.1 There are no options considered in this report.

## 7.0 CONSULTATION

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

## 8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 There are no direct implications arising from this report.

## 9.0 RESOURCE IMPLICATIONS

9.1 As at 31 July 2011 the decisions taken by Cabinet would result in balances at 31 March 2012 of £7.8 million. This is more than the £6.9 million that was projected when setting the 2011/12 budget although two departments are reporting pressures. The Interim Directors continue to look at actions to address the pressures within their departmental budgets.

Details	£million	£million
<b>Projected General Fund balance at 31 March 2012 when setting the budget for 2011/12</b>		6.9
<b>Cabinet decisions</b>		
17 March - Retention of Fernleigh for 2011/12	-0.5	
23 June - Integrated Transport Unit	-0.3	
21 July - Support for Schools Budget for pay	-0.2	
31 July - Re-provision within Adult Social Services	-3.5	-4.5
23 June - Outturn 2010/11 and net increase in balances	+1.0	
23 June - Out-turn 2010/11 removed need to fund Early Voluntary Retirement / Voluntary Severance costs in 2011/12	+4.4	+5.4
<b>Projected variances / potential overspends</b>		
At this stage none have been identified although pressures within Adult Social Services of £7 million and Children & Young People of £4.4 million		
<b>General Fund balance at 31 March 2012 based upon the latest projections</b>		7.8

9.2 There are no staffing implications arising directly from this report.

## 10.0 LEGAL IMPLICATIONS

10.1 There are none arising directly from this report.

## **11.0 EQUALITIES IMPLICATIONS**

11.1 There are none arising directly from this report.

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

## **12.0 CARBON REDUCTION IMPLICATIONS**

12.1 There are none arising directly from this report.

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

13.1 There are none arising directly from this report.

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## **APPENDICES**

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

## **REFERENCE MATERIAL / SUBJECT HISTORY**

<b>Council Meeting</b>	<b>Date</b>
Cabinet - Departmental Budgets 2011/12	23 June 2011
Council Excellence Overview & Scrutiny Committee - Financial Monitoring Statement	12 July 2011

## WIRRAL COUNCIL

## FINANCIAL MONITORING STATEMENT 2011/12

POSITION AS AT 31 JULY 2011

Department	ORIGINAL BUDGET			MONITORING			COMMENTS (INCLUDING Red/Amber/Green RATING)	
	Policy Option	Saving Target	Agreed Budget	Changes Agreed	Changes Not agreed	Forecast	Rate	Comments
Expenditure	£000	£000	£000	£000	£000	£000		
Adult Social Services	0	16,907	63,411	+3,980	Pressure of £7 million	67,391	A	Pressures increased. £2.8m is slippage in savings implementation (EVR/Market Management), £3m Community Care from increased demand for older peoples and learning disabilities services and £1.2m for Care Services following the EVR scheme. Cabinet decision to retain Fernleigh in 2011/12 and to re-provide following EVR/VS Scheme.
Children & Young People	392	7,954	74,753	+340	Pressure of £4.4 million	75,093	A	Pressures primarily children's care services through demand £3m, transport £1.1m and staffing (inc EVR / vacancy targets) £1.2m and car allowances £0.3m. Offset by one-off release of £1.2m of balances. Cabinet decision related to transport.
Corporate Services	758	3,726	25,407	-	Pressure of £0.5 million	25,407	A	The income budgets for planning / building control are the main issue with a projected shortfall of £0.5m
Finance	250	7,811	26,638	-	-	26,638	G	Housing benefit is the most significant budget and caseload continues to increase. The development of Library/One Stop Shop service bringing service delivery pressures.
Law, HR and Asset Mgt	364	2,658	16,275	-	-	16,275	G	Asset management of buildings and the savings from disposals and rationalisation continue as pressure areas.
Technical Services	1,002	2,813	59,943			59,943	A	Income targets remain the most significant challenge for car parking and cultural services activities.
Herseytravel	-	-	28,817	-	-	28,817	G	Fixed amount – no change.
Local Pay Review	-	-	956	-	-	956	G	Available to meet the implementation of the Review.
Funding of EVR/VS Scheme	-	-	5,795	(4,400)	-	1,395	A	Based on employees to leave 30 June 2011. Part funded in 2010/11
Council Tax Freeze Grant	-	-	(3,285)	-	-	(3,285)	G	Amount of grant confirmed by Government in April.
Contribution from Balances	-	-	(7,166)	80	-	(7,086)	G	Amount before any changes agreed by Cabinet.
<b>Budget Requirement</b>	<b>2,766</b>	<b>41,869</b>	<b>291,544</b>	<b>(0)</b>	<b>-</b>	<b>291,544</b>		
<b>Income</b>								
Revenue Support Grant	-	-	37,498	-	-	37,498	G	Fixed amount - no change
National Non Domestic Rate	-	-	121,312	-	-	121,312	G	Fixed amount - no change
Council Tax	-	-	131,434	-	-	131,434	G	Fixed amount - no change
Collection Fund	-	-	1,300	-	-	1,300	G	From the change in treatment of empty properties.
<b>Total Income</b>	<b>-</b>	<b>-</b>	<b>291,544</b>	<b>-</b>	<b>-</b>	<b>291,544</b>		
<b>Statement of Balances</b>								
As at 1 April	-	-	14,071	-	-	14,071		Opening balance with forecast for 31 March 2012 of £6.9 million.
Contributions from Balances	-	-	(7,166)	4,400	-	(2,766)		EVR/VS balance contribution was made in 2010/11 accounts.
2010/11 Outturn variance	-	-	-	1,000	-	1,000		2010/11 Outturn and release of reserves reported to Cabinet 23 June
Cabinet decisions	-	-	-	(4,510)	-	(4,510)		Retain Fernleigh 2011/12 £480k (17 Mar). Integrated Transport £340K (23 Jun) Transfer to schools budget £190K (21 Jul) DASS Re-provision £3.5 million (21 Jul)
Changes – Not Agreed	-	-	-	-	-	-		Based upon departmental projections and not yet agreed.
<b>BALANCES</b>	<b>-</b>	<b>-</b>	<b>6,905</b>	<b>890</b>	<b>-</b>	<b>7,795</b>		<b>Projected balance for 31 March 2012 at start / end of year</b>

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**WIRRAL COUNCIL**

**COUNCIL EXCELLENCE OVERVIEW AND SCRUTINY COMMITTEE**

**15 SEPTEMBER 2011**

<b>SUBJECT</b>	<b>BUDGET PROJECTIONS 2012-15</b>
<b>WARD/S AFFECTED</b>	<b>ALL</b>
<b>REPORT OF</b>	<b>DIRECTOR OF FINANCE</b>
<b>RESPONSIBLE PORTFOLIO HOLDER</b>	<b>COUNCILLOR STEVE FOULKES</b>
<b>KEY DECISION</b>	<b>YES</b>

**1.0 EXECUTIVE SUMMARY**

1.1 Following the agreement of the budget for 2011-12 at the Council meeting on 1 March 2011, this report presents the projected budgets for 2012-15. It was presented to the Cabinet on 1 September 2011.

**2.0 RECOMMENDATION**

2.1 That the budget projections be regularly reviewed.

**3.0 REASON FOR RECOMMENDATION**

3.1 Regular reporting of the projected financial prospects is a requirement of good corporate and financial planning.

**4.0 BACKGROUND AND KEY ISSUES**

**4.1 Assumptions Underpinning the Projections**

- a) Inflation - Provision is made for price inflation of 2% per annum with income to continue to increase by 3% per annum. Pay awards will be limited to those employees earning less than £21,000 per annum for 2012-13 and are assumed to increase by 2% per annum from 2013.
- b) Capital Financing - Cabinet on 21 February 2011 agreed a capital programme at an increased revenue cost of £1.9m in 2012-13.
- c) Pension Fund - the increase arising from the actuarial valuation including the impact of the outsourcing of the highways and engineering services contract will increase the contribution by £0.3m in 2012-13 and by £0.3m in 2013-14. The revaluation scheduled for March 2013 will be implemented from 2014.
- d) National Insurance – Employers NI changes will cost an additional £1m.
- e) Waste Disposal - Landfill Tax is increasing by £8 per ton per annum, an increase of 50% between 2010-11 and 2014-15. The levy is assumed to increase by £1.5m per annum from 2013.
- f) Merseytravel - From 2013 the levy is assumed to increase by £1m per annum.

- g) Schools - it is assumed that the Schools Budget will vary in line with the Dedicated Schools grant.
- h) Academies – the Department for Education will reduce the budget by a further £0.9m in 2012-13 to fund academies.
- i) Neighbourhood Management – Cabinet on 2 June 2011 agreed to increase the budget by £0.4m to be funded by the Local Services Support Grant.
- j) Home to School Transport – Cabinet on 2 June 2011 agreed to increase the budget by £0.2m to be funded by the Local Services Support Grant.
- k) Integrated Transport – Cabinet on 23 June 2011 agreed to increase the budget by £0.3m.
- l) Housing – Cabinet on 21 July 2011 agreed to increased housing expenditure of £0.3m to equal the New Homes Bonus.
- m) Adult Social Services Re-provision - £3.5m identified as part of budget preparation.
- n) Efficiency Investment - in order to continue to deliver efficiencies in future years it will be necessary to continue to invest and therefore £2m per annum has been provided.
- o) Other Unavoidable Growth - a number of items of unavoidable growth of less than £0.2m will arise. These usually total about £1m per annum.

## 4.2 Grant Negotiations

- 4.2.1 The Local Government Finance Settlement for 2011-12 incorporated a provisional settlement for 2012-13, in which the Formula Grant will be reduced by £14m.
- 4.2.2 The Spending Review 2011-15 incorporated four year projections for local government expenditure. However the Finance Settlement only provided figures for 2011-13. Figures for 2013-15 will be subject to the outcome of the Local Government Resource Review (LGRR). Clearly this will have a major impact on the budget projections for 2013-15 included in the appendix. The Terms of Reference for phase I of the LGRR were reported to Cabinet on 14 April 2011.
- 4.2.3. The Government has announced a new general grant, the Local Services Support Grant of £1.2m. This absorbs a number of previous specific grants totalling £0.5m and was reported to Cabinet on 2 June 2011.
- 4.2.4. The New Homes Bonus of £0.3m has also been released as a general grant which was reported to Cabinet on 2 June 2011.

### 4.3 **Other Legislative Issues**

- 4.3.1 Independent Public Service Pensions Commission – Final recommendations issued on 10 March 2011. The detailed Government response is expected in Autumn.
- 4.3.2 Welfare Reform Bill – Implementation of Universal Credit and a Local Council Tax Benefit System due to commence in 2013. The Local Council Tax Benefit System will result in a reduction of grant of £3.2m.
- 4.3.3 Localism Bill - Will require a local referendum if a proposed Council Tax increase is considered to be excessive from 2012-13.
- 4.3.4 Council Tax Revaluation - This has been deferred until after 2015.
- 4.3.5 **Census** - During the course of this budgeting period the results of the Census 2011 will become available and will be incorporated into the grant distribution formulae. The Office for National Statistics (ONS) has released the Mid 2009 estimated populations. The reduction for Wirral since the Census 2001 is greater than for any other metropolitan or unitary authority. If this is confirmed in the Census 2011 then the reduction in grant receivable could be significant. The ONS has confirmed that the analysis of the Census data should be completed for incorporation into the Finance Settlement for 2013-14.

### 4.4 **Balances**

- 4.4.1 The budget for 2011-12 includes balances of £14.1m.
- 4.4.2 The final phase of the Early Voluntary Retirement/Voluntary Severance Scheme covering those staff due to depart in early 2011-12 is projected to utilise £4.4m of the balances.
- 4.4.3. The budget for 2011-12 will utilise £2.8m of the balances to fund one-off expenditure.
- 4.4.4. HM Treasury has announced two increases to National Insurance which will cost an additional £1m.
- 4.4.5. Cabinet on 17 March 2011 agreed to reinstate the budget for Fernleigh for 2011-12 at a cost of £0.5m.
- 4.4.6. Cabinet on 2 June 2011 received details of the Local Services Support Grant and the New Homes Bonus.
- 4.4.7. Cabinet on 23 June 2011 agreed that integrated transport would not deliver the previously agreed savings but would instead cost an additional £0.3m.
- 4.4.8. Closure of the Accounts for 2010-11 which was reported to Cabinet on 23 June 2011 resulted in a net overspending of £3.3m.
- 4.4.9. The Insurance Fund Annual Report presented to Cabinet on 23 June 2011 transferred £0.9m to balances.

- 4.4.10. The Treasury Management Annual Report presented to Cabinet on 23 June 2011 transferred £3.0m to balances.
- 4.4.11. Cabinet on 23 June 2011 agreed to transfer the Connexions Pension Reserve of £4.7m to General Fund balances.
- 4.4.12. This had originally been identified to meet reprovision costs of £3.5m in Adult Social Services in 2011-12.
- 4.4.13. Cabinet on 21 July 2011 agreed to allocate an amount equal to the New Homes Bonus for housing expenditure.
- 4.4.14. Therefore the projected balances are as follows:-

	£m
Budgeted opening balance	14.1
Overspending 2010-11	-3.3
Insurance Fund	0.9
Treasury Management	3.0
Connexions Pension Reserve	4.7
Adult Social Services Reprovision	-3.5
EVR/VS	-4.4
Policy Options 2011-12 only	-2.8
National Insurance	-1.0
Fernleigh	-0.5
Local Services Support Grant	0.5
Integrated Transport	<u>-0.3</u>
Projected Balance	7.4

- 4.4.15. The minimum recommended balances are £6.0m.

#### 4.5. **Savings**

- 4.5.1. Cabinet has agreed to the following savings:-

	2012-13	2013-14	2014-15
	£000	£000	£000
Human Resources IT System	474	100	20
Family Group Conferencing	130		
IT Services	400	400	400
Benefits	1,200		
Printing Services	<u>250</u>		
	2,454	<u>500</u>	<u>420</u>

- 4.5.2. In addition to the savings agreed by Cabinet the Strategic Change Programme Board has agreed to the following additional savings for 2012-13:-

	£000
Looked After Children	670
Disposal of Assets	310
Office Rationalisation	123
Street Lighting	100
DASS Market Management	<u>847</u>
	2,050



4.5.3. The full year effect of the Early Voluntary Retirement/Voluntary Severance scheme savings totalling £24m will be achieved in 2012/13. This will increase to £27m after the additional cost of the pensions has been met in 2017.

## 5.0 **RELEVANT RISKS**

5.1 Any projections carry risks. For 2012-13 the Government has indicated the provisional Formula Grant and so the risks are primarily with the expenditure projections which will be influenced by changes to Government policies, inflation, and delivery against budgets in 2011-12.

5.2 For 2013-15 the Government proposes significant changes to the grant distribution system which could cause major changes to these projections.

## 6.0 **OTHER OPTIONS CONSIDERED**

6.1 All of these projections represent my assumptions of the most likely outcome from a wide range of available options.

## 7.0 **CONSULTATION**

7.1 The Government will be consulting on a number of issues which will impact on the budget projections. I will respond to all consultation exercises to try to ensure the best outcome for Wirral.

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

8.1 There are no direct implications arising from this report.

## 9.0 **RESOURCE IMPLICATIONS – FINANCIAL**

9.1 The assumptions outlined above are reflected in the budget projections in the Appendix.

## 10.0 **LEGAL IMPLICATIONS**

10.1 There are none arising directly from this report.

## 11.0 **EQUALITIES IMPLICATIONS**

11.1 There are none arising directly from this report.

## 12.0 **CARBON REDUCTION IMPLICATIONS**

12.1 There are none arising directly from this report.

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

13.1 There are none arising directly from this report.

FNCE/184/11

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### **APPENDICES**

Budget Projections 2012-15

### **REFERENCE MATERIAL**

Budget - HM Treasury - March 2011  
Independent Public Service Pensions Commission Report - March 2011  
Spending Review - HM Treasury - October 2010  
Medium Term Financial Strategy 2011-14 - November 2010  
Local Government Finance Settlement 2011-13 - DCLG - January 2011  
Council Budget 2011-12 - March 2011

### **SUBJECT HISTORY**

<b>Council Meeting</b>	<b>Date</b>
This report is revised for each meeting of the Cabinet.	

**Wirral Council  
Budget Projections 2012-15**

	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Base Budget	294.8	281.0	267.2
Increased Requirements			
Pay Inflation	1.0	3.5	3.5
Price Inflation	4.2	4.2	4.2
Capital Financing	1.9	2.0	2.0
Pension Fund	0.3	0.3	2.5
National Insurance	1.0	-	-
Academies	0.9	-	-
Waste Disposal	-	1.5	1.5
Merseytravel	-	1.0	1.0
Neighbourhood Management	0.4	-	-
Home to School Transport	0.2	-	-
Integrated Transport	0.3	-	-
Housing	0.3	-	-
DASS Reprovision	3.5	-	-
Council Tax Benefit	-	3.2	-
Other Unavoidable Growth	1.0	1.0	1.0
Efficiency Investment	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>
	<b>311.8</b>	<b>299.7</b>	<b>284.9</b>
Reduced Requirements			
Income Inflation	-1.0	-1.0	-1.0
Savings Agreed	- 2.5	-0.5	-0.4
Additional Savings	<u>- 2.0</u>	<u>-</u>	<u>-</u>
	<b>306.3</b>	<b>298.2</b>	<b>283.5</b>
Resources			
Formula Grant	144.8	131.0	117.0
Council Tax Grant	3.3	3.3	3.3
Local Services Support Grant	1.2	1.2	1.2
New Homes Bonus	0.3	0.3	0.3
Council Tax	<u>131.4</u>	<u>131.4</u>	<u>131.4</u>
Forecast Resources	<b>281.0</b>	<b>267.2</b>	<b>253.2</b>
Shortfall	25.3	31.0	30.3

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WIRRAL COUNCIL

COUNCIL EXCELLENCE OVERVIEW AND SCRUTINY COMMITTEE

15 SEPTEMBER 2011

<b>SUBJECT:</b>	<b>OUTCOME BASED COMMISSIONING</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF FINANCE</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR ADRIAN JONES</b>
<b>KEY DECISION?</b>	YES

## 1.0 **EXECUTIVE SUMMARY**

1.1 The purpose of this report is to provide an update on the development of a strategic approach to outcome based commissioning and its relationship with the development of Neighbourhood Plans. The report was agreed by the Cabinet on 1 September 2011.

## 2.0 **RECOMMENDATION**

2.1. That the Committee note the progress being made and receive further reports following the consultation on Neighbourhood Plans.

## 3.0. **REASONS FOR RECOMMENDATIONS**

3.1. Cabinet requested an update on 2 June 2011.

3.2. Connecting these activities will ensure a consistent approach to commissioning across all Council services.

## 4.0 **BACKGROUND AND KEY ISSUES**

4.1 On 2 June 2011, Cabinet agreed seven key principles that underpin the development of an outcome based commissioning framework and requested that a further report be presented on options for applying the approach to major service reviews.

4.2 Further research has been conducted on the subject and the approach needs to be integral to the response to the Localism Bill. Cabinet agreed on 2 June 2011 that the initial focus for the development of this commissioning approach should be in the following two areas:

- (a) services provided by the voluntary, community and faith sectors
- (b) services provided to adults with a learning disability

- 4.3 The Wirral Learning Disability Partnership Board agreed revised Terms of Reference in March 2011 and is progressing to review and revise its strategic intentions through a number of sub-committees. It aims to develop a new Business Plan for 2012-13 and beyond by November 2011. The primary aspect of the commissioning framework is stakeholder engagement and the Board met on 1 August 2011 to agree an action plan that will promote wider and better engagement of the various groups in the learning disability community. The Business Plan will be considered by Cabinet on 8 December 2011 and NHS Wirral in February 2012.
- 4.4 In relation to commissioning in the voluntary, community and faith sectors, Cabinet have agreed the extension of many of the voluntary sector funding arrangements for the remainder of this financial year whilst a wider review of commissioning and grant funding is undertaken. This review sits alongside the development of the Council approach to participatory budgeting and the development of Neighbourhood Plans for Wirral communities. Cabinet agreed on 23 June 2011 that the initial results of the consultation will be reported to the 11 Area Forums in October 2011 and that Neighbourhood Plans would be in place by December 2011.
- 4.5. In a broader context, advantage has been taken of the research capacity afforded by officers on the MBA programme. An academic study entitled *'Outcome Based Commissioning: Implementation through the Neighbourhood Planning Process'* was completed in July 2011 and is currently being assessed. The study evaluated the prospects of applying this commissioning approach to other service areas where communities would be more involved in service design and in some cases service delivery through social enterprise, mutual or any other corporate entity.
- 4.6. The consultation conducted as part of this research revealed a significant appetite to be involved in the design of services and to some extent the provision. The consultation also highlighted the need for the Council to be explicit about potential efficiencies that might be achieved through the approach. People recognised the reduction in resources the Council faces over the medium term and were keen to express their views on priorities for the remaining resources. It is premature to invite Cabinet to consider any savings from this approach, but it is an opportunity to engage with local residents about priority spending on locally determined outcomes.
- 4.7. At this stage of the development it is also premature to suggest which service areas best lend themselves to the approach. It could be argued that all Council functions should be included with due regard for those statutory services that are almost entirely demand led (child protection, safeguarding vulnerable adults, housing benefit). The identification of the potential application should arise from the ongoing community engagement within the Neighbourhood Planning process.

## 5.0 RELEVANT RISKS

5.1 A number of key risks have been identified from the ongoing research.

- (a) The failure to maintain budget stability may make it difficult to sustain the support needed for local groups to be engaged and develop alternative delivery models. This will be mitigated if all delegated budgets are managed effectively.
- (b) A lack of awareness of outcome based commissioning may lead to a misunderstanding of the concept and may lead to mistrust and lack of confidence in the model. This is mitigated by not rushing through the changes and ensuring every opportunity is taken to improve understanding through the plethora of community consultations.
- (c) There is a risk of the most vocal in communities driving the agenda. Outcome definition and relative importance are not universal. This is mitigated by actively seeking out new people and groups to become more engaged and ensuring harder to reach communities are heard.
- (d) There is a risk that some statutory services that do not have a transparent impact on local communities are given a lower priority for investment. The Council will need to articulate these, and their value to the wider community, so that they are better understood.

## 6.0 OTHER OPTIONS CONSIDERED

6.1 This report provides a brief update on progress being made. All options that emerge from further research and community feedback will be considered.

## 7.0 CONSULTATION

7.1 The widest possible consultation will need be undertaken with local communities. As part of the Neighbourhood Planning process, meetings are being held with each Area Forum and many consultation events and targeted programmes are underway.

7.2 The academic research referred to in the report was supported by various consultation events that included two focus groups attended by 20 individuals from diverse communities; four semi-structured 'one-to-one' interviews with people previously engaged with consultation; a self administered on-line survey of 82 individuals who attend Area Forums; and discussions with staff from different Departments

## 8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 There are none directly arising from this report, however voluntary community and faith groups will be instrumental to the implementation, both in terms of engagement and potential service deliverers.

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

9.1 There are none directly arising from this report. The consultation is being met from within existing resources. Outcome based commissioning and Neighbourhood Planning is likely to have a material impact on the range and extent of services the Council offers, and who provides them.

## 10.0 LEGAL IMPLICATIONS

10.1 Subsequent decisions on funding will be conducted in accordance with the revised contract procedure rules and European procurement directives where financial thresholds are reached.

## 11.0 EQUALITIES IMPLICATIONS

11.1 Commissioning strategies and Neighbourhood Plans are being developed in consultation with Wirral communities. All Plans will have equalities assessments and actions to engage minority communities and target groups.

## 12.0 CARBON REDUCTION IMPLICATIONS

12.1 Whilst there is no direct impact, funds already available to local groups are directed to energy efficiency. The carbon reduction challenge is contained within all new Council contracts and will feature in all discussions about service delivery.

## 13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 Cabinet were made aware of the impact of the Localism Bill on 23 June 2011.

FNCE/185/11

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## APPENDICES

None

## REFERENCE MATERIAL

### SUBJECT HISTORY (last 3 years)

Council Meeting	
<b>Cabinet</b> - Development of an Outcome Based Commissioning Framework	2 June 2011
<b>Cabinet</b> - Neighbourhood Plans Area Forum funding	23 June 2011
<b>Cabinet</b> - Outcome Based Commissioning	1 September 2011



# Agenda Item 6

WIRRAL COUNCIL

COUNCIL EXCELLENCE OVERVIEW AND SCRUTINY COMMITTEE

15 SEPTEMBER 2011

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

## 1.0 EXECUTIVE SUMMARY

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

## 2.0 RECOMMENDATION

2.1 That the report be noted.

## 3.0 REASON FOR RECOMMENDATION

3.1 To update Members on financial issues.

## 4.0 BACKGROUND AND KEY ISSUES

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

	<b>Actual 2011/12 £</b>	<b>Actual 2010/11 £</b>
Cash to Collect	<b>125,455,984</b>	124,039,519
Cash Collected	<b>47,924,483</b>	47,782,413
% Collected	<b>38.2%</b>	38.5%

4.2. Although there was no increase in Council Tax for 2011-12 cash to collect has risen by £1,750,000 due to the removal of the 50% discount on Long Term Empty properties. It is anticipated that this amount will be more difficult to collect than the standard Council Tax charges and will inevitably have an impact on final collection levels.

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

	<b>Actual 2011/12 £</b>	Actual 2010/11 £
Amount Collectable	<b>66,688,113</b>	64,030,681
Net Cash Collected	<b>25,179,384</b>	23,917,999
% Collected	<b>37.76%</b>	37.36%

- 4.4. The following statement provides information concerning collection of local taxes from 1 April 2011 to 31 July 2011:

	<b>Council Tax</b>	<b>Business Rates</b>
Reminders/Final Notices	23,670	1,648
Summonses	7,265	160
Liability Orders	4,405	71
Recovery action in progress		
Attachment of Earnings	664	
Deduction from Income Support	1,687	
Accounts to Bailiff	1,952	53
Pre-Committal Warning Letters	1,487	-
Committal Orders Issued	0	0
Debtors Committed	0	0

- 4.5. Current Status of Agent Work in respect of Committals for non payment in respect of 1 April 2011 to 31 July 2011:

Warrants of Arrest issued by Court (Bail and No Bail)	27
Warrants of Arrest (Bail) to Warrant officer	11
Warrants of Arrest (No Bail) to Warrant officer	8
Returned successful (Bail)	16
Returned successful (No Bail)	2
Returned other reasons (Bail)	1
Returned other reasons (No Bail)	3

4.6. Insolvency cases to 1 April 2011

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

Bankruptcy cases	309
Charging orders	175
Winding up orders	3

New cases from 1 April 2011 to 31 July 2011

Bankruptcy	18
Charging orders	16
Winding up orders	0

Status of Insolvency cases at 31 July 2011

Winding-up paid	1
Charging orders granted	125
Winding up Order	1
Supporting other petitions	3
Cases paid	94
Bankruptcy orders	126
Cases closed	135
Ongoing cases	<u>30</u>
	521

4.7. **Sundry Debtors**

	<b>Actual 2011/12</b>	Actual 2010/11
Net Amount Billed in last 12 months @ 31.07.11	<b>£93,166,578</b>	£96,582,910
Total outstanding @ 31.07.11	<b>30,645,356</b>	£30,614,661
Net Arrears @ 31.07.11	<b>£18,702,972</b>	£15,929,134
Number of invoices in arrears @ 31.07.11	<b>16,501</b>	12,509
Number of reminders 01.04.11 to 31.07.11	<b>11,386</b>	10,857

**INCOME**

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

	<b>2010/11 Budget</b>	<b>Income to 31-July-10</b>	<b>2011/12 Budget</b>	<b>Income to 31-July-11</b>
i. School Meals	£1,575,100	£578,782	£1,473,100	£473,332
ii. Sports Centres	£3,941,300	£1,510,928	£3,760,300	£1,085,405
iii. Golf Courses	£939,600	£422,463	£967,800	£396,176
iv. Burials and Cremations	£2,502,000	£642,762	£2,577,000	£653,607
v. Building Control Fees	£494,900	£154,419	£494,900	£131,200
vi. Land Charges	£358,300	£83,928	£358,300	£65,200
vii. Car Park (Pay and Display)	£2,496,800	£684,243	£1,885,600	£396,900
viii. Car Park (Penalty Notices)	£1,149,800	£231,644	£922,300	£220,800

4.9. Further explanation of the above budgets and income collection performance is provided below:

- (i) School Meals: It is expected that income will be slightly more than the budget.
- (ii) Sports Centres: This is a volatile area and income is being monitored closely.
- (iii) Golf Courses: Golf Income underachieved by £170,000 in 2010-11 and is likely to show a similar underperformance in 2011-12.
- (iv) Burials and Cremations: Income underachieved by £80,000 in 2010-11 and is likely to show a similar underperformance in 2011-12.
- (v) Building Control Fees income is declining and there was a deficit of £49,300 in 2010/11.
- (vi) Land Charges: Fee income is declining and there was a deficit of £148,700 in 2010/11.
- (vii) Car Park Income (Pay and Display Tickets) is declining and there was a deficit of £393,600 in 2010/11.

#### HOUSING BENEFITS

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

	2011/12	2010/11
Number of <b>Private Tenant</b> recipients	<b>30,453</b>	<b>29,672</b>
Total rent allowance expenditure	<b>£41,781,061</b>	
Number under the <b>Local Housing Allowance</b> scheme (included in the above)	9,935	8,683
	£17,400,606	
Number of <b>Council Tax Benefit</b> recipients	<b>39,582</b>	<b>38,972</b>
Total Council Tax Benefit expenditure	<b>£31,263,681</b>	
Total expenditure on benefit to date	<b>£73,044,742</b>	

4.11. The following statement provides information concerning the breakdown according to client type as at 31 July 2011:

	Private Tenants	Owner Occupiers
Working age and in receipt of J.S.A.	14,998	1,744
Elderly and in receipt of J.S.A.	6,984	5,475
Working age and not receiving J.S.A.	6,358	1,309
Elderly and not in receipt of J.S.A.	<u>2,113</u>	<u>3,312</u>
<b>Total</b>	<b>30,453</b>	<b>11,840</b>

There are **42,293** benefit recipients in Wirral as at 31 July 2011.

**4.12. Housing Benefit Fraud and Enquiries To 31 July 2011**

New Cases referred to Fraud team in period	480
Cases where fraud found and action taken	29
Cases investigated, no fraud found and recovery of overpayment may be sought	156
Cases under current investigation	
Surveillance Operations Undertaken	0
Cases where fraud found and action taken:	
Administration penalty	1
Caution issued and accepted	11
Successful prosecution	17
Summons issued for prosecution purposes	2

- 4.13. Work is currently being undertaken under the Audit Commission National Fraud Initiative. The work involves comparing data provided from other agencies for example NHS payroll and Insurance claims, and comparing them against Housing Benefit and Council Tax records. To date 1,316 cases have been investigated and 109 are currently under investigation. A total of £48,732 has been identified in overpayments.

**Discretionary Housing Payments**

- 4.14. Discretionary Housing Payments (DHP) may be awarded to provide short term financial assistance to Housing and Council Tax Benefit claimants who are experiencing difficulty meeting a shortfall in their rent or Council Tax because maximum benefit is not being paid.
- 4.15. DHP is not a payment of Housing/Council Tax Benefit and is funded separately from the main scheme. The Government contribution for 2011/12 is £282,981 with an overall limit of £707,452 which the Authority must not exceed. To date I have paid £41,011 and committed a further £31,796 to the end of the financial year.

**5.0 RELEVANT RISKS**

- 5.1 None.

**6.0 OTHER OPTIONS CONSIDERED**

- 6.1 None.

**7.0 CONSULTATION**

- 7.1 None.

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

- 8.1 There are none arising directly from this report.

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

9.1 There are none arising directly from this report.

**10.0 LEGAL IMPLICATIONS**

10.1 There are none arising directly from this report.

**11.0 EQUALITIES IMPLICATIONS**

11.1 There are none arising directly from this report.

**12.0 CARBON REDUCTION IMPLICATIONS**

12.1 There are none arising directly from this report.

**13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

13.1 There are none arising directly from this report.

FNCE/175/11

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**APPENDICES**

None.

**REFERENCE MATERIAL**

Information from relevant systems.

**SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Dates</b>
<b>Report submitted to each meeting of the Council Excellence Committee.</b>	

## WIRRAL COUNCIL

### COUNCIL EXCELLENCE OVERVIEW AND SCRUTINY COMMITTEE

15 SEPTEMBER 2011

<b>SUBJECT</b>	<b>TREASURY MANAGEMENT PERFORMANCE MONITORING- QUARTER 1</b>
<b>WARD/S AFFECTED</b>	<b>ALL</b>
<b>REPORT OF</b>	<b>DIRECTOR OF FINANCE</b>
<b>RESPONSIBLE PORTFOLIO HOLDER</b>	<b>COUNCILLOR STEVE FOULKES</b>
<b>KEY DECISION</b>	<b>YES</b>

#### **1.0 EXECUTIVE SUMMARY**

- 1.1 This report presents a review of Treasury Management activities during the first quarter of 2011/12 and confirms compliance with treasury limits and prudential indicators. It has been prepared in accordance with the revised CIPFA Treasury Management Code and the revised Prudential Code.

#### **2.0 RECOMMENDATION**

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

#### **3.0 REASON FOR RECOMMENDATION**

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

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

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

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

### **CURRENT ECONOMIC ENVIRONMENT**

- 4.3 The first quarter of 2011-12 has brought a further reminder that the global financial crisis has not gone away through the difficulties being experienced in Greece. There is still a risk that the Greek debt problems may spread across Europe and this is an issue which can not be ignored in Treasury Management decisions.
- 4.4 In the UK, high street sales continue to suffer with further announcements of companies entering administration and/or cutting jobs. The May 2011 inflation figures were 5.3% for RPI and 4.5% for CPI whilst growth in the first quarter GDP was 0.5%. The Monetary Policy Committee (MPC) has the task of deciding whether inflation or growth poses the greater threat to the economy.
- 4.5 To date, the MPC has viewed tackling low growth as the priority, and has continued to vote for the Bank of England Base Rate to remain at 0.5%. The MPC view of inflation is that temporary external factors are keeping inflation high and these should subside as the year progresses but the longer that growth remains low and inflation high then the more difficult the decision.

### **THE COUNCIL TREASURY POSITION**

- 4.6 The table shows how the position has changed since 31 March 2011.

**Table 1: Summary of Treasury Position**

	<b>Balance 31 Mar 11 (£m)</b>	<b>Maturities (£m)</b>	<b>Additions (£m)</b>	<b>Balance 30 Jun 11 (£m)</b>
Investments	136	(169)	190	157
Borrowings	(274)	2	0	(272)
Other Long-Term Liabilities	(65)	0	0	(65)
<b>Net Financial Liabilities</b>	<b>(203)</b>	<b>(167)</b>	<b>190</b>	<b>(180)</b>

### **INVESTMENTS**

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



4.8 At 30 June 2011 the Council held investments of £157 million

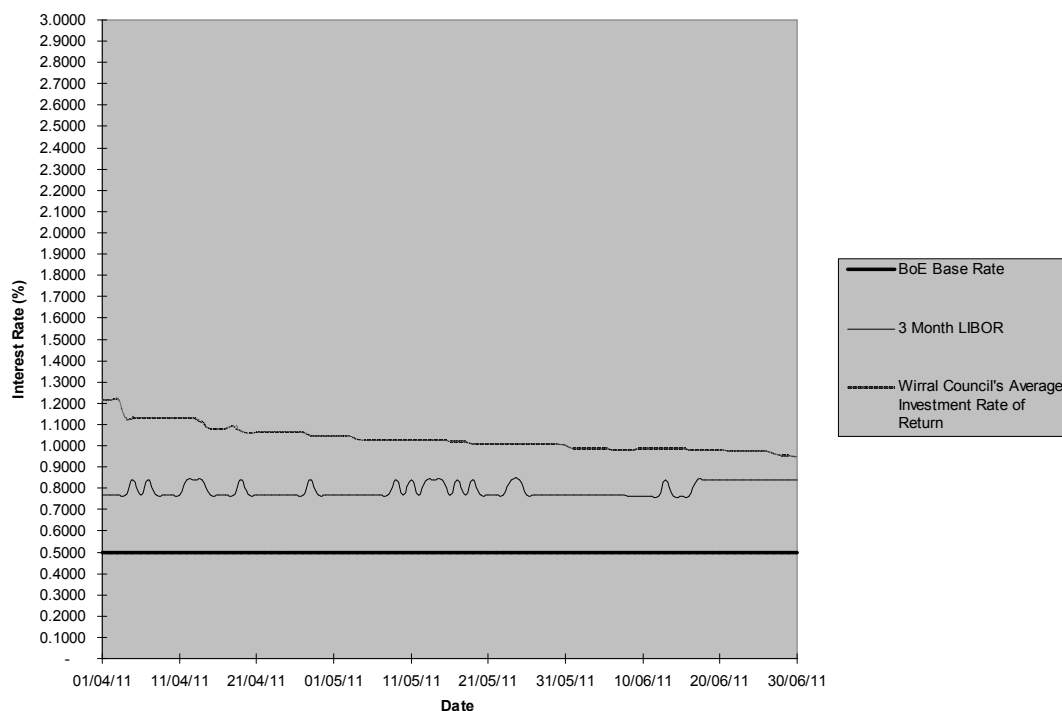
**Table 2 :Investments at 30 June 2011**

Investments with:	£m
UK Banks	61
UK Building Societies	15
Money Market Funds	39
Other Local Authorities	32
Gilts and Bonds	10
<b>TOTAL</b>	<b>157</b>

4.9 Of the above investments, £44 million is invested in instant access funds, £98 million is invested for up to 1 year and £15 million is invested for up to 5 years.

4.10 The average rate of return on investments as at 30 June 2011 is 0.95%. The graph shows the Treasury Management Team rate of return against the Bank of England base rate and the 3 month LIBOR (the inter bank lending rate):

**Investment Rate of Return in 2011/12**



4.11 The rate at which the Council can invest money continues to be low, in line with the record low Bank of England base rate. The 2011/12 investment income budget has been set at £1.3 million, reflecting the low interest rates that are anticipated to continue throughout much of the financial year.

4.12 The Council maintains a restrictive policy on new investments by only investing in UK institutions A+ rated or above and continues to invest in AAA rated money market funds, gilts and bonds. The current strategy has been to limit the maximum investment period to two years. However, in light of the financial problems in Greece and the risk of these problems spreading to other European countries the maximum investment period has been temporarily restricted to one year.

- 4.13 The Treasury Management Team will continue to monitor the developing financial situation and will make appropriate operational adjustments, within the approved Treasury Management Strategy, to maintain the security of public money, and manage the associated risks while also maximising returns within these constraints.

***Icelandic Investment***

- 4.14 The Authority has £2 million deposited with Heritable Bank, a UK registered Bank, at an interest rate of 6.22% which was due to mature on 28 November 2008. The Company was placed in administration on 7 October 2008. Members have received regular updates regarding the circumstances and the latest situation. In March 2009 an Audit Commission report confirmed that Wirral Council had acted, and continues to act, prudently and properly in all its investment activities.
- 4.15 The latest creditor progress report issued by the Administrators Ernst and Young, dated 28 January 2010, outlined that the return to creditors is projected to be 85p in the £ by the end of 2012 and the final recovery could be higher.
- 4.16 To date, £1,187,107 has been received with payments due over 2010/12.

**Table 3 : Heritable Bank Repayments**

	£
<b>Initial Investment</b>	2,000,000
<b>Actual Repayments Received</b>	
As at 30 June 11	1,187,107
<b>Estimate of Future Repayments</b>	
Jul-11	100,472
Oct-11	100,472
Jan-12	100,472
Apr-12	100,472
Jul-12	100,472
Oct-12	100,472
<b>Total</b>	<b>602,832</b>
<b>Estimate of Minimum Total Repayment</b>	<b>1,789,939</b>

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

## BORROWING AND OTHER FINANCIAL LIABILITIES

- 4.19 The Council undertakes borrowing to help fund capital expenditure. In 2011/12 the capital programme requires borrowing of £16 million. As at 30 June 2011 the Council had not undertaken any new borrowing for the financial year 2011/12
- 4.20 Following the Spending Review on 20 October 2010, on instruction from HM Treasury, the PWLB increased the margin for new borrowing to average 1% above the yield on the corresponding UK Government Gilt. Whilst competitive, comparable equivalents to PWLB are readily available, the Council will adopt a cautious and considered approach to future borrowing. The treasury adviser, Arlingclose, is actively consulting with investors, investment banks, lawyers and credit rating agencies to establish the attraction of different sources of borrowing, including bond schemes, loan products and their related risk/reward trade off. A prudent and pragmatic approach to borrowing will be maintained to minimise borrowing costs without compromising the longer-term stability of the portfolio, consistent with the Prudential Indicators.
- 4.21 The PWLB remains the preferred source of borrowing given the transparency and control that this continues to provide.
- 4.22 Other Long-Term Liabilities include the Schools PFI scheme and finance leases used to purchase vehicles plant and equipment. Under the International Financial Reporting Standards (IFRS) these items are now shown on the balance sheet as a financial liability and therefore need to be considered within any Treasury Management decision making process.
- 4.23 The table below shows the financial liabilities as at 30 June 2011.

**Table 4 : Financial Liabilities at 30 June 2011**

<b>Financial Liabilities</b>	<b>Balance 1 Apr 11 (£m)</b>	<b>Debt Maturing (£m)</b>	<b>New Debt (£M)</b>	<b>Balance 30 Jun 11 (£m)</b>
<b>Borrowings</b>				
PWLB	(100)	2	0	(98)
Market Loans	(174)	0	0	(174)
<b>Other Long Term Liabilities</b>				
PFI	(62)	0	0	(62)
Finance Leases	(3)	0	0	(3)
<b>TOTAL</b>	<b>(339)</b>	<b>2</b>	<b>0</b>	<b>(337)</b>

## MONITORING OF THE PRUDENTIAL CODE INDICATORS

- 4.24 The introduction of the Prudential Code in 2004 gave Local Authorities greater freedom in making capital strategy decisions. The prudential indicators allow the Council to establish prudence and affordability within the capital strategy.

- 4.25 Below is a selection of prudential indicators which demonstrate that the treasury management decisions are in line with the capital strategy, which is prudent and affordable.

Net External Borrowing and Capital Financing Requirement (CFR) Indicator

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

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

	£m
CFR in previous year (2010/11 estimate)	390
reduced CFR in 2011/12 (estimate)	(19)
reduced CFR in 2012/13 (estimate)	(18)
reduced CFR in 2013/14 (estimate)	(19)
<b>Accumulative CFR</b>	<b>334</b>
<b>Net External Borrowing as at 30 Jun 11</b>	<b>272</b>

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

Authorised Borrowing Limit and Operational Boundary Indicators

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

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

	April 11 (£m)	May 11 (£m)	June 11 (£m)
<b>AUTHORISED LIMIT</b>	<b>497</b>	<b>497</b>	<b>497</b>
<b>OPERATIONAL BOUNDARY</b>	<b>482</b>	<b>482</b>	<b>482</b>
Council Borrowings	274	274	272
Other Long Term Liabilities	65	65	65
<b>TOTAL</b>	<b>339</b>	<b>339</b>	<b>337</b>

- 4.30 The table above shows that neither the Authorised Limit nor the Operational Boundary was breached between April 2011 and June 2011. This is a key indicator of affordability.

Interest Rate Exposures Indicator

- 4.31 The Prudential Code also requires Local Authorities to set limits for the exposure to the effects of interest rate changes. Limits are set for the amount of borrowing/ investments which are subject to variable rates of interest and the amount which is subject to fixed rates of interest.

**Table 7 : Interest Rate Exposure at 30 June 2011**

	<b>Fixed Rate of Interest (£m)</b>	<b>Variable Rate of Interest (£m)</b>	<b>TOTAL</b>
<b>Borrowings</b>	(272)	0	<b>(272)</b>
Proportion of Borrowings	100%	0%	100%
Upper Limit	100%	0%	
<b>Investments</b>	15	142	<b>157</b>
Proportion of Investments	10%	90%	100%
Upper Limit	100%	100%	
<b>Net Borrowing</b>	<b>(257)</b>	<b>142</b>	<b>(115)</b>
Proportion of Total Net Borrowing	223%	-123%	100%

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

## Maturity Structure of Borrowing Indicator

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

**Table 8 : Maturity Structure of Borrowing**

<b>Borrowings Maturity</b>	<b>As at 30 June 11 (£m)</b>	<b>As at 30 June 11 (%)</b>	<b>2011/12 Lower Limit (%)</b>	<b>2011/12 Upper Limit (%)</b>
Less than 1 year	12	4	0	20
Over 1 year under 2 years	17	6	0	20
Over 2 years under 5 years	49	18	0	50
Over 5 years under 10 years	26	10	0	50
Over 10 years	168	62	20	100
<b>Total Borrowing</b>	<b>272</b>	<b>100</b>		

## **5.0 RELEVANT RISKS**

- 5.1 All relevant risks have been outlined within Section 4 of this report.

## **6.0 OTHER OPTIONS CONSIDERED**

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

## **7.0 CONSULTATION**

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

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

- 8.1 There are none arising out of this report.

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

- 9.1 Currently all Treasury Management activities are expected to be achieved in line with the 2011/12 budget.

## **10.0 LEGAL IMPLICATIONS**

- 10.1 There are none arising out of this report.

## 11.0 EQUALITIES IMPLICATIONS

11.1 There are none arising out of this report.

112 Equality Impact Assessment (EIA) is not required.

## 12.0 CARBON REDUCTION IMPLICATIONS

12.1 There are none arising out of this report.

## 13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are none arising out of this report.

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## APPENDICES

None

## REFERENCE MATERIAL

DCLG Local Authority Investment Guidance, 2004

DCLG Changes to the Capital Financing System Consultation, 2009

Code of Practice for Treasury Management in Public Services (Fully Revised Second Edition), CIPFA 2009.

Prudential Code for Capital Finance in Local Authorities (Fully Revised Second Edition), CIPFA 2009.

## SUBJECT HISTORY

Council Meeting	Date
Cabinet - Treasury Management Monitoring Report	22 July 2010
Cabinet - Treasury Management Monitoring Report	14 October 2010
Cabinet - Treasury Management Monitoring Report	3 February 2011
Cabinet - Treasury Management and Investment Strategy 2011 to 2014	21 February 2011
Cabinet - Treasury Management Annual Report 2010/11	23 June 2011
Cabinet – Treasury Management Monitoring Report	21 July 2011

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## WIRRAL COUNCIL

### COUNCIL EXCELLENCE OVERVIEW & SCRUTINY COMMITTEE

15 SEPTEMBER 2011

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

#### 1.0 EXECUTIVE SUMMARY

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

#### 2.0 RECOMMENDATION

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

#### 3.0 BACKGROUND AND KEY ISSUES

3.1 The Strategic Change Programme was restated during autumn 2010 and was reported to Council Excellence Overview & Scrutiny 28<sup>th</sup> October 2010. At the time the programme identified 35 projects at various stages of the project life cycle.

3.2 The financial benefits of all 35 projects were assessed in order to establish an accurate savings target and inform the budget setting process. This exercise further ensured no "double counting" of savings declared via other initiatives took place.

3.3 This process identified 12 projects to deliver £10.725m during 2011/12. These projects are listed in appendix 1, and have a savings target entered in the column entitled *SCP savings*. A forecast against this target is entered in the next column (Current forecast). Currently the programme is set to deliver £8.4m. Whilst some slippage has occurred this is not in addition to any pressures identified by Chief Officers as part of regular budget monitoring. Some additional efficiencies have been identified within projects, since the programme was re-stated. These are detailed in appendix 1 under the heading "other".

- 3.4 Of the remaining projects a number had identified savings that were realised through initiatives such as the EVR/VS exercise, two did not intend to achieve savings but sought to stabilise budgets, whilst the remainder had yet to determine financial benefits. Work has been ongoing on a number of these projects and efficiencies identified. This is demonstrated in the appendix 1, column “*additional to SCP*”.
- 3.5 Some projects require further work before being integrated into the programme and these are held at the conception stage. The Strategic Change Programme Board has requested Outline Business Cases are developed for these projects to allow further consideration before formal entry into the Strategic Change Programme. The Board will consider these at it’s October meeting.
- 3.6 Nine of the 35 projects have been closed. One closed following the Review of the Capital Programme in December, and the eight listed in paragraph 5.2 have closed as part of a recent cleansing exercise.
- 3.7 This summary of the number, status and current financial benefit of each project aims to provide an overview to members of the content and progress of the Strategic Change Programme. Detailed information on the objectives and progress of each project should be requested from the relevant Chief Officer and portfolio holder. It is not the role of the Strategic Change Programme Office to deliver individual projects but to co-ordinate the programme and monitor its delivery.

#### **4.0 GOVERNANCE AND DELIVERY ARRANGEMENTS**

- 4.1 The governance and delivery arrangements for the Strategic Change Programme are set out in full in appendix 2. The arrangements state that Chief Officers are ultimately accountable to SCPB for project delivery and ensuring that they have effective people, systems and processes in place to deliver the outcomes.
- 4.2 This guide explains each phase of a project’s life cycle and how the manager employs the Programme Control System and communicates with the Strategic Change Programme Office (SCPO) and the Board. Once the project is within the delivery phase of the project, the mechanism for reporting progress is through the status report (appendix 3).

- 4.3 The guide further provides managers with an outline of what is required at each phase of a project in order to successfully manage their projects. For example the guide deals with the examination of ideas for inclusion within the programme (pg 11).
- 4.4 Proposals from Chief Officers, direct from the public or staff are to be presented using the “Emerging Ideas” pro-forma and submitted to the Strategic Change Programme Office (SCPO). SCPO will review the submission and may discuss the idea with the submitter if clarification is required. Suitable suggestions will be entered onto the Programme Control Systems and be given a unique number that will be use throughout the life of this suggestion and any subsequent projects.
- 4.5 Progression beyond this conception stage will pass through the first decision gate. SCPO will compile details for the Programme Director who will decide whether the idea should be:-
- Dismissed,
  - Referred back for further information,
  - Is worthy of progression but will not be managed under SCP. In which case it is passed to a Chief Officer for that department’s management team to deliver without further recall to SCPB.
  - Is to be initially approved for potential inclusion in SCP and is to receive support and development into an Outline Business Case.
- 4.6 SCPO will communicate this decision as appropriate, update the system and monitor progress. The Programme Director will brief Executive Team at the next meeting.
- 4.7 SCPO will assist those assigned to develop the selected ideas into an Outline Business Case (OBC) for submission to SCPB. This assistance usually consists of providing research and intelligence, business analysis and managing change. The team will research best practice, gather data, establish costs, document processes – both before and after and develop change management plans. The specific roles and responsibilities of SCPO in terms of programme management are stated in the guide (pg 6).
- 4.8 Although work is ongoing in developing the Outline Business Case, this is purely a developmental stage of the project and it is not yet within the Strategic Change

Programme. Similar arrangements are in place for each decision gate. An overview is depicted on page 19 and is described in detail in on pages 11-16.

## 5.0 PROGRAMME CLEANSING: PROJECT CLOSURES

5.1 There are a number of projects within the current programme that have been running for some time. The Strategic Change Programme Board have agreed to close some of these projects. This is because the activities have been completed and benefits achieved or it is no longer feasible to continue with the original objectives.

5.2 SCPB have approved to close the following projects:

No	Project Name	Project Manager	Comment
02	DASS Assistive Technology	Angie Carter	No savings included in £10.725m.
07	DASS Transport	Christine Beyga	No savings included in £10.725m. Financial benefits realised through EVR/VS exercise.
10	CAS: Streetscene	Malcolm Flanagan	No savings included in £10.725m. Financial benefits realised through EVR/VS exercise.
17	CYPD Management Restructure	Andrew Roberts	No savings included in £10.725m. Financial benefits realised through EVR/VS exercise.
27	Traffic Management	Mark Smith	£150k savings within £10.725m – savings achieved.
28	Highways Asset Management System (HAMS)	Shaun Brady	£100k savings within £10.725m. System not procured but savings found within service area.
33	Personal Budgets	Paula Neate	No savings included in £10.725m.
34	DASS Early Intervention	Maura Noone	No savings included in £10.725m.

## 6.0 PROGRAMME CLEANSING: LESSONS LEARNT

6.1 The Gateway Framework (pg 19, appendix 2) adopted by SCPB requires the impact of the project and the key success factors to be evaluated and reported accurately to the Board. A closure report and lessons learnt report should be

produced, highlighting the outcomes achieved, any handover arrangements as well as findings from a post project review. The Strategic Change Programme Office (SCPO) has received documentation from all projects requesting closure, however the content and quality varies greatly.

- 6.2 These arrangements apply a process underpinned by robust project management techniques, to projects which in some cases were well into the delivery stage. This has presented difficulties at project closure when robust planning and delivery techniques have not been applied, making it almost impossible to provide effective evaluation of some projects. Any new projects initiated will be more rigorously planned and monitor to avoid project drift or a shift from the original project objectives.
- 6.3 Some projects have been proposed to the Strategic Change Programme because they are important areas of work for the department rather than because they make good projects. Other projects have been proposed at the wrong time, for example at the feasibility study stage rather than implementation or roll out. This has led to projects being included that did not have clear objectives or outcomes, and have drifted over time.
- 6.4 For future projects there will be more clarity in terms of savings to be achieved. Savings achieved as part of project delivery should be easily identifiable within departmental budgets. However, there has been some confusion amongst project managers about savings contributing to EVR/VS or other initiatives and those that make up the change programme. A robust approach towards benefits realisation will be taken with forthcoming projects, ensuring alignment with the budget setting process.
- 6.5 There have been some decisions taken outside the project environment which have affected the project for example at Cabinet, or Executive Team. This may have occasionally led to the project manager playing “catch up” to ensure the project reflects reality. For example Cabinet may decide to embark on a programme of home closures, which officers begin to implement, prior to the Board approving the relevant documentation and progressing through the necessary gate. As part of the governance arrangements SCPO are requesting documentation for activities well underway.

6.6 Some project managers have perceived the project management discipline and control as over and above the project – wanting to get on with it – rather than investing time planning and controlling the project. Project Managers are completing activities, leaving “the paperwork” to administrative or support colleagues, rather than using the documents as key tools for planning and control. The Programme Office will be working closely with project teams and senior managers to embed project management.

## **7.0 NEXT STEPS**

7.1 Some projects within the programme are scheduled to run beyond 2011/12. Indicative savings for 2012/13 are around £5-6m, the detail of which is captured in the column headed *Potential 2012/13* in appendix 1. The Board have not agreed these targets; but will consider them in further developing the programme. This will be alongside the work of overview and scrutiny committees to identify additional projects and activities to address the budget challenges faced by the Council.

## **8.0 RELEVANT RISKS**

8.1 The main risk is the non-delivery of benefits, particularly financial, of the Strategic Change Programme. This is mitigated by careful monitoring by the Strategic Change Programme Board, supported by the Strategic Change Programme Office. Independent assurance on project delivery is provided by the Director of Finance. Risks registers are maintained by project managers. Any risks managers can no longer control are escalated as issues.

## **9.0 OTHER OPTIONS CONSIDERED**

9.1 N/A

## **10.0 CONSULTATION**

10.1 N/A

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

11.1 Opportunities to involve voluntary, community and faith organisations will be considered within individual projects.

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

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

## **13.0 LEGAL IMPLICATIONS**

13.1 Not applicable

## **14.0 EQUALITIES IMPLICATIONS**

14.1 Not applicable

14.2 Equality Impact Assessment (EIA)

- |                                       |    |
|---------------------------------------|----|
| (a) Is an EIA required?               | No |
| (b) If 'yes', has one been completed? | No |

## **15.0 CARBON REDUCTION IMPLICATIONS**

15.1 Not applicable

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

16.1 Not applicable

### **REPORT AUTHOR:**

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## Appendix 1: Strategic Change Programme

Ref	Project	Project Manager	Project Stage	PM	SCPO	SCP Savings	Current Forecast	Additional to SCP	Other	Potential
				Assessment		2011/12				12/13
1	Procurement	Ray Williams	Delivery	Amber		2	2	0	0	2
3	Market Management	Steve Rowley	Delivery	N/A	Amber	5.37	3.54	0	0	0.847
5	Learning Disabilities	Jayne Marshall	Start up	Red	Red	0	0	0	0	0
6	Re-provision of in-house Care Services	Christine Beyga	Delivery	Green	Amber	1.476	1.476	0	0	0
9	Revenues & Benefits	Malcolm Flanagan	Delivery	Green	Green	0	0	0	0.9	1.2
11	ICT Strategic Review	Geoff Patterson	Delivery	Green	Amber	0	0	0.4	0	0.4
16	Looked After Children	Julia Hassall	Delivery	Green	Green	0	0	0	0	0.07
19	Disposal of Assets	Ian Brand	Delivery	Red	Red	0.481	0.22*	0	0	0.31
20	Office Rationalisation	Ian Brand	Delivery	Red	Red	0.368	0.184	0	0	0.123
24	PACSPE	Mark Smith	Delivery	Green	Green	0.2	0.2	0	0	TBD
26	Street Lighting	Kevin Ellis	Delivery	Amber		0.05	0.05	0	0	0.1
27	Traffic Management	Mark Smith	Closure	Project Closed		0.15	0.15	0	0	0
28	HAMS	Shaun Brady	Closure	Project Closed		0.1	0.1	0	0	0
31	Energy Efficiency	Ian Brand	Delivery	Red		0.08	0.03	0	0	TBD
39	Printing review	Geoff Patterson	Start up	Amber		0.25	0.25	0	0	0.25
42	Balances & Reserves	Tom Sault	Conception	Conception		0	0	0	2.2	TBD
43	VCF Contracts	Emma Degg	Conception	Conception		0	0	0	0	TBD



44	Contract Review	Ray Williams	Delivery	Amber		0	0	0	0.5	TBD
45	CAS wider project	Malcolm Flanagan	Conception	Conception		0	0	0	0	TBD
55	Review of Employee Pay Costs	Chris Hyams	Start up	Conception		0	0	0	0	TBD
57	Review of Fees & Charges	Tom Sault	Conception	Conception		0	0	0	0	TBD
58	Shared Services	David Green	Conception	Conception		0	0	0	0	TBD
59	Value for money profiles	Pete Molyneux	Conception	Conception		0	0	0	0	TBD
60	General Restructure	Chris Hyams	Conception	Conception		0	0	0	0	TBD
65	Facilities Management	Ian Brand	Delivery	Green	Amber	0	0	0	0	0.5 - 0.7
66	Transforming Business Support	Chris Hyams	Delivery	Amber	Amber	0	0	0.125	0	TBD
67	Procurement: Electronic Payments	Ray Williams	Start up	Red		0.2	0.2	0	0	TBD
						<b>10.725</b>	<b>8.4</b>	<b>0.525</b>	<b>3.6</b>	<b>5.8 - 6</b>



**STRATEGIC CHANGE  
PROGRAMME**

**Governance  
and  
Delivery Guide**

DRAFT

05 May 2011

DRAFT

## **1 SUMMARY**

- 1.1 This guide details the control and delivery arrangements for the Strategic Change Programme (SCP).
- 1.2 Governance arrangements, system guides, this guide and templates to support the programme can be accessed on the Intranet by [clicking here](#), and selecting “Transformational Change”. You can then launch the required document from the library.
- 1.3 The programme is managed by the Strategic Change Programme Board (SCPB). SCPB is chaired by the Leader of the Council, the Deputy Leader of the Council, the Deputy Leader of the Conservative Group, the Deputy Leader of the Liberal Democrat Group, the Chief Executive and the Programme Director (Strategic Change).
- 1.4 A Programme Control System is to be used by all SCP project staff to manage all of the stages in the project lifecycle.
- 1.5 The approach adopts a gateway framework which proposals pass through to become a reality and concludes with benefits being measured. These gateways exist for each of the five stages in a project lifecycle;-
  - Concept,
  - Outline approval,
  - Start-up,
  - Delivery,
  - Closure.
- 1.6 The guide explains the governance arrangements at each phase of a project’s life and how the manager employs the Programme Control System and communicates with the Strategic Change Programme Office (SCPO) and the Board.
- 1.7 The guide further provides managers with an outline of what is required at each phase of a project in order to successfully manage their projects.
- 1.8 The processes outlined in this document will be reviewed on a six monthly basis. The review will identify lessons learnt, ensuring they are reflected within the Governance & Delivery arrangements.
- 1.9 The Strategic Change Programme Office (SCPO) offer advice, assistance and guidance on the topics set out in the guide. It is an aim of the Team to embed good practice across the Council. Please email the Team on [scprogrammeoffice@wirral.gov.uk](mailto:scprogrammeoffice@wirral.gov.uk).

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## **2 INTRODUCTION**

- 2.1 Governance is the control framework through which programmes deliver their change objectives whilst remaining within corporate visibility and control. It is defined as “the functions, responsibilities, process and procedures that define how a programme is set up, managed and controlled” [OGC, Managing Successful Programmes].
- 2.2 The Strategic Change Programme Board was established in July 2010 in response to a Cabinet resolution. The Cabinet paper summarised the function of the Board as directing and supervising the delivery of the Strategic Change Programme.
- 2.3 The Board is chaired by the Leader of the Council and other Board members are the Deputy Leader of the Council, Cabinet Member for Corporate Resources, the Chief Executive, and the Programme Director (Strategic Change).

## **3 ROLES AND RESPONSIBILITIES**

- 3.1 Chair of the Strategic Change Programme Board
- The Chair of the Strategic Programme Change Board is responsible to Council for ensuring that outcomes are delivered. The Chair shall direct the Board and through the Chief Executive, Council officers and partners to achieve these objectives.
- 3.2 Strategic Change Programme Board
- The Leader is the chair of the SCPB and has overall responsibility for the council’s Strategic Change Programme.
- 3.3 Chief Executive
- The Chief Executive in consultation with SCPB is to take all decisions relating to the Strategic Change Programme, including those relating to staffing and resourcing (so far as such decisions are not contrary to the Council’s budget).
- 3.4 Programme Director (Strategic Change)
- 3.4.1 The Programme Director (Strategic Change) has the following key responsibilities:-
- a To escalate issues to the SCPB as appropriate as part of the agreed reporting/Governance arrangements.
  - b To provide the formal link between SCPB, Executive Team, Strategic Change Programme Office (SCPO), project managers and those managing enabling functions.
  - c To manage all programme management communications and systems of governance as agreed with SCPB.

- d To conduct research, evaluate proposals; manage initiatives and other activities to develop the Council's capacity for determining and delivering the SCP. These aspects were detailed in the Cabinet Report 22 July.
- e To deal with SCPB's secretariat needs.
- f To organise and manage the Strategic Change Programme Office.

### 3.5 Strategic Change Programme Office (SCPO)

#### 3.5.1 SCPO's roles are summarised as follows:-

- a SCPO will service SCPB and assist the Programme Director (Strategic Change) in co-ordinating the delivery of the Strategic Change Programme.
- b SCPO will advise project sponsors and managers on the submission of appropriate documents to SCPB timetables. SCPO will receive these and compile progress and exception reports suitable for SCPB to monitor progress and manage issues.
- c SCPO will provide and maintain a Programme Control System that project managers populate with key SCP activities at a project level which will enable SCPB to manage the programme by exception. This will include milestones, key decisions, benefits, resources, risks and communications.
- d SCPO will gather, evaluate and compile summaries of emerging ideas from Chief Officers, staff and stakeholders for SCPB to review.
- e SCPO will assist in the co-ordination of resource planning as required.
- f SCPO will maintain suitable levels of SCPB documentation including project benefit logs, risk registers, issues log and similar. This will include maintaining the SCPB level Risk Register.
- g SCPO will assist project sponsors and managers in developing or improving proposals, evaluating benefits and costs, planning and managing projects.
- h SCPO will assist capacity building by supporting the Council's coaching and training of project managers and their teams as required.

#### 3.6 Executive Team

- a Chief Officers are to assist the Programme Director as appropriate and deal with issues raised by project managers. Those that cannot be dealt with will proceed to SCPB for resolution.
- b Chief Officers will ultimately be accountable to SCPB for project delivery and ensuring that they have effective people, systems and processes in place to deliver the outcomes.
- c Chief Officers are to promote and ensure that their project managers engage with SCPB processes and SCPO.



### 3.7 Project Managers

3.7.1 Project managers will continue to be responsible to their Chief Officer for maintaining project control including:-

- a Project planning
- b Project Team leadership
- c Manage the project in terms of time, quality and budget and achieve the planned outcomes
- d Advise on progress and seek assistance to correct any project slippage if this occurs
- e Ascertain, record and manage project risks. Escalate issues through the programme governance arrangements
- f Measure benefits realised and log them
- g Respond to requests from SCPB, the Programme Director or SCPO
- h Use the standard documents and Programme Control System to enter project details throughout the life of the project, including progress against milestones and outcomes achieved within the given timescales.

### 3.8 Risk management

Risk management will be undertaken in line with the corporate arrangements. The Programme Office will deal with Board level risks and project managers will deal with project level risks.

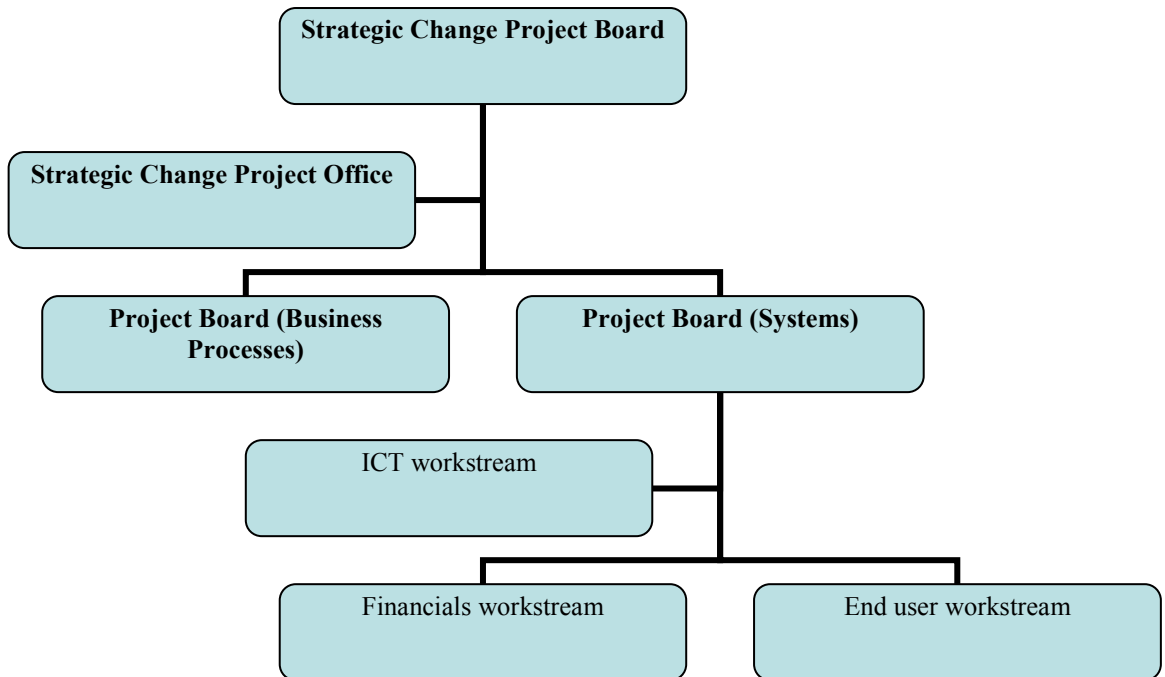
### 3.9 Programme assurance

Assurance to SCPB will be conducted by Internal Audit under the Director of Finance's direction.

Outcome reports from the assurance process will be circulated to the relevant Chief Officer and Programme Director (Strategic Change) in the first instance. The Programme Director will report a summary of findings to SCPB.

## **4 Project Organisation**

- 4.1.1 It is not unusual for confusion to arise when describing projects, programmes or portfolios. Wirral has adopted a common convention when referring to the organisation and governance of projects and this is set out below.
- 4.1.2 A portfolio is an assembly of projects, programmes and activities that express strategic aims and objectives and may encompass several organisations. This level is not currently used within Wirral.
- 4.1.3 A programme is the next level down from a portfolio and is made up of projects or activities from within the organisation. Wirral has a Strategic Change Programme with its own programme board (SCPB). Day to day management is undertaken by the Programme Director (Strategic Change).
- 4.1.4 A project is an element of a programme led by a project manager. The project manager may decide to establish separate activities divided into work streams, each managed by a work stream leader.
- 4.1.5 Activities that feed into the programme may be projects or activities delivered through existing managerial arrangements. These are classed as “business as usual”. If these activities are deemed significant, then milestones are set and monitored by SCPB.
- 4.2 Project Boards and Reporting Hierarchy
  - 4.2.1 Projects within the Strategic Change Programme is required to report to SCPB. The project manager must determine their arrangements for providing overall direction and management of their project. They may wish to establish a Project Board and/or other groups such as a Project Team, Task Group, Work Stream Group etc. They may prefer to manage their project through existing groups and forums such as departmental management teams. The formality of these arrangements will depend on the complexity of the project. SCPB are not prescriptive in relation to these arrangements – it is important to adopt a structure that fits with the tasks or the project rather than having a rigid framework.
  - 4.2.2 If we consider the example of a Business Improvement Project introducing a major change in business process and implementing a related IT system, the manager may decide to have the following structure for reporting:-



- 4.2.3 Each level of the reporting structure is led by a specific individual who is responsible for a range of tasks and managing those under them. Each level reports to the one above with progress, issues and risks relating to their tasks. In general these individuals will be project managers, but smaller work streams may be managed by team leaders closely supported by their manager. Work stream leaders are usually managers or supervisors in their own right and represent the service or functional aspects of the project.
- 4.2.4 Advice on establishing project level governance is available from the Strategic Change Programme Office. A list of useful references is also provided at the end of this guide.
- 4.3 Risks, Issues and Assurance
- 4.3.1 It is the responsibility of the project manager or work-stream leader to assess, record and provide counter measures for relevant risks that threaten the delivery of their tasks.
- 4.3.2 If a risk cannot be successfully managed and it threatens delivery of the task, then it is the responsibility of the manager to escalate this up the reporting structure. Issues may arise for reasons such as slippage, resource failure or external factors. The issue should be resolved by those in the reporting structure and may result in a project variation or change control – a formal agreement to redefine certain elements of the task or outcomes.
- 4.4 Assurance is defined as “Independent assessment and confirmation that the programme as a whole or any of its aspects are on track, applying relevant practices and procedures, and that the projects, activities and

business rationale remain aligned to the programme's objectives". SCPB have determined that the Assurance function will be undertaken by The Director of Finance.

#### 4.5 Range and standard of documents

4.5.1 The Strategic Change Programme Board is formally constituted by the Council and is administered accordingly.

4.5.2 Although project and other groups may be less formal and may last for short periods, it is good practice to have written records of progress, agreed actions and notes of meetings.

4.5.3 There are several key records that are required at a project level including an Outline Business Case, Project Initiation Document, Project Plan, Managers Status Report, Risk Register and Issues Log. These are held on the Programme Control System and are set out in detail later in this guide.

#### 4.6 Communications

4.6.1 It is required that a communications plan is developed for each project during the Project Start up stage. Assistance on developing this is available from the Corporate Communications Team.

4.6.2 Governance communications are slightly different and work to a set framework focusing on decision points, progress and achievements. In the case of the Strategic Change Programme, much is communicated through the Programme Control System using key documents and approval workflows.

4.6.3 The Programme Director (Strategic Change) is the link between SCPB and the Executive Team.

4.6.4 The Strategic Change Programme Office Team reports to the Programme Director (Strategic Change) and manage the Programme Control System. They can provide managers with advice and guidance and may serve on project teams. They can be approached at any time for help as regards the processes described in this document.

### **5 PROJECT DEVELOPMENT**

#### **Is an idea business as usual or a strategic project?**

5.1 In general, good ideas that have more significant impact and require special task groups to perform, are less likely to be delivered as part of normal business.

5.2 If the idea impacts on activities within a section or department then it may be of less interest strategically than something that has widespread effects throughout the offices or the public.

5.3 Whatever the scale or content of an idea, the process to be followed is outlined in the next section.

### **6 BUSINESS AS USUAL ACTIVITIES**

- 6.1 Some business as usual ideas will be seen by the Board as warranting their attention and the Board may wish to be assured of progress. This may be because the activity is seen as high risk in that it affects business continuity, the reputation of the authority, has authority wide implications, significant investment is required or significant efficiencies are expected. In such cases the Board will monitor the activity's milestones and receive progress on these milestones.
- 6.2 The manager may wish to develop a full project plan and run the activity through the Programme Control System but they are not obliged to. Instead, a member of the SCPO will act as their proxy and the manager will provide milestones at the start and advise SCPO, who will update the system.
- 6.3 If a business as usual activity experiences slippage or has issues, then the manager should advise SCPO who will enter these into the system and escalate them for resolution using the same process as for projects.

## **7 STRATEGIC CHANGE PROJECTS**

- 7.1 Strategic Change Projects are projects that fundamentally change the way service is delivered or the council undertakes its business. These projects critically examine:
- Working practices to ensure they are efficient
  - Skills, tools and support available to ensure staff can deliver in a joined up way
  - Access channels to ensure people can access services in ways that suit
  - Service design to ensure it meets individual needs.
- 7.2 Such projects should result in a step change in improvement, cost, quality or any combination. In certain circumstances the change may be beyond a departmental team to deliver either because of the nature of the change or skills required.
- 7.3 The following section examines the process how such projects enter the Strategic Change Programme.

## **8 PROJECT CONCEPT**

### **Examination of ideas**

- 8.1 Proposals from Chief Officers, direct from the public or staff are to be presented using the "Emerging Ideas" proforma and submitted to the Strategic Change Programme Office (SCPO) whenever these arise. [This template and others referred to in this guide can be obtained from SCPO or download directly from the Intranet Document Database as detailed in Section 1 at the start of this guide.]

- 8.2 Emerging Ideas and initial proposals from any other source should be presented directly to SCPO as they arise in any format if it is unreasonable to expect the template to be used.
- 8.3 SCPO will review the submission and may discuss the idea with the submitter if clarification is required. Suitable suggestions will be entered onto the Programme Control Systems and be given a unique number that will be use throughout the life of this suggestion and any subsequent projects.
- 8.4 **Progression beyond this stage will pass through the first decision gate.**
- 8.5 SCPO will compile details for the Programme Director who will decide whether the idea should be:-
- Dismissed,
  - Referred back for further information,
  - Is worthy of progression but will not be managed under SCP. In which case it is passed to a Chief Officer for that department's management team to deliver without further recall to SCPB.
  - Is to be initially approved for potential inclusion in SCP and is to receive support and development into an Outline Business Case.
- 8.6 SCPO will communicate this decision as appropriate, update the system and monitor progress.
- 8.7 The Programme Director will brief Executive Team at the next meeting.
- 8.8 SCPO will assist those assigned to develop the selected ideas into an Outline Business Case (OBC) for submission to SCPB.
- 8.9 This is purely a developmental stage of the project and it is not yet within the Strategic Change Programme.

## **9 PROJECT APPROVAL**

### **Examination of outline business case**

- 9.1 This is the development of an idea into an outline business case (OBC) which would enable the potential benefits, risks, resource requirements and similar to be evaluated. This will enable SCPB decide whether to proceed and formally include the project within the Strategic Change Programme.
- 9.2 The OBC will give an overview of resources, cost, benefits, risks, implications, timescales and likelihood of delivery and benefits realisation. The aim of an OBC is to validate or disprove the idea. The objective is to provide SCPB with enough information to enable a decision to be made whether to commit even more effort into developing the idea into a fully pledged project.

- 9.3 A template for the OBC is available from the SCPO or the intranet's document database.
- 9.4 The respective Chief Officer is to arrange for the Director of Finance to validate any financial implications and benefits claimed in any OBC prior to it being considered by SCPB.
- 9.5 OBCs are to be submitted to SCPO and a commentary may be provided regarding resource implications, etc, that the proposal may contain.
- 9.6 SCPO will review the submission and may contact the submitter to clarify any points concerning the OBC. SCPO will enter the details on the Programme Control System and attach the OBC.
- 9.7 The Programme Director will normally present this to SCPB; however SCPB may ask the relevant Chief Officer to present the idea.
- 9.8 **Progression beyond this stage will pass through the second decision gate.**
- 9.9 SCPB are decide whether the case is to be:-
- Dismissed,
  - Referred back for further information,
  - Is worthy of progression but will not be managed under SCP. In which case it is passed to a Chief Officer for that department's management team to deliver without further recall to SCPB.
  - Is approved for inclusion in SCP and is to be fully developed into a deliverable project in the form of a Project Initiation Document (PID) including a Project Plan and Milestones.
- 9.10 SCPO will communicate SCPB's decisions as appropriate, update the system and monitor progress.
- 9.11 The Programme Director will brief Executive Team at the next meeting.
- 9.12 The quality assurance process may subsequently test whether there is sufficient and realistic data for the Board to make a decision as to whether the project should be included in the Strategic Change Programme. This will include such things as key milestones, anticipated outcomes, indicative timescales, costs and resource implications.

## **10 PROJECT START UP**

### **Examination of project initiation document**

- 10.1 This stage represents the final planning that goes into the proposal. The proposal should be fully developed to enable a project manager to deliver the project given the defined resources. This planning process should expose any major flaws in the original proposal and give a high degree of confidence that the project will deliver the defined outcomes.
- 10.2 This stage marks the final point before committing the Council to starting the project. The PID should contain comprehensive details of the intended

approach, tasks to be undertaken presented in a project plan and resource requirements. Approval to proceed is dependent upon there being clarity about such matters.

- 10.3 The benefits of undertaking the project should be explicit. The approach to confirming benefits is
- Identify the benefits
  - Select objective measures that reliably prove the benefits
  - Collect the baseline measures (from which the improvements will be quantified)
  - Define how, when and by whom the benefits measures will be collected.
- 10.4 The Chief Officer is to arrange for the Director of Finance to validate any financial implications – including cost and benefits -outlined in PID prior to them being considered by SCPB.
- 10.5 PIDs should be entered onto the Programme Control System by the project manager or person assigned by the sponsoring Chief Officer. SCPO will assign ownership of the project record for the approved person to enter the PID and offer guidance as required.
- 10.6 The Programme Director (Strategic Change) will usually present PIDs to SCPB, however SCPB may request it is presented by the appropriate Chief Officer.
- 10.7 **Progression beyond this stage will pass through the third decision gate.**
- 10.8 SCPB are decide whether the PID is to be:-
- Dismissed,
  - Referred back for further information,
  - Is worthy of progression but will not be managed under SCP. In which case it is passed to a Chief Officer for that department's management team to deliver without further recall to SCPB.
  - Is approved for start and allocate or agree:-
    - The project manager,
    - The investment and budget as appropriate,
    - The resource plan.
    - The Milestones.
    - Key decision timetable.
- 10.9 SCPO will communicate SCPB's decisions as appropriate, maintain a log and monitor progress.
- 10.10 The Programme Director (Strategic Change) will brief Executive Team at the next meeting.
- 10.11 The relevant Chief Officer will advise the project manager of their appointment, duties and SCPO then will meet and brief the person.



- 10.12 The quality assurance process will examine the quality and existence of the formal documents and conclude whether there are any serious omissions which present a risk to the overall programme.

## **11 PROJECT DELIVERY**

### **Examination of achieving project milestones**

- 11.1 This is the stage when the project manager follows the plan and any project slippage or aspects that the manager cannot keep within control tolerances are escalated. This stage will be monitored using information extracted from the Programme Control System.
- 11.2 The project manager will keep the Programme Control System updated to facilitate monitoring. This includes using the status reports to highlight progress, update the risk register and issue logs. The manager is to assess the projects financial and schedule status and provide a Red/Amber/Green assessment within each update.
- 11.3 SCPB require certainty over the financial benefits that projects may or may not bring. Therefore the relevant Chief Officer must agree the financial impact of their projects jointly with the Director of Finance, throughout the project. This must be accurately maintained in the Programme Control System.
- 11.4 Executive Team and ultimately SCPB will resolve any issues that arise and agree to slippages through project variation. Key project documentation for this stage is regular project manager status reports with updated risk register, issues log and project plan.
- 11.5 SCPO will provide the Programme Director with reports for SCPB on exceptions, variations and change requests. SCPO will also monitor the timely updating of the system and liaise with project managers where his is not being achieved.
- 11.6 SCPO will advise on any mandatory timetables of updates and status reports.
- 11.7 The quality assurance process may examine such things as the programme manager submissions into the Programme Control System, evaluating these against the original project plans, the risk register, issues log, and benefits log and conclude whether the programme is as reported.

## **12 ESCALATION AND PROJECT VARIATION**

- 12.1 SCPO will evaluate highlight reports and Programme Control System to identify if a manager is experiencing slippage or has referred issues through the governance structure.
- 12.2 The Programme Director will take these to the next meeting of Executive Team for resolution.
- 12.3 Should there be project slippage in terms of investment, benefits or timing, the Chief Officer will submit a change request for project variation through the SCP change control process.

- 12.4 The Programme Director will take change requests and any un-resolved issues the next meeting of SCPB. SCPB may request that the Chief Officer and / or the project manager presents their own change requests and discuss un-resolved issues.

## **13 PROJECT CLOSURE**

### **Examination of outcomes and benefits log**

- 13.1 This is the final stage of the project and should represent the achievement of the objectives and benefits set out in the formal document such as the PID. The opportunity should also be taken to review what went well and what didn't, to inform and improve future delivery of projects.
- 13.2 This stage completes project delivery. Open documentations such as the risk register and issues log should be closed. Project closure documentation including end project report, lesson learnt report and benefits log should be entered on the Programme Control System.
- 13.3 The Programme Director (Strategic Change) will advise the next meeting of SCPB of project closures and benefits shown in logs.
- 13.4 **Closure of the project is the fourth and last decision gate.**
- 13.5 SCPB may either:-
- Agree to the closure of the project, or,
  - Request further information, or,
  - Give other instructions as appropriate.
- 13.6 SCPO will communicate the decision and formally close and lock down the project record. The system will permanently prevent any amendment to the records.

## **14 PROJECT EVALUATION & LESSONS LEARNT**

- 14.1 Organisations can learn from their experiences with projects. When evaluating a project the objective is to assess how successful or otherwise the project has been. The project evaluation and lessons learnt process should review the projects original intent as agreed in the initiation document (PID) including any agreed project variations.
- 14.2 An end project report should be produced which includes:
- The project manager's summary of how the project has performed
  - An assessment of the benefits of the project compared with the targets set out in the PID.
  - A review of the project's performance against timescales
  - A review of the project team
  - A review of the project's outcomes including any further recommendations.
  - If the project has been brought to a premature close the end project report should document the rationale for this.
- 14.3 The project management team should prepare a lessons learnt report which should include an overview of:

- What went well and what didn't
- Any recommendations to improve the Corporate Project Management processes
- An assessment of the metrics in terms of the baseline, task estimation, duration etc.

## **15 BENEFITS REALISATION PROCEDURES**

- 15.1 Clear ownership of benefits should be established. Each benefit should be owned by an appropriate individual who is accountable for its successful delivery.
- 15.2 Benefits should pass four critical validation tests:
- Description – what precisely is the benefit?
  - Observation – What verifiable differences should there be post implementation?
  - Attribution – Where will this benefit arise? Is the ownership of delivering the change clear?
  - Measurement – How and when will the achievement of the benefit be measured?
- 15.3 Financial benefits should be verified and captured by the Director of Finance.
- 15.4 Non-financial benefits should be titles with a change term such as increased, reduced, faster, slower, bigger etc. to clearly demonstrate what the impact of the project has been. They should be logged, measured and given assurance as part of project delivery.
- 15.5 The quality assurance process will establish whether there is an end project report, lessons learnt report, as well as a final statement of benefits and outcomes.

## **16 PROGRAMME CONTROL SYSTEM**

- 16.1 The Programme Control System will be administered by the Strategic Change Programme Office.
- 16.2 The system is configured to support SCPB's decision gate framework. Progress through the decision gates will be controlled by the SCPO in response to SCPB decisions.
- 16.3 Access to the specific projects will be arranged for Project Managers (or their proxy) by the Strategic Change Programme Office.
- 16.4 Project Manger's are required to update the system in accordance with the reporting timetable issued the SCPO.
- 16.5 The system will be the main source of information drawn upon to advise SCPB of the progress of projects, issues identified and risks logged. The

system should be used to identify benefits and report against achievement.

**PROJECT LIFECYCLE AND DECISION GATES**

**STRATEGIC CHANGE PROGRAMME GATES**

	<b>Pre-inclusion - Gate 1</b>	<b>Gate 2</b>	<b>Gate 3</b>	<b>Gate 4</b>	
	<b>PROJECT CONCEPTION</b>	<b>PROJECT APPROVAL</b>	<b>PROJECT START UP</b>	<b>PROJECT DELIVERY</b>	<b>PROJECT CLOSURE</b>
<b>Key questions SCPB will consider</b>	The project is outside of the SCP and the SCPB Gate framework does not apply at this stage	Is there sufficient definition of what the proposal is to enable the board to make an informed, prioritised decision?	Is the programme sufficiently well planned, resourced and evaluated?	Is the board being given sufficient and accurate advice as regards the progress and issues of the programme?	Has the impact of the programme and the key success factors been evaluated and reported accurately to the board?
<b>Documents SCPB require to answer key questions</b>	The project is outside of the SCP and the SCPB Gate framework does not apply at this stage	Outline Business Case.	Project Initiation Document. Full Business Case. Scope. Project Plan. Risk Register. Issues Log.	Updated Project Plans. Highlight Report. Updated Risk Register. Updated Issues Log.	Lessons Learnt. Report Benefits Log.
<b>Documents should evidence</b>	The project is outside of the SCP and the SCPB Gate framework does not apply at this stage	Overview. Key Milestones. Anticipated Outcomes. Resource Implications. Costs. Indicative Timescales. Funding.	Objectives. Scope. Outcomes. Exclusions. Constraints. Assumptions. Stake Holders. Communications Plan. Project Plan. Project Team. Resources.	Milestones achieved. Planned activities. Problems. Issues. Outcomes achieved.	Outcomes achieved. Handover arrangements. Post project review.

## PROJECT LIFECYCLE AND DECISION GATES

### 17 USEFUL REFERENCES

17.1 **Document Database:** Supporting documents, templates and guides can be accessed on the Intranet by [clicking here](#). Click on “Transformational Change” and then select the document from the library.

### 17.2 **Change and Project Management materials, advice and training:**

- Basic project management training is covered in the general managerial courses available from the Organisational Development Team.
- Formal accredited project management training can be provided by specific arrangement, but must be funded by the officer’s own budget centre.
- SCPO offers advice and will run facilitated workshops to assist project managers upon request.
- There are communities of practice that may be worthwhile joining and vast numbers of briefings produced. SCPO can give advice as to ones that may be most useful.
- The internet also offers free access to a wide range of project management material and guidance. An excellent selection is available at: [www.ogc.gov.uk](http://www.ogc.gov.uk).
- Managing Successful Projects with PRINCE2 and Managing Successful Programmes are both published by the OGC. They are a useful reference for project management standards and both have been used in the compilation of the guide.

17.3 **Risk Management:** The Councils approach to risk management is approved by Cabinet. This has been slightly adapted for the Strategic Change Programme and can also be found in the document database.

## Appendix 3: Project Manager's Status Report

### Status Report: *Project Name*

<b>Purpose of Document:</b>	To provide the Strategic Change Programme Board with a summary of the project status
<b>Date of report:</b>	
<b>Period covered:</b>	
<b>Budget/Savings status:</b>	<p><i>Assign a status (Red / Amber / Green) for financial implications which may include:</i>  <i>Savings</i>  <i>Project spend exceeding tolerance</i></p> <p><i>Provide appropriate counter measures or actions if Red or Amber</i></p>
<b>Schedule and outcome status:</b>	<p><i>Assign a status (Red / Amber / Green) for impact on agreed delivery. For example:</i>  <i>Slippage</i>  <i>Scope change</i>  <i>Resources</i>  <i>Outcomes not being realised</i></p> <p><i>Provide appropriate counter measures or actions if Red or Amber</i></p>
<b>Planned Activities Underway or Completed this Period</b>	<i>Provide bullet points on activities to be delivered this period. This should be taken from the current project plan and milestones.</i>
<b>Actual Problems:</b>	<i>Events occurring that may impact upon the project but are being managed within the project. Anything that cannot be managed within the project is an issue and should be document in the section below.</i>
<b>Potential Problems:</b>	<i>Events that may occur and are being dealt with under risk management.</i>
<b>Planned Activities for next Period</b>	<i>Provide bullet points on activities to be delivered next period. This should be taken from the current project plan and milestones.</i>
<b>Project Issues</b>	<i>Programme should use this section to refer any items that they require action from SCPB to resolve.</i>
<b>Key Project Risk</b>	<i>Pertinent extracts from the risk register which the programme managers believe SCPB ought appraised of.</i>

RAG Key:

**Red** – project schedule, outcomes or financial parameters have or are going to be exceeded and cannot be managed within the projects.

**Amber** - project schedule, outcomes or financial parameters have or are going to be exceeded but can resolved within the projects.

**Green** - project schedule, outcomes or financial parameters are within agreed tolerance.

## REFERENCE MATERIAL

Review of Strategic Change Programme, Cabinet, 22 July 2010  
Governance & Delivery Arrangements (attached)

## SUBJECT HISTORY (last 3 years)

<b>Council Meeting</b>	<b>Date</b>
Cabinet	07 February 2008
Cabinet	10 December 2008
Cabinet	23 April 2009
Cabinet	15 October 2009
Cabinet	14 January 2010
Cabinet	24 June 2010
Cabinet	22 July 2010
Council Excellence Overview & Scrutiny	28 October 2010
Council Excellence Overview & Scrutiny	31 January 2011
Cabinet	03 February 2011

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## WIRRAL COUNCIL

### COUNCIL EXCELLENCE OVERVIEW AND SCRUTINY COMMITTEE

15 SEPTEMBER 2011

<b>SUBJECT:</b>	<b>OFFICE RATIONALISATION UPDATE</b>
<b>WARD/S AFFECTED:</b>	<b>ALL WARDS</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF LAW, HR AND ASSET MANAGEMENT</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR ADRIAN JONES CORPORATE RESOURCES</b>
<b>KEY DECISION?</b>	<b>NO</b>

#### 1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to update members on progress with the office rationalisation project and outline the proposed next steps.

#### 2.0 RECOMMENDATIONS

- 2.1 That Members note the contents of this report.

#### 3.0 REASONS FOR RECOMMENDATIONS

- 3.1 To provide a basis for members to monitor progress on office rationalisation, which forms part of the Committee's work programme for 2011/12.

#### 4.0 BACKGROUND AND KEY ISSUES

##### Phase 1

- 4.1 Previous updates to this Committee have identified a first phase of building closures comprising Westminster House, The Old Courthouse and administrative accommodation within the Willowtree facility. The position in respect of each of these is set out below.
- 4.2 Westminster House is vacant, cleared and ready for sale. At its meeting on 21 July 2011 Cabinet agreed amended terms and legal completion of the sale to Wirral Partnership Homes is expected shortly.
- 4.3 Suitable accommodation has now been identified in Moreton Municipal Building to relocate staff from the Old Courthouse. Occupiers include staff from multiple agencies, including Merseyside Police, with specific requirements for data handling and security. Detailed work will now be undertaken to implement the relocation.

- 4.4 Building works have been completed to convert the former Pensby Park Primary School (at the rear of the Children's Centre) into office accommodation. This will create flexible space for area-based staff and allow the relocation of CYPD staff currently based at Willowtree and in Moreton. It will also accommodate some area-based Adult Social Care staff and provide a 'touchdown' area for staff not based in the building. Staff will relocate to Pensby Park in phases.
- 4.5 A series of other smaller staff moves is in progress in the period from now to December that will improve operational efficiency, vacate space for staff from the Old Courthouse to move into and vacate Oakenholt Building and Esher House.

## Phase 2

- 4.6 Occupancy figures and space per person for administrative buildings were reported to the Committee at its meeting on 12 July 2011. Those figures reflected the impact of staff leaving the Council through the recent voluntary retirement and severance exercise. They show that overall density of occupation has declined from 13.6 m<sup>2</sup> pp to 15.6 m<sup>2</sup> pp. However this under-occupation is spread across all buildings, and surplus space in any one area may be insufficient to accommodate a whole team or service. It is therefore important to re-use any larger areas of vacant space in a way that ultimately facilitates moving whole teams or services from buildings that can then be disposed of. Such a plan may involve a series of intermediate moves.
- 4.7 Previous reports have identified the vacation and closure of the following buildings as forming phase two of the office rationalisation project:
- Liscard Municipal Offices
  - Bebington Town Hall
  - Bebington Town Hall Annexe.
- 4.8 Detailed discussions will now take place with affected services, and in some cases these have already started. Some external partners will be affected, and where this is the case suitable alternative accommodation will be offered.
- 4.9 Even if the above buildings are vacated the overall density of occupation will remain substantially above the Council's previous target of 8.5 m<sup>2</sup> pp or the more ambitious targets for occupation in the EC Harris business case. Within Phase 2 of the project work is therefore under way to identify a further major building for vacation and new locations for the affected staff.
- 4.10 Options are now being developed for the potential relocation of the Acre Lane facility, and it is expected that these will be reported for consideration by Members in December 2011. Within those options re-use of both Bebington Town Hall and the Annexe will be considered A brief is being developed to engage retained external consultants to assist in this. The potential to bring the Pennant House complex into use will also be explored.

4.11 Significant areas of currently available space that can facilitate the vacation of a major building are as follows:

Building	No. of desks	Comments
All	To be confirmed	Under-used space is scattered across buildings. Services can `squash up`, but this will take time and IT resource and won't necessarily produce sufficient areas in which to fit teams or services. Service and management inefficiencies may arise from inappropriate sharing of space.
South Annexe	100	This space could be filled now, but gives the ability to move staff around within the Wallasey Complex to achieve reductions elsewhere.
Birkenhead Town Hall	80	Future use of building needs to be confirmed. Re-occupation of this building is important for the vitality of Hamilton Square. Lack of car parking is a major issue.

4.12 Key to identifying a further major building for closure will be to determine future use and occupation within the Wallasey Complex, and maximise the use of available space. Accommodation is currently vacant within the South Annexe that was prepared in case a requirement arose to locate staff in that building in the vacation of Westminster House. This vacant space allows options to be developed in conjunction with

- the approved capital scheme to improve access and means of escape in Wallasey Town Hall, and
- the business case requested by Cabinet for works to the North Annexe.

4.13 A report will be prepared for Cabinet by November 2011 recommending a way forward. In respect of the Wallasey Complex currently identified next steps include:

- Implementation of the capital scheme for fire precaution and access works to Wallasey Town Hall. The estimated timescale for this is 1 year. A scheme and estimate report is anticipated to go to Cabinet in November with (subject to approval) the scheme out to tender in December.
- North Annexe Heating replacement – scheme to go out to tender in October.
- Business case for North Annexe refurbishment to be reported to Cabinet for approval in November.

## 5.0 RELEVANT RISKS

5.1 Risk management for office rationalisation takes place within the governance arrangements of the Strategic Change Programme.

## **6.0 OTHER OPTIONS CONSIDERED**

- 6.1 Options for accommodation change are developed and considered within the Strategic Change programme.

## **7.0 CONSULTATION**

- 7.1 Consultation is an on-going process with services and staff affected by these proposals.

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

- 8.1 There are no implications in this report for voluntary, community or faith groups.

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

- 9.1 Financial - The rationalisation programme will proceed in line with available capital and revenue resources. The approved capital programme for 2011/12 allows for improvements to access and means of escape within Wallasey Town Hall, and for improvements to the North Annexe subject to approval of a business case.

- 9.2 IT Implications. Weekly meetings take place to coordinate the deployment of IT resources in support of office rationalisation

- 9.3 Staffing - none beyond those referred to in the body of this report

- 9.4 Asset Management implications are dealt with in the body of the report.

## **10.0 LEGAL IMPLICATIONS**

- 10.1 There are no specific legal implications associated with this report.

## **11.0 EQUALITIES IMPLICATIONS**

- 11.1 An Equality Impact Assessment will be completed for each building identified for closure

## **12.0 CARBON REDUCTION IMPLICATIONS**

- 12.1 Closure of buildings will reduce the Council's CO2 emissions and contribute to the delivery of the Council's carbon budget.

- 12.2 Where appropriate, those buildings identified for retention will be included in the scheme that was approved by Cabinet on 1 September 2011 to fit solar PV panels to Council buildings.

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

- 13.1 There are no specific Planning and Community Safety implications associated with this report.

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## **APPENDICES**

None

## **REFERENCE MATERIAL**

None

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

<b>Council Meeting</b>	<b>Date</b>
Cabinet - Transforming Wirral - Strategic Asset Review	<b>15<sup>th</sup> January 2009</b>
Council Excellence Overview & Scrutiny Committee Office Rationalisation	<b>18<sup>th</sup> November 2010</b>
Cabinet - Office Rationalisation	<b>25<sup>th</sup> November 2010</b>
Cabinet - Capital Programme	<b>21<sup>st</sup> February 2011</b>
Council Excellence Overview & Scrutiny Committee Office Rationalisation and Agile Working	<b>31<sup>st</sup> January 2011</b>
Council Excellence Overview & Scrutiny Committee Office Rationalisation	<b>16<sup>th</sup> March 2011</b>
Council Excellence Overview & Scrutiny Committee Office Rationalisation	<b>12 July 2011</b>

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## WIRRAL COUNCIL

### COUNCIL EXCELLENCE OVERVIEW AND SCRUTINY COMMITTEE

15 SEPTEMBER 2011

<b>SUBJECT:</b>	<b>EARLY VOLUNTARY RETIREMENT / VOLUNTARY SEVERANCE AND ORGANISATIONAL CHANGE</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF HR, LAW AND ASSET MANAGEMENT</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR ADRIAN JONES</b>
<b>KEY DECISION?</b>	<b>NO</b>

#### 1. EXECUTIVE SUMMARY

This report provides a detailed outline of the Early Voluntary Retirement/Voluntary Severance (EVR/VS) exercise and the organisational change which took place as a result. This includes information on the decision making process, the service changes and their impact, the support programme and redeployment, service re-modelling, and support for managers and employees.

#### 2. BACKGROUND AND OVERVIEW

On 12 July 2011, The Council Excellence Overview and Scrutiny Committee asked that a further report be brought to the next meeting which would look at the effect on employees of remodelling / redeployments and the support in place for individuals.

The Interim Chief Executive wrote out to all employees (non schools) on 8 October 2010 inviting expressions of interest to leave the Council under the EVR/VS scheme. The EVR/VS exercise resulted in 1181 employees leaving the Council between 31 December 2010 and 22 July 2011. A breakdown of the EVR/VS process by Department is attached at Appendix One.

#### 3. KEY ISSUES

The extent of the change meant that a number of areas of targeted support needed to be put in place:

1. Support for employees in their personal decision making process about whether to accept EVR/VS
2. Support for those employees being redeployed as a result of service changes

3. Support for the organisation to re-model structures as a result of the leavers
4. Support for all managers and employees delivering in a smaller, re-modelled organisation
5. Improved communication to ensure that all employees were communicated with effectively.

#### **4. Support for employees in their personal decision making process about whether to accept EVR/VS**

##### **4.1 Communication of EVR/VS offer**

The Council has undertaken EVR/VS exercises in previous years. However these have been targeted at particular groups of the workforce. In this case, due to the level of savings required, it was decided to write to all employees to offer EVR/VS so that all options could be considered.

The Interim Chief Executive's letter of 8 October 2011 explained the background to the offer of EVR/VS and highlighted that, due to level of financial deficit, the Council did not believe it could continue to offer severance at the enhanced rate, and that consultation with the Trade Unions about changing the scheme had begun.

The Council did not invite schools based employees to apply for EVR/VS, as the decisions about employment are made by the governing body of the school and not the Council.

In previous exercises, the Council has asked for expressions of interest first, and then arranged for severance and pension estimates to follow for those interested. However, for this exercise, the Council provided an individual estimation of severance and pension benefits within the initial offer letter. This enabled employees to make an informed decision in relation to their financial situation.. Employees who wished to be considered for EVR/VS were asked to return a pro-forma in the pre-paid envelope provided.

Employees who expressed an interest in applying to leave the Council under the EVR/VS scheme, received acknowledgement of their interest either by letter or email. This was followed by a more detailed letter from the Pensions Team which contained further information about pension benefits and options.

##### **4.2 Management of EVR/VS exercise (helpline)**

The support for employees was managed by a dedicated HR Support Team that was set up from Monday 11 October 2010, to provide advice and deal with queries relating to EVR/VS. The helpline remained open until 22 July 2011. The HR Support Team was based at The Cheshire Lines Building in Birkenhead, so that it could utilise call centre technology. The HR Support Team had a dedicated phone number and e-mail address, and was initially open 10.00 – 20.00 Monday to Thursday, and 10.00 – 18.00 Friday. The HR Support Team was made up of a pool of HR Officers who dealt with queries on the telephone and by email. The Team included Officers from the Pensions Team, the Payroll Team and the Welfare Benefits Unit who were



able to offer some advice on welfare benefit queries from employees considering taking EVR/VS.

Between 11 October 2010 and 22 July 2011 the HR Support Team dealt with 7,741 phone calls and 2,837 e-mail enquiries. The enquiries covered a wide range of issues including the decision making process, severance pay, length of service, pension entitlements, requests to amend leaving dates, annual leave entitlements, changes to personal details and clarification of rules around severance and future re-employment. In addition, the team dealt with employees wishing to withdraw from the process, and managed the booking process for the Compromise Agreement sessions (see section 4.4) and the Support Programme for Leavers (see section 4.3). Queries were monitored and collating so that trends could be identified and further information could be published on the Council intranet through the use of Frequently Asked Questions (FAQ's).

### **4.3 Support Programme for Leavers: “Planning for the Future”**

#### **Overview**

A programme of support sessions was considered to be a priority in order to guide and help those leaving the organisation. The “Planning for the Future” programme comprised one to one and group sessions on career guidance, money management, and dealing with change. In addition, four “Information Days” consisting of stalls and activities were also offered which allowed people to meet voluntary organisations, possible future employers and advice units. Skills for life, Maths and English courses were also available. In order to maximise the opportunities for attendance, the support sessions were held at a variety of time and locations across Wirral.

A range of e-learning modules were also made available, including Successful Job Hunting Skills, Stress Awareness, and Writing a Curriculum Vitae (CV). An outline of the “Planning for the Future” programme and the attendance numbers are shown at Appendix Two and Three.

#### **Money Matters – Financial Guidance Sessions**

The Money Matters sessions were delivered free of charge by the Financial Services Authority. The half day group session included two hours of general advice on how to manage finances, followed by an hour of advice on managing pensions, which was facilitated by the Merseyside Pensions Service.

#### **Money Guidance One to One Sessions**

The money guidance session was a 45 minute one to one meeting with an advisor from Money Matters. The session supported individuals in assessing their own personal and financial circumstances and provided advice and guidance on opportunities available to them for their future.

## **Next Steps – Career Guidance Sessions**

The Next Step Career Guidance session was a three hour workshop which aimed to provide participants with advice and guidance for finding future work. The sessions were run free of charge by the Merseyside Connexions Service and allowed individuals to access expert advice on areas such as CV writing, job searching and interview techniques.

## **Next Steps One to One**

The Next Steps one to one meeting was a one hour session with a Next Steps Advisor, which allowed individuals to discuss their own particular needs in relation to their own personal circumstances and aspirations for the future, with the option for follow up support from local Connexions branches.

## **E- Learning/Access to workshops**

A number of computer based courses were also made available through the e-learning link on the Wirral Intranet home page. These included: Successful Job Hunting Skills, Stress Awareness, and Writing a CV.

## **Supporting you through Change**

The “Supporting you through Change” was a two hour, bite sized session which aimed to support individuals through the leaving the organisation and the changes this would entail. The session allowed people to voice their concerns and worries, and provided participants with practical tools to help them understand and manage their emotional responses to change, as well as some of the more practical elements.

## **Information Days**

The “Information Days” offered all employees affected by EVR/VS, an opportunity to talk to a wide range of organisations offering advice on such matters as, starting up a business, training opportunities, managing money, benefit entitlements, volunteering opportunities, and health and well being. Information on the latest job opportunities were also available from Jobcentre Plus, recruitment agencies and a range of employers.

## **Skills for Life - Maths and English**

A further offer of support to improve Maths and English was made available. Taster sessions and the opportunity to discuss learning needs were arranged via the Adults Learning Team.

#### **4.4 Exit Process**

All employees that left the Council under the EVR/VS offer were required to sign a compromise agreement. This is a legally binding document setting out the terms of the leaving agreement.

Group sessions with Independent Legal Advisors were organised for employees to receive legal advice prior to deciding whether to sign the compromise agreement, the costs of which were met by the Council. The sessions were introduced and facilitated by HR Officers and Pensions Advisors who were available to deal with queries that employees wished to raise prior to signing, and to provide details of support available, including details of support sessions, and details of when severance, pensions and final salary payments would be made. In addition, Trade Union representatives were invited to each session to provide advice to their Members in relation to the process or their personal situation.

Between, December 2010 and July 2011, a total of 15 signing sessions were held at Birkenhead Town Hall, the UNITE office in Birkenhead and Wallasey Town Hall, with a total of 1181 employees signing compromise agreements.

Employees also had the option to make their own arrangements to receive Independent Legal Advice. In such cases, employees were asked to return signed agreements by a specified time and we also paid for that legal advice. Specific arrangements were made for legal advice to be provided to employees who were unable to attend group signing for reasons relating to disability, illness or other exceptional arrangements. In some cases these arrangements were made via the Trade Union. Sessions were arranged as far as possible around service requirements so that disruption to service areas where more than person was due to leave was minimised.

#### **4.5 Equality Impact Assessments (EIA)**

Two Equality Impact Assessments were undertaken to assess the impact on employees:

##### **1. Impact of service change and the leavers programme on the workforce**

The first EIA reviewed the impact on employees arising from the service changes which were agreed by Cabinet on 9 December 2010. The EIA concentrated on assessing the impact of the changes agreed and the EVR/VS programme on the makeup of the workforce.

The EIA undertaken found that there was no negative impact on the makeup of the workforce across the Council. This is supported by the analysis of the workforce data which demonstrated that the equality statistics in relation to all the protected groups had not altered significantly in proportion to the rest of the workforce as a result of EVR/VS and service change.

## **2. Impact of Redeployment**

The second EIA reviewed the impact of redeployment on the total numbers of employees who were redeployed as a result of the service changes agreed by Cabinet on 9 December

## **5. Support for those employees being redeployed as a result of service changes**

### **5.1 Service change and impact**

The Council's Cabinet meeting on 9 December 2010, considered a report from the Director of Finance which outlined the projected budgets for 2011 to 2015. The Wirral's Future Task Force also presented a number of recommendations based on the feedback from the public consultation. The Council resolved that the respective Directors should be instructed to implement the service changes recommended by the Wirral's Future Task Force. As a result of the resolutions, the Council identified those employees that would be materially and directly affected to ensure the fair application of the voluntary enhanced discretionary policy.

### **5.2 Employees affected by service change**

Following the Cabinet Decision on 9 December 2010, there were approximately 238 employees within DASS and CYPD who had not expressed interest in the EVR/VS, but who were directly and materially affected by the decisions that had been taken within the service area that they worked. It was agreed that it would be reasonable to offer these employees a further opportunity to apply for EVR/VS under the enhanced scheme now that they were aware of the decision to change, re-provide or cease delivery of services in their work area.

A further letter in respect of this was sent to those employees asking them if they would like to leave the Council under the EVR/VS scheme. It was made clear that those employees who did not want to leave would be redeployed into alternative positions in the Council. A further 84 expressions of interest were received.

### **5.3 Redeployment**

The service changes agreed by Cabinet on 9 December 2010, resulted in 148 employees being redeployed. A breakdown of the employees affected by the 9 December 2010 Cabinet is attached at Appendix Four.

All employees who have been redeployed have been offered training and development opportunities relevant to their new role. Within the Department of Adult Social Services, a Training Needs Analysis (TNA) has been undertaken for all employees, and training plans to support their development have been produced. , An outline of the Redeployment Support Programme is attached at Appendix Five.

All the re-deployees have been given the opportunity to attend courses on the “Skills for Wirral - Managers” and “Skills for Wirral - Employees” Programmes..

As a result of this we have been able to improve the redeployment process moving forward. A three month development programme has been developed to support all employees on the Redeployment Register. This includes:

- Modules on Performance Management, Change Management and Budget Management
- Workshops to develop their skills for submitting job applications and interview preparation.
- Offer of one to one support session with a Human Resources Officer to discuss training requirements linked to desired career routes and aspirations.

## **6. Support for the organisation to re-model structures as a result of the leavers**

### **6.1 Consultation**

The Trade Unions were informed that the Council would be inviting employees to apply for EVR/VS through the formal, Corporate Joint Consultative Committee (JCC) meetings, held between Human Resources (HR) and the Trade Unions. Between September 2010 and December 2010 regular meetings between the Trade Unions, The Interim Chief Executive and the Head of Human Resources and Organisational Development were held to specifically discuss the EVR/VS process, proposed HR policy changes and the budget situation. These meetings were in addition to the Corporate JCC meetings which are held every three weeks. Meetings also took place between the Trade Unions, The Leader of the Council and The Deputy Leader of The Council, and with the Director of Finance, to discuss the financial situation and the EVR/VS proposals and process. An issues log was maintained to ensure that the consultation process was structured, and issues responded too.

### **6.2 Employees who could not be released**

The Council were not able to agree 351 EVR/VS applications. All employees whose request for EVR/VS was refused received a letter outlining the exact reasons for the refusal. Prior to receipt of this letter, Managers met with those employees to inform them their request had not been approved and explained the reasons why. A special briefing was communicated to all managers so that there was consistent communication for all these employees.

Employees who were refused had the right to appeal against the decision. Details of how to appeal and an appeal form were included in the letter sent to unsuccessful applicants. A total of 127 appeals were received. Each appeal was reviewed to establish whether the decision not to release the individual was appropriate. The relevant Chief Officers were asked to reconsider their decision based on the information outlined in the employee’s appeal form. The response from the Chief

Officers was then considered by The Interim Chief Executive who made the final decision in relation to all appeals.

Of the 127 appeals received 110 were not upheld, and 17 were upheld and released before July 2011.

## **7. Support for all managers and employees delivering in a smaller, re-modelled organisation**

### **7.1 Service remodelling**

Following the EVR/VS exercise it was necessary to make changes to posts and structures within Departments to ensure the continuation of service provision. In order to deliver service remodelling, the Council's budget 2011/12 included £2 million to meet the remodelling costs. The £2 million comprised of the budget required by Chief Officers to re-model the structures. When the proposals were in place, the Chief Officer bid for funding to the Strategic Change Board, and then determined either by officers through the appropriate delegated authority to make the changes; or via The Employment and Appointments Committee.

### **7.2 Support for managers and employees: re-modelling**

#### **“Facing the Future” – Development and support for managers and employees**

The “Facing the Future” Programme was designed to support both managers and employees remaining at the Council following the EVR/VS exercise. The programme was launched in December 2010 and ran through to June 2011. The programme included:

- Change Workshops, tailored for Senior Managers, Managers, Team Leaders and employees.
- Coaching and Mentoring opportunities which focused on working through/ leading or championing change.
- Team Coaching for teams who have been affected by changes.
- “Lean Lite” learning which focused on how to improve processes and remove waste from activities.
- The “Managing through Difficult Times” Suite which included:-
  - Motivation and Influencing Skills
  - Managing Stress
  - Managing Performance and having difficult conversations
  - Aligning Visions: a behavioural change programme to help people see how their personal beliefs impact on others and the organisation.

#### **Managing and Supporting Stress**

Two e-learning modules were designed and made available to all employees included non- computer based employees. In addition, the “Stress Buster” module was developed to assist all employees in managing and dealing with stress. This

was supported by The “Managing Stress” module which was aimed at managers dealing with stress personally and within their teams. Participation rates to date show that 30% of managers and 16% of employees have completed the relevant modules. Work is on-going to increase the uptake.

### **7.3 The Future**

#### **One Training Plan: Skills for Wirral**

In order to support the organisation going forward, a programme of development and training has been designed to offer managers the best possible support to take their service into the future. The Skills for Wirral Managers, and Skills for Wirral employees programmes, comprise a wide range of skills development opportunities as well as policy based training and professional development.

The Skills for Wirral Autumn programme has a specific focus on managing performance and attendance, as these are current priorities for the organisation. The face to face programme is supported by a suite of e-learning modules that allow busy managers to learn at their desks. The Skills for Wirral Autumn programme is attached at Appendix Six.

#### **Improved Leadership and Performance Management**

Along with the work around developing the culture of the organisation, the organisation’s approach to performance management will be brought forward for consideration and approval by The Employment and Appointments Committee in September 2011.

The purpose of a robust approach to performance management is to improve the workforce and clarify expectations of employees. In doing so the organisation will ensure that employees are not only supported at a time of rapid change but are recognised for achievements and given appropriate learning and development support.

In addition a new “Leadership and Management Expectations” framework sets out the key components of a manager’s role, to be clear about the role of managers.

The expected outcome of this approach will see all employees contributing to the Council’s objectives by ensuring that we have a well led, skilled, committed and flexible workforce working on behalf of Wirral residents.

#### **Culture, Values and Behaviours**

In order to enable the organisation to step up to the changes ahead and to support the performance management a new set of organisational Values and Behaviours is being developed all will be brought forward to The Employment and Appointments Committee for consideration. .

## **8. Improved communication to ensure that all employees were communicated with effectively**

In order to support the organisational change taking place, a targeted communication campaign was planned and delivered. This was aimed at managers and employees across the whole organisation, and comprised a number of strands, including:

### **Chief Officer and Heads of Service Briefings**

Briefings were held on three occasions between October 2010 to June 2011. The briefings provided key information, direction, facts and figures for the organisations senior managers. The Chief Executive led the sessions and invited feedback and discussion from those present. Key messages were cascaded and future plans made clear including information on the EVR/VS process..

### **One Brief**

The One Brief communication was established as the main channel for communicating organisational news across the Council, including the EVR/VS exercise. The One Brief process was accompanied with a clear expectation that all employees should receive a face to face roll out briefing within seven days of the One Brief being published.

The One Brief sought to clearly outline the current stage of the EVR/VS process and keep employees updated on the numbers of employees leaving the Council, and how the Council would move forward. The One Brief approach also encouraged two way communication by asking employees for feedback and questions. These questions were fed back to the appropriate place and responses returned.

### **One Council**

The One Council magazine was already used across the organisation to share news and information with all employees. This method of communication was utilised to reinforce organisational messages in relation to the EVR/VS exercise. One Council featured articles such as "Support and advice offered to leavers" and "How we are supporting people who have left". These articles served to keep employees updated with developments on EVR/VS and the support available for those leaving. Previous copies of all One Council articles are available on the Council's intranet.

### **The Council Intranet**

The intranet was updated regularly throughout the EVR/VS exercise. Articles under the "Change" and "Help and Support" headings provided information on progress in terms of numbers leaving the Council and the support on offer. In addition Frequently Asked Questions were refreshed and posted to help employees gain clarification or further information.

## **9. Financial Implications**

9.1 The financial implications have been highlighted throughout this report.



## **10. Staffing implications**

10.1 The staffing implications have been highlighted throughout this report.

## **11. Equal opportunities implications**

11.1 The equal opportunity implications have been highlighted at 4.5.

11.2 Equality Impact Assessment (EIA)

(a) Is an EIA required? Yes

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

## **12. Community safety implications**

12.1 There are no community safety implications.

## **13. Local Agenda 21 implications**

13.1 There are no Local Agenda 21 implications.

## **14. Planning implications**

14.1 There are no planning implications.

## **15. Anti-poverty implications**

15.1 There are no anti-poverty implications.

## **16. Social inclusion implications**

16.1 There are no social inclusion implications.

## **17. Local Member Support implications**

17.1 There are no local Member support implications

## **18. Background Papers**

18.1 There are no background papers for this report

## **19. Recommendations**

The Overview and Scrutiny Committee is recommended to:

- i. Note the detail of this report in relation to the EVR/VS exercise and organisational change.

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**Development**

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**APPENDICES:**

Appendix One: EVR/VS leavers  
Appendix Two: Outline of "Planning for the Future" Programme  
Appendix Three: Attendance numbers: "Planning for the Future" Programme  
Appendix Four: Breakdown of employees affected by the 9 December 2010 Cabinet  
Appendix Five: Outline of the Redeployment Support Programme  
Appendix Six: Skills for Wirral Autumn Programme

**SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
<b>Employment and Appointments Committee</b>	<b>23 November 2010</b>
<b>Cabinet</b>	<b>9 December 2010</b>
<b>Council</b>	<b>13 December 2010</b>
<b>Employment and Appointments Committee</b>	<b>27 January 2011</b>
<b>Cabinet</b>	<b>18 March 2010</b>

## Breakdown of EVR/VS Process

Department	Number of Employees	Salary Saving
Adult Social Services	480	£10,484,737
Children/Young People's Department	312	£6,671,134
Corporate Services	44	£1,111,262
Finance	176	£4,000,490
IT and HR and Asset Management	67	£1,928,472
Technical Services	102	£2,768,751
<b>Total</b>	<b>1181</b>	<b>£26,964,845</b>

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## Planning for the Future

A range of opportunities are available as you leave the Council. These have been organised to be held at various locations and times to be as flexible as possible to meet your needs. There are a number of dates available for all these opportunities. Booking is essential so take a look at what's on offer and contact the HR Support Team to book your space.

### **Future Careers**

To help you plan your next career move book a space on:

#### **Next Steps Workshop**

This is a 3 hour workshop which aims to provide you with advice and guidance for finding future work including CV writing, job search and interviews.

#### **Your Next Steps One to One**

This is a 1 hour appointment to meet with a Next Step Advisor to discuss your individual needs.

### **Financial Advice & Pensions**

To help you plan your finances book a space on:

#### **General Money Matters and Pensions Advice Session**

This is a 2 hour group session. The 1st hour provides general advice on how to manage your finances. The 2nd hour provides advice on your Merseyside Pension.

#### **Money Guidance One to One**

This is an individual 45 minute meeting with an advisor from Money Matters.

### **Coping with Change**

To help you cope with change book a space on:

#### **Supporting you with Change**

This is a 2 hour workshop which explores the impact of change on you.

### **OnLine Learning**

There are also a number of courses available which you can complete on a computer through the e-Learning link which is available on the Wirral intranet home page. Follow the links from the Help & Support Section by clicking on e-Learning where you will find the following courses:

- **Successful Job Hunting skills**
- **Stress Awareness**
- **Writing a Curriculum Vitae (CV)**

### **Information Day**

Your chance to come and talk to organisations offering a range of advice such as starting your own business, training, managing your money, benefit entitlements, how to become a volunteer and looking after your health and well being. Jobcentre Plus, recruitment agencies and employers will also be there with their latest job vacancies.

### **Improve your Maths & English**

To help you improve these essential skills book a space on:

#### **Maths & English Taster**

This is a 1 hour session which aims to provide you with a taste of a Maths and English class.

**Timetable of what's on offer**

Please note that to help us make sure that everyone has the opportunity to attend it is essential that you contact the HR Support Team to book your space. A variety of times are available on each date.

<b>Support with Future Careers</b>			
<b>Next Step Workshops</b>	29 <sup>th</sup> November	1 <sup>st</sup> December	3 <sup>rd</sup> December
	30 <sup>th</sup> November	2 <sup>nd</sup> December	
<b>Your Next Step One to Ones</b>	26 <sup>th</sup> November	7 <sup>th</sup> December	14 <sup>th</sup> December
	30 <sup>th</sup> November	10 <sup>th</sup> December	17 <sup>th</sup> December
	3 <sup>rd</sup> December		
<b>Maths &amp; English</b>			
<b>English &amp; Maths Taster</b>	13 <sup>th</sup> December		
<b>Support with Financial Advice &amp; Pensions</b>			
<b>Money Matters &amp; Pensions Advice Session</b>	6 <sup>th</sup> December	13 <sup>th</sup> December	
<b>Money Guidance One to One</b>	2 <sup>nd</sup> December	7 <sup>th</sup> December	13 <sup>th</sup> December
	3 <sup>rd</sup> December	8 <sup>th</sup> December	15 <sup>th</sup> December
<b>Coping with Change</b>			
<b>Supporting you with Change workshop</b>	1 <sup>st</sup> December	2 <sup>nd</sup> December	
<b>Information Day &amp; Market Place</b>			
<b>You do not need to book a space, just turn up</b>	6 <sup>th</sup> December Civic Hall Wallasey Town Hall 10am-4pm	13 <sup>th</sup> December Civic Hall Wallasey Town Hall 10am-2pm	

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**For more information and to book your space telephone the HR Support Team  
0151 606 2222**

**“Planning for the Future” Support Session: Attendance numbers**

<b>General Money Matters &amp; Pensions Advice</b>	
<b>Date of session:</b>	<b>Number of employees attended:</b>
6 <sup>th</sup> December 2010	50
13 <sup>th</sup> December 2010	40
1 <sup>st</sup> March 2011	29
14 <sup>th</sup> March 2011	13
23 <sup>rd</sup> May 2011	24
14 <sup>th</sup> June 2011	26
<b>Total: 6</b>	<b>Total: 182</b>

<b>Maths &amp; English</b>	
<b>Date of session:</b>	<b>Number of employees attended:</b>
6 <sup>th</sup> December 2010	2
13 <sup>th</sup> December 2010	4
<b>Total: 2</b>	<b>Total: 6</b>

<b>Money Guidance 1:1's</b>	
<b>Date of session:</b>	<b>Number of employees attended:</b>
2 <sup>nd</sup> December 2010	9
3 <sup>rd</sup> December 2010	9
7 <sup>th</sup> December 2010	6
8 <sup>th</sup> December 2010	10
13 <sup>th</sup> December 2010	9
15 <sup>th</sup> December 2010	8
14 <sup>th</sup> February 2011	5
22 <sup>nd</sup> February 2011	5
1 <sup>st</sup> March 2011	4
4 <sup>th</sup> March 2011	6
16 <sup>th</sup> March 2011	7
25 <sup>th</sup> March 2011	2
28 <sup>th</sup> March 2011	5
19 <sup>th</sup> May 2011	7
26 <sup>th</sup> May 2011	6
1 <sup>st</sup> June 2011	3
6 <sup>th</sup> June 2011	5
17 <sup>th</sup> June 2011	3
22 <sup>nd</sup> June 2011	2
27 <sup>th</sup> June 2011	2
<b>Total: 20</b>	<b>Total: 113</b>

<b>Next Step workshops</b>	
<b>Date of session:</b>	<b>Number of employees attended:</b>
29 <sup>th</sup> November 2010	3
30 <sup>th</sup> November 2010	5
1 <sup>st</sup> December 2010	10
2 <sup>nd</sup> December 2010	5
3 <sup>rd</sup> December 2010 - am	13
3 <sup>rd</sup> December 2010 - pm	5
28 <sup>th</sup> February 2011 - am	4
28 <sup>th</sup> February 2011 - pm	5
16 <sup>th</sup> March 2011 - am	8
16 <sup>th</sup> March 2011 - pm	6
8 <sup>th</sup> June 2011	12
21 <sup>st</sup> June 2011	4
<b>Total: 12</b>	<b>Total: 80</b>

<b>Supporting you with change</b>	
<b>Date of session:</b>	<b>Number of employees attended:</b>
1 <sup>st</sup> December 2010 – am	14
1 <sup>st</sup> December 2010 – pm	10
2 <sup>nd</sup> December 2010	15
2 <sup>nd</sup> March 2011	6
14 <sup>th</sup> March 2011	4
23 <sup>rd</sup> March 2011	4
25 <sup>th</sup> May 2011	6
16 <sup>th</sup> June 2011	5
<b>Total: 8</b>	<b>Total: 64</b>

<b>Next Step 1:1's</b>	
<b>Date of session:</b>	<b>Number of employees attended:</b>
30 <sup>th</sup> November 2010	4
3 <sup>rd</sup> December 2010	5
7 <sup>th</sup> December 2010	5
10 <sup>th</sup> December 2010	4
14 <sup>th</sup> December 2010	6
17 <sup>th</sup> December 2010	3
22 <sup>nd</sup> December 2010	4
18 <sup>th</sup> January 2011	1
16 <sup>th</sup> February 2011	3
24 <sup>th</sup> February 2011	2
1 <sup>st</sup> March 2011	1
2 <sup>nd</sup> March 2011	6
7 <sup>th</sup> March 2011	1
16 <sup>th</sup> March 2011	5
24 <sup>th</sup> March 2011	2



18 <sup>th</sup> May 2011	6
24 <sup>th</sup> May 2011	2
20 <sup>th</sup> June 2011	6
30 <sup>th</sup> June 2011	1
<b>Total: 19</b>	<b>Total: 67</b>

<b>Information Days</b>	
<b>Date of session:</b>	<b>Number of employees attended:</b>
6 <sup>th</sup> December 2010 – full day	100
13 <sup>th</sup> December 2010 – half day	73
14 <sup>th</sup> March 2011 – half day	76
<b>Total: 3</b>	<b>Total: 249</b>

<b>Jobs and Information Fair (this was public event)</b>	
<b>Date of session:</b>	<b>Number of employees attended:</b>
23 <sup>rd</sup> May 2011 – full day	34 council employees
<b>Total: 1</b>	<b>Total: 34</b>

<b>Pre Retirement</b>	
<b>Date of session:</b>	<b>Number of employees attended:</b>
14 <sup>th</sup> December 2010 - am	8
14 <sup>th</sup> December 2010 - pm	68
<b>Total: 2</b>	<b>Total: 76</b>

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Breakdown of employees affected by the 9 December 2010 Cabinet:

Department	Letters	Left
Adult Social Services	197	57
Children/Young People's Department	41	27
<b>Total</b>	<b>238</b>	<b>84</b>

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### Redeployment Support Programme

#### Would you like to brush up on your personal skills, basic IT functional skills and your job searching skills?

As a redeployee, support is available to you to help you build on your knowledge and skills.

You can gain these skills by reading information packs, carry out computer training via our E Learning\* packages and by attending workshops.

To help us assist you in this development opportunity, please tell us what learning topics you are interested in by placing a tick in the box next to the topics...

<i>Place a tick in the boxes below to make your selection</i>	<b>Information Pack</b>	<b>E Learning</b>	<b>Workshop</b>
<b>Employability Skills</b>			
Creating / Writing a Curriculum Vitae			
Completing an application form			
Preparing yourself for a job interview			
<i>Please tick if you would like to attend a workshop for any of the following topics</i>			
<b>Personal Skills</b>			
Developing customer care & communication skills			
Developing assertive behaviour			
Developing time management skills			
Presentation Skills Training			
<b>Functional IT Skills</b>			
Using a computer: basic introduction			
Using & creating Word documents			
Using & creating Excel spreadsheets			
Using & creating Powerpoint			

<b>Name</b>		<b>Department</b>	
<b>Personal number</b>		<b>Section/Workplace</b>	
<b>Day time contact number</b>		<b>Email</b>	
<b>Address</b>			

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# Skills for Wirral Managers

## The Wirral Manager Training & Development

### Autumn Programme

- **September**
- **October**
- **November**

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## Introduction & Overview

Welcome to the **2011 Autumn Skills for Wirral Managers** training booklet. In this booklet you will find details of the Manager Development Programme including outlines of each workshop and E-learning module available to all managers at Wirral.

Details of dates, venues and times are included from September to November. We are constantly adding in extra dates so if you see a course that grabs your interest but no date is shown please apply for a space and we will contact you with programme information.

The 'Skills for Wirral Managers' programme is council wide and is available to all staff in managerial or supervisory roles or people aspiring to become a manager. The programme aims to enable managers to gain the skills to manage not just people, but also projects and performance, plus share best practice. An Induction programme for those new to a management role is also available (details can be found on page 35).

You may feel some modules may also be appropriate for colleagues in partner organisations to attend so please share this information with them as you go about your work.

The programme has been divided into 5 modules as follows:

- **Module 1** Core Organisational Policies.
- **Module 2** Working with & Developing Others
- **Module 3** Developing Yourself
- **Module 4** Health & Safety for Managers
- **Module 5** Professional Development ILM

So we hope you enjoy the "Skills for Wirral Managers" programme and remember to keep learning!

For more information regarding the  
Skills for Wirral Managers programme  
please email  
[trainingapplications@wirral.gov.uk](mailto:trainingapplications@wirral.gov.uk)





# Module 1

## Core Organisational Policies.

Module 1 is all about supporting the managers' knowledge and practice in line with organisational policies, procedures and expectations. This includes refreshing managers' knowledge as policies are updated and changed.

Details of the following programmes can be found in this section:

- **Attendance Management**
- **Employee Relation Policies and Procedures**
- **Equality and Diversity**
- **Information Security**
- **Key Issue Exchange/Performance Appraisal**
- **Recruitment and Selection Policy and Procedure**



## Attendance Management e-learning module

As part of the 'Skills for Wirral Managers' programme, **all managers must complete the Attendance Management e-learning module**. This will be followed by a face-to-face training course for when you may deal with a case under the absence capability procedures.

### Topics covered in the e-learning module

- Summary of Wirral's attendance management procedures
- An overview of how to follow the procedures

The module should be completed by all managers and can also be used as a resource for future reference. The module should take between one and two hours to complete.

📄 Details of how to log into any e-learning module can be found under the Help & Support section of the Intranet by following the e-learning Link.



## Managing Attendance workshop

Once you have completed the e-learning module you may wish to attend a workshop. This workshop aims to provide an overview of best practice in relation to attendance management. Managers should complete the e-learning module before attending.

### Topics covered

- Review of e-learning
- Reminder – purpose of the procedure and managerial responsibility
- Positive preventative intervention – what's available
- Case studies
- Interview skills
- Return to Work interview
- Review meeting
- Formal action/interview

### Objectives

By the end of the session the learner will be able to:

- Understand and be able to apply the policy and procedure relating to managing attendance
- Apply best practice to managing attendance effectively.

### Autumn Dates

- **15<sup>th</sup> September 2011**
- **20<sup>th</sup> October 2011**
- **17<sup>th</sup> November 2011**

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.30am – 2.30pm including lunch break



## Managing Employee Relations

This is a half day workshop which aims to develop the manager's knowledge and skills when dealing with disciplinary, capability and grievance issues.

### Topics covered

- Why we have policies & procedures
- General principles of managing employee relations
- Disciplinary & performance capability stages
- Roles & responsibilities
- Grievance procedures & appeals
- Responding to a Bullying & Harassment complaint

### Objectives

By the end of the session the learner will be able to:

- Identify an appropriate process to use
- Understand the importance of following procedure and individual roles & responsibilities
- Explore managing disciplinary issues or poor performance
- Gain greater understanding of stages & levels within each process
- Increase awareness of ways to assess issues & decide how to proceed.

 **This session is mandatory for all new managers.**

### Autumn Dates

- **12<sup>th</sup> September 2011**

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

1.30pm – 4.30pm



## Equality & Diversity e-learning Modules

**There are 2 Equality & Diversity e-learning modules and both must be completed by all managers.**


The modules are as follows:

### **Equality & Diversity Essentials**

This module introduces everyone to the concepts of equality and diversity and provides an overview of the main legislation and its practical implications.

### **Managing Diversity**

This module explores how managers and supervisors can comply with legislation and manage diverse teams effectively.

 Details of how to log into any e-learning module can be found under the Help & Support section of the Intranet by following the e-learning Link.



## Managing Information Securely

The following e-learning modules are available on Information Security.

### Data Protection Awareness

After completing this course you will understand how to keep information secure and what your responsibilities are for storing and handling personal information. You will know how to comply with our policies and the Data Protection Act 1998.

### Protecting Information level 1

Information is vital to all of us in our work and we are all responsible for protecting the information that we use. This e-learning will help you think about some of the situations you may face and how you must take responsibility for using information safely. Level 1 is designed for all staff and will provide you with a comprehensive guide to why information is so important, the risks to its safety and what you can do to protect it. It should take you about 1 hour 20 minutes to complete, including the assessment.


### Protecting Information level 2

Information is vital to all of us in our work and we are all responsible for protecting the information that we use. This e-learning will help you think about some of the situations you may face and how you must take responsibility for using information safely.

Level 2 is designed for those who have a specific responsibility for handling information and is particularly aimed at Information Asset Owners and line managers, although it is also relevant for others' such as those in policy, project and procurement roles. It will help you understand more about your role in ensuring that the information for which you are responsible is properly protected and used. This should take around an hour to complete including the assessment.

**Both modules are mandatory for all new managers.**

If after completing these modules you feel you need further support then please email [trainingapplications@wirral.gov.uk](mailto:trainingapplications@wirral.gov.uk) to make your request.

 Details of how to log into any e-learning module can be found under the Help & Support section of the Intranet by following the e-learning Link.





## Key Issues Exchange Workshop

This half day session will introduce the manager to the Key Issues Exchange. The session aims to explore the links between the Key Issues Exchange (KIE) and the Council's goals and objectives.

### Topics covered

- KIE process and importance
- Making the links
- Roles and responsibilities
- KIE forms
- KIE online

### Objectives

By the end of the session the learner will be able to:

- Explain how your team goals and objectives link to those of your Department
- Describe the stages of the business planning cycle
- Describe the key roles in KIE: "Who does what"
- Describe the roles and responsibilities of the manager in KIE
- Conduct a KIE Online.

 **This session is mandatory for all new managers.**

### Autumn Dates

- 11<sup>th</sup> October 2011

### Venue

Training Room 4  
Treasury Building  
Cleveland Street  
Birkenhead

### Times

9.30am – 4.30pm



## Recruitment & Selection policy workshop

This half day workshop aims to provide managers with a model of best practice in Recruitment & Selection\*

### Topics covered

- Roles & responsibilities
- Importance of recruitment & selection
- The stages of recruitment & selection
- Process for filling vacancy & paperwork

### Objectives

By the end of the workshop the learner will be to:

- Describe their role and responsibility in the recruitment and selection procedure
- Follow the correct procedure at each stage
- Complete the appropriate paperwork correctly.

\*Please note there is a separate workshop available for those who wish to develop their interviewer skills and technique, rather than their knowledge of the policy and procedure. See Module 3 for details.

 **This session is mandatory for all new managers.**

### Autumn Dates

- **15<sup>th</sup> November 2011**

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.30am – 12.30pm



# Module 2

## Working With & Developing Others

Module 2 programmes focus on additional skills, including interpersonal skills a manager needs to support the team and individuals in their team.

Details of the following programmes can be found in this section:

- **Change Management**
- **Coaching Skills**
- **Delegation Skills**
- **Motivating Others**
- **Performance Management**
- **Supervision for Social Care Managers**



## Championing Change

This is a half day workshop for **3rd and 4th** tier managers. The aim is to support Senior Managers by providing an insight into how change affects people. It also provides the tools to facilitate practical change planning.

### Topics covered

- Culture & Change
- Team readiness for change
- 8 elements of the Kotter change model
- Critical path analysis
- Roles, Responsibilities & contra-indicators
- Personal checklist for change

### Expected Outcomes

By the end of this session the learner will be able to:

- Recognise the Kotter change model
- Identify the emotional stages of change and the optimum response
- Recognise the key skills needed to manage change effectively
- Identify the key organisational challenges and plan a response.

### Autumn Dates

- 30<sup>th</sup> September
- 9<sup>th</sup> November

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.30am – 12.30pm



## Leading Change through People

Leading a team through change can be a challenge for even the most experienced manager. This 1 day active learning workshop applies the principles of a change management model into tangible activities that the manager can apply back in the workplace.

### Topics covered

- How do we feel about change?
- Change and culture
- Change curve
- Preparing the team
- Building the team
- Agreeing the vision
- Communicating the changes
- Empowering action
- Eating the elephant
- Embedding the change

### Objectives

By the end of the workshop the learner will be able to:

- Develop an action plan to lead people through change
- Recognise the emotional symptoms of change and take appropriate action
- Identify what support they need to support others through change.

 **This session is mandatory for all new managers.**

### Autumn Dates

- **21st September 2011**
- **17<sup>th</sup> October 2011**
- **4<sup>th</sup> November 2011**

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.30am – 5pm



## Delegation Skills: Discover a way to achieve more

This is a half day active learning workshop for anyone that is looking for ways to achieve more. When you learn how to delegate and you do it well you can quickly build a strong and successful team that is capable of being able to meet demands and deadlines. That's why developing your delegation skills is a fantastic opportunity and a win/ win for all those involved.

### Topics covered:

- The delegation dilemma
- Delegation - Unique Selling Points
- Barriers to delegation
- The delegation rulebook
- Planning to delegate

### Objectives

By the end of this workshop learner will be able to:

- Identify the benefits of delegation
- Recognise their barriers to delegation and take positive action to overcome these
- Apply the principles of effective delegation
- Plan an approach to delegating work to others.

### Autumn Dates

- 17<sup>th</sup> October 2011

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

1.30pm – 4.30pm



## Motivation Skills: Unlocking Potential

Research shows that we motivate ourselves by responding to inner needs. As a manager you should understand these needs in individuals i.e. what are their motivators? You want to work with them, not against them. This half day active learning workshop develops the learner's knowledge and understanding of the key principles to motivation and demonstrates the tools to put these into your everyday practice. At the end of the workshop, the learner will be offered a coaching session to support their learning back at the workplace.

### Topics covered

- What is motivation?
- Key motivation theories
- Motivation mind map
- Communicating feedback and unlocking potential
- The leader's influence

### Objectives:

By the end of the workshop, the learner will be able to:

- Describe what motivation is
- Identify their real motivator
- Complete a team mind map
- Understand the principles of feedback to unlock potential
- Recognise their influencing style on their team.

### Autumn Dates

- 29<sup>th</sup> September 2011 (am)
- 17<sup>th</sup> October 2011 (am)
- 14<sup>th</sup> November 2011 (pm)

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.30am – 12.30pm (am)  
1.30pm – 4.30pm (pm)



## Tackling Underperformance

Managing performance is key to the manager's role. When underperformance happens, the manager must be able to be tackling the issues in a confident and professional manner. This half day active learning workshop aims to give practical advice to the manager as they prepare for the under performance conversation. This workshop focuses on the practical side of the preparation rather than the policy and procedures.

### Topics covered

- What is performance management, why is it needed and why should we bother?
- How do we manage performance?
- Diagnostic: health check
- Planning the approach to the conversation
- Good practice checklist
- Case study

### Objectives

By the end of the workshop, the learner will be able to:

- Demonstrate an understanding of Performance Management principles
- Undertake a diagnostic
- Plan the conversation.

### Autumn Dates

- 29<sup>th</sup> September 2011(pm)
- 20<sup>th</sup> October 2011 (pm)
- 23<sup>rd</sup> November 2011 (am)

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.30am – 12.30pm (am)  
1.30pm – 4.30pm (pm)





## Supervision for Social Care Managers

This half day workshop aims to provide social care managers with an understanding of the principles of supervision and the skills and knowledge to develop current competence.

### Topics covered

- Drivers/context for supervision
- Supervision standards
- Function and methods of supervision
- Recording of supervision
- The role of reflective practice and positive expectations approach

### Objectives

By the end of the workshop learners will be able to:

- Understand the principles and purpose of supervision
- Explore the different approaches to supervision
- Provide guidance on recording and paperwork
- Understand the role of reflective practice and personal development planning.

 **This session is mandatory for all new Adult Social Care managers.**

### Autumn Dates

- 16<sup>th</sup> September 2011 (am)
- 3<sup>rd</sup> October 2011 (am)
- 13<sup>th</sup> October 2011 (pm)
- 28<sup>th</sup> October 2011 (am)
- 17<sup>th</sup> November 2011 (am)
- 24<sup>th</sup> November 2011 (pm)

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.30am – 12.30pm (am)  
1.30pm – 4.30pm (pm)





# Module 3

## Developing Yourself

These courses focus on supporting the manager to grow and develop individually.

Details of the following programmes can be found in this section:

- **Assertiveness**
- **Budget Management**
- **Chairing Meetings**
- **Interviewer Skills**
- **Interviewee Skills**
- **Presentation Skills**
- **Time Management**
- **Train the Trainer**



## Assertiveness

### Improving your Personal Effectiveness and Interaction with others

By being assertive and able to express yourself with confidence without having to resort to passive, aggressive or manipulative behaviour you can learn to modify your behaviour for greater effectiveness for inside and outside workplace situations. This half day active workshop will support learners to develop skills in becoming more assertive and build self-confidence to help them achieve greater work effectiveness.

At the end of this workshop learners will be offered the opportunity to have a coaching experience to build upon their learning experience.

#### Topics Covered:

- What is assertiveness?
- Self esteem
- Behaviour and communication styles
- The OK Corral

#### Objectives

At the end of this workshop learners will be able to:

- Explain what assertiveness is
- Take a positive approach in communicating more effectively
- Improve their self esteem
- Appreciate which words to use to get the most out of the interactions with others
- Follow a process for approaching situations in an assertive manner.

#### Autumn Dates

- 12<sup>th</sup> September 2011

#### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

#### Times

9.30am – 4.30pm



## Budget Management Workshop

This half day session aims to develop the manager's skills in planning and monitoring budgets and help to identify how budget holders can meet the challenges they face within the Local Authority environment.

### Topics Covered

- Brief overview of Wirral Council and its current financial challenges
- Importance of budgets and the Budgetary Cycle
- Future Challenges for the Council/How budget holders can help
- Budget Planning/Monitoring
- Accounting Codes/Financial Reporting

### Objectives

By the end of the workshop the learner will be able to:

- Demonstrate an understanding of budgetary planning/monitoring
- Interpret financial data for decision making using techniques from the workshop
- Deal with their budget in a confident manner.

### Autumn Dates

- **14<sup>th</sup> September 2011**
- **24<sup>th</sup> November 2011**

### Venue

Training Room 3  
Treasury Building  
Cleveland Street  
Birkenhead

### Times

9.30am – 12.30pm



## Effective Meetings

Meetings can often have a bad reputation and can sometimes seem to be an unproductive and time wasting activity. This is a half day active workshop designed to support those whose are asked to lead a meeting by providing practical help and advice to make the most from the meeting occasion.

### Topics covered

- Meeting purpose
- Agendas
- Controlling the meeting
- Who's at the meeting? Dealing with personalities
- Overcoming obstacles
- Action notes & meeting notes
- Closing the meeting

### Objectives

By the end of the workshop the learner will be able to:

- Consider whether a meeting is always needed
- Provide focus for their meetings through use of objectives and agendas
- Control their meetings
- Ensure agreed actions are assigned.

### Autumn Dates

- 27<sup>th</sup> September 2011

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.30am – 4.30pm



## Interviewer Skills: How to pick the right candidate

This is a half day active workshop which aims to develop the learner's selection interviewing skills. The course concentrates on developing interview techniques rather than legal aspects of recruitment and selection procedures which are covered under the module 1 programme on recruitment & selection.

### Topics covered

- The selection process
- Question Plans
- Setting and making first impressions
- Building rapport with the candidate
- Effective questions
- Active listening
- Closing the interview
- Scoring linked to the question plan
- Interview practice

### Objectives

By the end of this workshop learners will be able to:

- Structure & plan a logical approach to interviews
- Prepare effectively for the interview
- Build and maintain appropriate rapport with candidates
- Conduct selection interviews effectively and professionally
- Manage expectations in the closing round of the interview
- Evaluate the interview to help them select the best possible candidate.

### Autumn Dates

- 10<sup>th</sup> October 2011

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.30am – 12.30pm



## Be a STAR at the job interview

Interviews aren't a test or an exam: interviews are in fact a 2 way process, to see if you will fit into the organisation and to see if the job will fit you i.e. if you got the job would you want to work for them? This half day active learning workshop aims to give practical advice and guidance on presenting yourself in a positive and confident manner in a job interview by using the STAR approach.

### Topics covered:

- Barriers to performing well at interview
- Answering killer questions using 6 top tips
- STAR

### Objectives:

By the end of the session the learner will be able to:

- Identify their personal barriers and take action
- Prepare themselves for interview questions using STAR
- Confidently answer interview questions.

### Autumn Dates

- 12<sup>th</sup> October 2011

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.30am – 12.30pm





## Presentation Skills: Overcoming the fear

Presentations are an effective way of getting ideas, opinions or information across to a number of people at once. Yet, according to recent surveys, making presentations in public is our third most widely held fear, affecting almost half of the population (snakes and spiders are first and second). But what are we really afraid of?

Most people feel anxious when asked to give a presentation but there are practical steps that you can take to make it easier. This 2 half day workshop aims to provide practical advice and support to anyone who is asked to make a presentation.

Day 1 is trainer led and day 2 is a practical day including feedback on performance. The learner must attend both sessions.

### Topics covered:

- Top 6 planning questions
- Presentation structure
- Dealing with questions
- Dealing with a hostile audience
- The 4 P approach
- Communication: words, voice and body language
- Personal checklist
- Gold Star presentation must haves
- Practical
- 

### Objectives

By the end of the workshop the learner will be able to:

- Plan a presentation
- Structure a presentation
- Deliver a presentation.

### Autumn Dates

- 7<sup>th</sup> & 14<sup>th</sup> October 2011 - must attend both dates.

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.30am – 1pm



## Time Management

Often when we are busy we can often make ourselves busier by failing to make the best use of our time. It sometimes helps to stop and take stock of the situation and think about how we are working.

This half day workshop encourages the learner to stop and think about how they operate and will help anybody who wants to make more effective use of their time.

### Topics covered

- What is time management?
- What are our time wasters?
- The time matrix
- Time saving techniques
- Breaking habits that impact on our time

### Objectives

By the end of the workshop the learner will be able to:

- Identify current time management patterns
- Recognise the importance of effective time management for the individual and the organisation
- Use tools to improve time management.

### Autumn Dates

- **16<sup>th</sup> September 2011**

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.30am – 12.30pm



## **Train the Trainer & Brain Friendly Learning**

Anyone who has endured a dry 'chalk and talk' or 'death by PowerPoint' training session will know the importance of getting training activities right. This is a 2 half day activity based workshop which aims to support anyone who is asked to train individuals or groups of people in the workplace by introducing the 'trainer' to the concept of brain friendly learning.

The workshop includes a brief overview of traditional learning theories and models and an introduction to modern learning approaches. Day 1 is trainer led and day 2 is learner led. Learners will be expected to attend both sessions.

### **Topics covered:**

- The Training Cycle
- Traditional learning styles
- Experiential learning
- Accelerated learning styles
- Making training creative
- Session plans & brain breaks
- The warm welcome
- Training delivery & engaging with difficult personalities
- Assessing, evaluating & reviewing learning

### **Objectives:**

By the end of the workshop, learners will be able to:

- Identify training needs
- Design creative training sessions to suit the range of learning styles
- Deliver effective training sessions confidently and professionally
- Assess learning and review effectiveness of their training session.

### **Autumn Dates**

- **19<sup>th</sup> & 26<sup>th</sup> September 2011 - must attend both dates**

### **Venue**

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### **Times**

9.30am – 5.00pm day one  
9.30am – morning only session





# Module 4

## Health & Safety for Managers

Details of the following programmes can be found in this section:

- **Managers Manual Handling**
- **Managers Working at Height**
- **Institute of Occupational Safety and Health (IOSH)**



## Managers Manual Handling

This 2 hour course provides advice and guidance on: safe working practices, planning manual handling, statutory requirements and Council arrangements. The course also provides practical working solutions for managing staff who carry out manual handling activities.

### Topics covered

- Legislation.
- Case studies
- Unsafe working practices
- Hierarchy of control for manual handling
- Safe working procedures
- Risk assessment

### Objectives

By the end of the course the manager will be to:

- Complete a suitable and sufficient risk assessment
- Recognise and prevent unsafe working practices.

**Cost £15 per person**

### Autumn Dates

- 4<sup>th</sup> November 2011

### Venue

Lower Ground Floor  
Cheshire Lines  
Birkenhead

### Times

9.30am – 12.30pm



## Managers Working at Heights

This 2 hour course will cover: safe working practices, planning working at height, statutory requirements and Council arrangements. It is suitable for anyone who supervises or manages staff who work at height. The course also provides practical working solutions.

### Topics covered

- Legislation.
- Case studies
- Unsafe working practices
- Hierarchy of control for working at height
- Safe working procedures
- Risk assessment

### Objective:

By the end of the course the manager will be able to:

- Complete a suitable and sufficient risk assessment
- Recognise and prevent unsafe working practices whilst working at height.

**Cost: £15 per person**

### Autumn Dates

- 8<sup>th</sup> September 2011

### Venue

Wallasey Town Hall  
Room 3  
Brighton Street  
Wallasey

### Times

10am – 12pm



## Managing Safely - Institute of Occupational Safety & Health (IOSH)

This course aims to give managers the knowledge and tools to tackle the health & safety issues they're responsible for. Importantly, it will explain why health & safety is such an essential part of their job. The course is 4 days long and is conducted across 2 x 2 day blocks and leads to a nationally recognised certificate upon completion.

### Content:

- Introducing managing safely – accountability for health & safety
- Assessing risks and controlling risks.
- Understanding your responsibilities.
- Identifying hazards.
- Investigating accidents and incidents.
- Measuring performance.
- Protecting the environment.

### Objective:

By the end of the course, managers will be able to:

- Complete a 'suitable and sufficient' risk assessment
- Identify the different hazards within the workplace and ensure the correct control measures are implemented.

 **This course is mandatory for all new managers.**

**Cost: £100 per person**

### Autumn Dates

- 13<sup>th</sup>, 14<sup>th</sup> & 20<sup>th</sup>, 21<sup>st</sup> September 2011
- 15<sup>th</sup>, 16<sup>th</sup> & 22<sup>nd</sup>, 23<sup>rd</sup> November 2011

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.15am – 5.00pm





# Module 5

## Professional Development

### Institute of Leadership and Management (ILM) Qualifications

ILM qualifications bring about practical benefits to you as the manager because they focus on improvement – improvement of leaders and managers in their roles, improvement in the teams they lead and in the products and services they provide, and improvements in the organisation and the way it operates. Wirral is an approved ILM centre and is able to deliver ILM qualifications using in house expertise.

Details of the following programmes can be found in this section:

- **ILM Level 3 Award**
- **ILM Level 5 Award**
- **ILM Level 5 Certificate**



**ILM Level 3 Award in Management** (Dates will be arranged from December onwards and will be published in the Winter Programme)

This qualification gives an introduction to basic skills, knowledge and understanding required by today's first line manager. The mandatory unit "Solving Problems and Making Decisions" is designed to develop practical techniques for tackling managerial problems and decisions. Two further optional units must also be completed.

The course will take place over a period of 4/5 months and attendance of 10 days is required during this time. Assessment is carried out via 3 assignments and **the cost of the course is £150.00**

**ILM Level 5 Award in Management** (Dates will be arranged from December onwards and will be published in the Winter programme)

This qualification is aimed at developing basic middle management skills and knowledge. The mandatory unit, "Understanding the Management Role", examines organisational structure and function, the roles and responsibilities of middle managers and the effect of communication and interpersonal skills on managerial performance. Two further optional units must also be completed.

The course will take place over a period of 4/5 months and attendance of 10 days is required during this time. Assessment is carried out via 1 written assignment and a 30 minute professional presentation. **The cost of the course is £150.00**

**ILM Level 5 Certificate in Management** (Dates will be arranged from December onwards and will be published in the Winter programme)

This qualification builds on the areas covered in the ILM Level 5 Award. Here "Managing Improvement" is explored, both in terms of organisational and personal improvement. "Making a Financial Case" allows the manager to develop an understanding of the concepts used to inform financial management decisions. Three further optional units must also be completed.

The course will take place over a 12 month period and attendance of 14 days is required during this time. Assessment is carried out via 3 Improvement Reports of approx 4,000 words to be academically written and reference. **The cost of the course is £200**

**N.B. Learners must have completed the ILM Level 5 Award before applying for this course.**

Please contact [christinerollinson@wirral.gov.uk](mailto:christinerollinson@wirral.gov.uk) for further details



## The Manager Induction Programme

The Skills for Wirral Manager Programme is available to all managers across the Council. To support those new to management, an Induction programme is in place to help new managers plan their learning in a timely fashion for the compulsory elements of the modules.

All new managers will be contacted by a member of the organisational development team and a 12 month training plan established.

If you are a new manager and have not yet received your training plan please contact [trainingapplications@wirral.gov.uk](mailto:trainingapplications@wirral.gov.uk) with your name, department, section and a contact number immediately.

**For more information regarding the  
Skills for Wirral Managers programme  
please email  
[trainingapplications@wirral.gov.uk](mailto:trainingapplications@wirral.gov.uk)**



## How to make arrangements to attend a workshop

To book a space you do the following:

### Step 1 - Chose your course

### Step 2 - Complete an Online Application Form

A much simpler 1 page Training Application Form is now available. You complete the form online and send it via email to your manager. The form can be found in the **“forms” section of the HR Handbook**. If you do not have access to email your manager will be able to support you with accessing the form.

### Step 3 - Manager Authorisation

The Training Application form should now be sent from the manager's inbox to [trainingapplications@wirral.gov.uk](mailto:trainingapplications@wirral.gov.uk) as an authorisation from your manager. The form does not need to be printed off and signed.

### Step 4 - Joining Instructions

The details and information about your place on the course will be e-mailed to your manager once you are booked on. ( You will be copied in)

**Please note** that Wirral Council employees will not incur a cost for attending the majority of training, however Heads of Service are contacted with details of those who fail to attend or give 48 hours notice of cancellation.

(Health & Safety courses and ILM do incur a charge, details of which can be found in the relevant course outlines)



## WIRRAL COUNCIL

### COUNCIL EXCELLENCE

15<sup>TH</sup> SEPTEMBER 2011

<b>SUBJECT:</b>	2011/12 First Quarter Performance and Financial Review
<b>WARD/S AFFECTED:</b>	All
<b>REPORT OF:</b>	Chief Executive
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	Councillor Steve Foulkes
<b>KEY DECISION:</b>	No

#### 1.0 EXECUTIVE SUMMARY

1.1 This report sets out performance of the Council's Corporate Plan 2011-14 for April to June 2011, and provides members with an overview of performance, resource and risk monitoring.

#### 2.0 RECOMMENDATION/S

2.1 That the contents of this report be noted.

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

3.1 Council approved the Corporate Plan on 18<sup>th</sup> April 2011. This report provides a quarterly progress on delivering the Council's Corporate Plan, including performance of relevant projects and indicators and associated financial and risk monitoring information.

#### 4.0 BACKGROUND AND KEY ISSUES

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

The presentation accompanying this report provides an overview of quarter one performance with more detail outlined in this report including corrective action for performance issues.

##### 4.2 **Your FAMILY: CHILDREN AND YOUNG PEOPLE**

###### **What's working well**


- Birkenhead High School Academy marked the official start of the school's new building project in April 2011 with a 'Turf Cutting' Ceremony on the senior school site
- The new Club Tri-Golf facility for young golfers, at Kings Parade in New Brighton, was officially opened in May 2011
- The number of young people attending youth clubs and activities in Wirral has risen by more than 60%. A total of 8,625 young people went along to sessions during 2010/11 compared to 5,347 in 2009/10. The increase follows the reconfiguration of the Youth Service which included the introduction of the Youth Hubs across the borough, which came to fruition in May last year
- 13 foster carers have been recruited between April and June 2011 (30% above the target)
- There has been a 94% uptake of schools receiving School Improvement Services during April and June 2011 (14% above the target)

The following strategic change project has been assessed as **red**:

Status	Project	Corrective Action
<b>Red</b>	Looked After Children	The project schedule is on target; however savings forecast is currently being assessed

### Performance against indicator(s):

The following indicator has missed its quarter one target and is therefore assessed as **red**:

Portfolio	PI no	Title	2011/2012 Q1 Target	2011/2012 Q1 Actual	On target	Direction of travel
Housing & Community Safety	7031	Percentage of under-age sales of alcohol during test purchase exercises	15%	22%	<b>Red</b>	
<b>Corrective Action:</b>	In this 1st quarter visits have been targeted using intelligence reports and as such the figure is higher than if the visits had been made at random. As the problem areas are tackled the figure will then improve to its year end target					
<b>Performance Analysis:</b>	This indicator missed its quarter one target by 7%, but it is forecast to meet the end of year target					

Portfolio	PI no	Title	2011/2012 Q1 Target	2011/2012 Q1 Actual	On target	Direction of travel
Children's Services and Lifelong Learning	112	Percentage reduction in the under 18 conception rate	-49.9% (25.3)	-13.04% (44.0) (E)	<b>RED</b>	n/a
<b>Corrective Action:</b>	<p>Most recent data from the Office of National Statistics (2009) shows that Wirral recorded an under-18 conception rate of 44 per 1000 15 to 17 year olds (264 conceptions). This is an increase in the recorded rate from 2008 of 40 per 1000 15 to 17 year olds (249 conceptions).</p> <p>Despite this yearly variation, an overall downward trend since the 1998 baseline is evident. However although Wirral, along with many other areas, will not achieve the national target of a 50% reduction in the number of conceptions for 15 – 17 year olds by 2010, funding has been approved to allow continuation of targeted work with the most vulnerable groups.</p>					
<b>Performance Analysis:</b>	This indicator is forecast not to meet the end of year target.					

### Resource implications

Significant budget pressures of £5.6 million are being experienced upon the Children and Young People's revenue budget, particularly within children's care services and in respect of the Integrated Transport Unit as reported to Cabinet on 23 June 2011.

Children and Young People's capital budget accounts for £39 million, which is over 50% of the 2011/12 capital programme from the Council budget. The programme has increased

significantly in 2011/12 due to slippage of schemes and resources from 2010/11 including schools modernisation, much of which is scheduled to take place during the school holidays. A number of large schemes are in progress including work at Birkenhead Academy, Cathcart Primary and Pensby Primary/ Stanley Special School.

### Future challenges and risks

Safeguarding arrangements for children is always a significant risk and is therefore under constant review. In response to the Government response to the Munro review and the Delivery of Social Work Reform Board recommendations; a comprehensive review of children's social care processes is being undertaken with the involvement of partner agencies.

## 4.3 Your FAMILY: ADULTS

### What's working well

- Over 1,000 people attended a community wellbeing event in May 2011, which was jointly organised by the Council and Wirral's Older People's Parliament.
- Wirral's Cabinet agreed an innovative new outcome based approach to commissioning Council services based on the priorities of local communities. Work is now underway to develop the system coherently across Wirral Council to ensure that money is spent in a targeted and effective way.
- The results of a new survey has revealed that Wirral is in the top third of local authorities across the country for rolling out Personal Budgets, with more than 40% of eligible people in Wirral now receiving a personal budget. This is a marked improvement from six months previously when the Council was among the worst five.

### Performance against Strategic Change project(s)

The following strategic change projects have been assessed as **red** or **amber**:

Status	Project	Corrective Action
<b>Red</b>	Learning Disabilities	This project is currently being developed and has been at the planning stage for some time. The initial outcome of this project was to stabilise the budget by March 2012 against the backdrop of £2m overspend and approximately £800k growth per annum. Further work is pressing ahead to address both the service issues – working alongside partners in the Learning Disability Partnership Board - and the reporting of this 'cost-reduction' rather than 'savings generating' project. However, the project manager advises it is unlikely that this budget will be balanced within the required timescales.

Status	Project	Corrective Action
<b>Amber</b>	Market Management	<p>This project was set to deliver £5.37m during 2011/12. Initial projections suggest that the full saving may not be achievable due to:</p> <ul style="list-style-type: none"> <li>• A reduction in activity;</li> <li>• Out of Area placement savings not being realised;</li> <li>• The amount attached to specialist rates in Wirral; and</li> <li>• Some providers not accepting the new rates.</li> </ul> <p>Analysis is ongoing to establish the extent of the reduction</p>

### Resource implications

Significant budget pressures of £6 million are being experienced upon the Adult Social Services revenue budget. Underlying pressures from increased demand on older peoples and learning disability budgets account for £3 million. An additional £3 million of pressures has arisen from potential slippage on savings implementation relating to market review contract negotiations and Early Voluntary Retirement / Voluntary Severance savings.

The £3 million Adult capital programme for 2011/12 includes a new grant allocation of £941,000 to support developments relating to personalisation, reform and efficiency and £732,000 relating to the final payments for the Mendell Lodge extra care housing scheme.

### Future challenges and risks

Safeguarding arrangements for adults are always considered from a perspective of risk, and therefore under constant review by the Department and its partners of the Safeguarding Adult Partnership Board.

An increasing demand for services has become of greater significance in the economic downturn, which also presents challenges for the implementation of the Carer's Strategy.

On-going challenges remain relating to the increasing number of people living longer with consequently greater care-support needs; the increase in those people with learning disabilities with similarly increased care support needs; and the challenge of delivering all services with increasing elements of personalisation and choice.

## 4. 4 Your NEIGHBOURHOOD

### What's working well

- Wirral's Road Safety officers have been out and about visiting schools, encouraging motorists to drive safely around schools by watching their speed, parking responsibly, and taking a second look for pedestrians crossing the road
- Wirral's Cabinet has approved a new Housing Strategy which will direct policy until 2026, following an extensive public and stakeholder consultation
- The partnership initiative 'Playing For Success' initiative set up in 2004, between Wirral Council and Tranmere Rovers Football Club, based at Tranmere Rovers' Study Support Centre, is being funded for an additional year; to continue work with local communities to help raise people's motivation and self-esteem through sport and fitness, particularly focussing on young people



The following projects have been assessed as **amber**:

Portfolio	Key project	Status	Corrective Action
Housing & Community Safety	Deliver a heating improvement programme to 140 vulnerable private sector residents per year in 2011-12 and 2012-13	Amber	The original target for Number of households assisted will be met over the two year period, but with greater numbers in year 2. This is due to the start of the scheme being delayed until the Financial Assistance Policy has been approved, which is a statutory requirement.

Portfolio	Key project	Status	Corrective Action
Social Care & Inclusion	Develop a housing plan for people with Learning Difficulties by August/September 2011	Amber	Delays have arisen as a result of integrating the work of the Housing Sub Group with the wider Learning Disabilities Partnership Board agenda - timescales will be pushed back by three months.
	Renegotiate /Retender Supported People/Housing services for people with Learning Difficulties	Amber	Currently working in partnership with Adult Social Services (DASS) - timescales may be affected, due to changes in DASS's own contractual arrangements (Existing LD contracts to be extended until September 2011 to allow time for renegotiated services to be implemented)
	To review housing services for at risk young people and young people in care by August 2011	Amber	Timescales have been amended to March 2012.

### Performance against Strategic Change project(s)

The following strategic change project has been assessed as **red**:

Status	Project	Corrective Action
Red	Energy Efficiency	This project was set to deliver £80k saving during 2011/12. £50k of this saving was predicated on the installation of PC Powerdown software. This software has not yet been installed. It is therefore unlikely that the saving will be achieved

## Performance against indicator(s):

The following indicators are awaiting data:

Portfolio	PI no	Title	2011/2012 Q1 Target	2011/2012 Q1 Actual	On target	Direction of travel
Streetscene and Transport Services	195b	Maintain street and environmental cleanliness (combined levels of litter and detritus)	8%			No surveys have been undertaken this quarter due to a change in the scheduling. They will resume in the second quarter. No incidents have occurred to indicate any risks to this indicator

Portfolio	PI no	Title	2011/2012 Q1 Target	2011/2012 Q1 Actual	On target	Direction of travel
Environment	7050	Install solar panels at up to 30 sites by 2013				Performance against this indicator will be presented at the half year, following reporting of the scheme to Cabinet for approval.

### Resource implications

The main areas of concern relate to the achievement of income targets and include car parking and cultural services. The co-location of One Stop Shops with libraries and library Information Technology development programme is continuing. A number of policy options relating to environmental improvements, car parking and anti-social behaviour are currently being implemented. The community asset transfer programme is also progressing

Capital schemes progress includes schemes to improve housing and build new homes part funded from Homes and Communities Challenge Fund grant, improvements to the Williamson Art Gallery and mercury abatement works at Landican crematorium.

### Future challenges and risks

Service continuity and recovery arrangements require constant assessment to ensure neighbourhoods are protected and receive the appropriate level of service. An exercise was held in April to test the All Hazards plan and current continuity arrangements including Information Technology, telephony and weather related issues. A Wirral business Continuity Plan has also been completed.

## 4.5 Your ECONOMY

### What's working well

- A single streamlined contact point for all investors is being implemented
- 162 business assists took place during April and June 2011 (116% over the target)
- Wirral Council has announced that it has renewed its agreement with the England Illegal Money Lending Team, to target loan sharks who may be operating in the Borough and to conduct investigations into illegal money lenders

- The Wirral Apprentice Programme has been commended as a model of good practice nationally and regionally, and is increasingly being recognised as an exemplar of effective partnership working. Most recently, in May 2011, the Programme received a number of awards at the NW Regional finals of the National Apprenticeship Awards. These included one Wirral Apprentice employer winning the Small Business Award; another Wirral Apprentice Employer achieving a commendation; and the Council itself won a Special Recognition Award for its innovative model and approach
- Following the extremely successful Wirral Apprentice programme, Wirral Council has launched a new initiative to support businesses so that they can employ more staff and expand. The Wirral Intermediate Labour Market (ILM) is a flexible programme that supports companies to employ people on an anticipated 52 week contract with the Council contributing funding for the first 26 weeks of that contract
- 384 jobs have been created or safeguarded via Invest Wirral during April to June 2011 (66% over the target)

### **Performance against Strategic Change project(s)**

There are no projects falling within this theme in the Strategic Change Programme

### **Resource implications**

Policy options in regards of business support and minimising impacts of empty shops are currently being implemented. The Wirral Waters scheme continues to be developed with positive benefits for Wirral's economy anticipated.

Support continues for the 'Think Big Investment Fund' with a number of grants being awarded in this quarter.

### **Future challenges and risks**

The development of the Wirral Waters project by Peel Holdings continues and it is anticipated that this will create significant economic opportunities for the Borough. Peel Holdings has also submitted a planning application for an International Trade Centre in Birkenhead. Activity also continues to support Wirral businesses.

## **4.6 Your COUNCIL**

### **What's working well**

- Neighbourhood Plans were launched at the June Area forum meetings and a wide-scale consultation will take place over the Summer.
- An official ceremony was held on 9th July 2011 to welcome back soldiers from 75 Engineer Regiment (volunteers) after a six-month tour of duty in Afghanistan. The Territorial Army soldiers, who are part of 107 Field Squadron (Birkenhead), paraded around Hamilton Square in Birkenhead, before 16 of those soldiers who have completed their service in Afghanistan received medals in front of members of the public outside Birkenhead Town Hall. Wirral also officially opened a new unit to support past and present members of the Armed Forces and their families.
- The Rainbow flag was raised at Wallasey Town Hall on Tuesday May 17 to mark the International Day Against Homophobia and Transphobia - which takes place around the world every year.
- The development of Wirral's child poverty strategy is progressing through the establishment of an independent advisory forum, chaired by the voluntary sector. Consultation has been

undertaken with local partners through an event at the Floral Pavilion in June and engagement with local people and families will take place over the summer, including as part of the work to develop neighbourhood plans.

### Performance against Corporate Plan project(s)

The following projects have been assessed as **amber**:

Portfolio	Key project	Status	Corrective Action
Finance and Best Value	Deliver SCP 2011-2012 projects to deliver agreed benefits to the agreed quality, on time and to budget	Amber	£8m out the projected £10.725m is on target to deliver. Analysis of the deficit is underway but relates to the difficulties experienced in the market management project, disposal of assets project and back office procurement project.
	Work with the voluntary, community and faith sector to put in place a single strategy for funding the sector and commissioning services from April 2012 by December 2011	Amber	Corporate Procurement Board now established to take strategic lead on this. Cabinet report taken on 23rd June to extend current grant arrangements for voluntary organisations funded by corporate services until March 2012.

Portfolio	Key project	Status	Corrective Action
Corporate Resources	To review HR policies by April 2012	Amber	There is an action plan in place to review the HR policies by April 2012, which is also integrated into the People Strategy and subsequent delivery plan. There is a need to review the required resources to deliver this within the timeframes in line with current priorities and resources available.

### Performance against Strategic Change project(s)

The following strategic change projects have been assessed as **red** or **amber**:

Status	Project	Corrective Action
Red	Disposal of Assets	This project has experienced some delays in transferring council assets, specifically Pacific Road, the Tramway Museum, Grange Road and Beechwood Recreation & Community Centre. This will adversely impact on the ability to achieve the £481k savings for 2011/12

Status	Project	Corrective Action
Red	<b>Procurement:</b> <ul style="list-style-type: none"> <li>▪ Electronic</li> </ul>	The projects are being re-evaluated in the context of the Finance department restructure and consideration of moving

	Payments	away from invoices to procurement cards. The £200k target will be absorbed within the Procurement efficiency target for 2011-12 and sustained in the 2012-13 Budget via reduced posts in payments/procurement
Red	▪ Category Management	
Red	▪ Purchasing coordination	

Status	Project	Corrective Action
Red	Office Rationalisation	The status of the project reflects the failure to meet expected timescales for the sale of Westminster House, Willowtree, Oakenholt and the Old Court House which will present difficulties in meeting the savings target

Status	Project	Corrective Action
Amber	Procurement	The schedule of contracts indicates the savings are achievable. The Amber status reflects the uncertainty surrounding the process for realising the benefits of implementing new contracts. Work is ongoing with the Corporate Procurement Board to develop a benefits realisation strategy

Status	Project	Corrective Action
Amber	Transforming Business Support	Rollout and communications are continuing according to plan. The Amber status reflects the uncertainty surrounding the process for realising the benefits of implementation. Work is ongoing with the project team to develop a benefits realisation plan

Status	Project	Corrective Action
Amber	Contract Review	There is confidence that the work undertaken by Price Waterhouse Cooper will identify the required savings. Until the recommendations are known, it is unclear as to whether the council will implement them, the Amber status reflects this cautious approach.

Performance against indicator(s):

The following indicators have missed their quarter one target and are therefore assessed as red:

Portfolio	PI no	Title	2011/2012 Q1 Target	2011/2012 Q1 Actual	On Target	Direction of travel
Finance and Best Value	2099	Percentage financial assessments completed within 30 working days	85%	40%	Red	n/a
<b>Corrective Action:</b>	Service Manager to work with Customer Services Delivery Team to review business processes and performance and develop Improvement Plan.					
<b>Performance Analysis:</b>	This indicator has missed its quarter one target by 45% and is forecast to miss the year end target by 10%					

Portfolio	PI no	Title	2011/2012 Q1 Target	2011/2012 Q1 Actual	On Target	Direction of travel
Finance and Best Value	2112	Percentage of Council Invoices from SMEs paid within 10 days	60%	45.74%	Red	n/a
<b>Corrective Action:</b>	Head of Procurement to merge Payments and Procurement to create a single 'procure to pay' system					
<b>Performance Analysis:</b>	This indicator has missed its quarter one target by 14.26%, but is forecast to meet the year end target					

### Resource implications

Work is in progress to deliver procurement savings and to review major contracts. Volatile areas include buildings and the savings from office rationalisation, disposal of assets and facilities management. Office accommodation has been reduced by the vacation from Westminster House.

A number of capital schemes have been approved for building improvements to assist the release of assets and for IT development. Expenditure at this stage of the year is however low with IT expenditure linked to office accommodation changes.

### Future challenges and risks

Key risks include the failure to allocate resources to meet service demands in line with corporate priorities and impacts of future funding constraints. To mitigate these risks budgets have been approved and are closely monitored with regular forecasts provided to Cabinet. A review of Change Programme delivery risks is also being planned.

Impacts arising from changes to staffing arising from the Early Voluntary Retirement / Voluntary Severance scheme are also a risk factor. Measures are in place to mitigate and risk assess these impacts.

The level of future resources is likely to provide future challenges in delivering the corporate objectives as outlined above. The Local Government Resource Review may also create challenges if changes are made to Government funding allocations and the Council continues to

lobby the Government at national, regional and local levels to seek to mitigate any negative impact.

#### 4.7 Customer Feedback

Between 1st April – 30th June 2011 there was a total of 1,688 customer feedback contacts recorded; 3% less than the previous quarter though slightly above the quarterly average of 1,656 contacts for 2010/11. By channel, internet and email was used for 57% of all contacts.

Compared to the previous quarter, there was a 25% decrease in corporate complaints and a 24% decrease in statutory complaints, offset by a 55% rise in Ombudsman contacts (22 contacts in total) with Children’s Services (Schools) and Adult Social Services (Care Services) experiencing increased contact.

Customer suggestions, mainly prompted by the questionnaire sent out with council tax bills in March 2011, displayed an 85% increase from the previous quarter.

There was an improved average response rate for complaints, falling from 14 working days in the last quarter to 11 working days in this quarter (corporate target 15 working days). Councillor and MP enquiries took on average longer to respond to in this quarter, taking 6.5 working days compared to 5 working days in the last quarter/6 working days per quarter for 2010/11 (corporate target 10 working days).

There was a 38.5% increase in Children’s Services complaints compared to the previous quarter, with communication issues (9); complaints against social workers (7) and pupil services/schools (7) accounting for 44% of all complaints received for this department.

All other departments reported decreased numbers of complaints following on from the previous quarter.

The focus for complaints and wider customer feedback is ‘putting things right and learning from it’ and Corporate Services reported 29% of their complaints resulted in some positive organisational learning for future service delivery. The Department of Law, HR and Asset Management and Adult Social Services reported no changes implemented.

#### 4.8 Corporate Plan Amendments

The following amendments to the Corporate Plan are proposed to ensure that the plan is current, accurate and has achievable targets:

	<b>Proposed amendment</b>	<b>Reason for amendment</b>
Your FAMILY: Children & Young People	Amend targets for reduction of the obesity rate from: <ul style="list-style-type: none"> <li>▪ 9.5% to 9.9% for 4-5 year olds</li> <li>▪ 19.8% to 19.3% of 10 – 11 year olds</li> </ul>	To align targets with those within the Public Health departmental plan
Your NEIGHBOURHOOD	Amend target for prevention of no more than 12% of domestic violence cases reviewed at Multi Agency Risk Assessment Committee (MARAC) from being repeat incidences within 12 months of the MARAC review (21% is the national average) to 7.53%	To align with target set by Police

#### 5.0 RELEVANT RISKS

5.1 The Corporate Risk Register is currently being revised to take account of the new Corporate Plan.



5.2 Whilst risk issues are identified under each of the Corporate Themes the major issues identified as posing the greatest risk to the achievement of the objectives are:-

- Future resource constraints including forthcoming Local Government Resource Review may impact upon ability to meet citizen expectations.
- Wirral Waters investment (positive risks)

It is planned to highlight and deal with any other risks through the introduction of Executive Team risk identification sessions with an updated Corporate Risk Strategy and Corporate Risk Register being presented for consideration by Cabinet in September 2011.

## 6.0 OTHER OPTIONS CONSIDERED

6.1 Not applicable

## 7.0 CONSULTATION

7.1 Consultation in relation to the draft Corporate Plan engaged individuals and organisations from across Wirral's diverse communities and this is 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 been agreed and support the delivery of the Corporate Plan. Resource implications relating to the delivery of actions in the Corporate Plan have been set out in individual departmental plans. Further details are contained in Appendices 3, 4 and 5 which are placed within the Library.

9.2 The projected general fund balance at 31 March 2012 is £11.5 million as shown below

Details	£million	£million
<b>Projected General Fund balance at 31 March 2012 when setting the budget for 2011/12</b>		6.9
<b>Cabinet decisions</b>		
17 March – Fernleigh retained		-0.5
23 June - Financial out-turn 2010/11 showed a net increase in the balance of £1 million after meeting a net revenue overspend of £0.3 million		+1.0
23 June - Integrated Transport Unit additional funding		-0.3
23 June - EVR/VS scheme funded as part of 2010/11 thereby releasing the requirement to fund in 2011/12		+4.4
<b>Projected variances / potential overspends</b>		
None declared although pressures identified at the end of June 2011 within: - Adult Social Services £6.0 million - Children and Young People £5.6 million		-
<b>General Fund balance at 31 March 2012 based upon the latest projections</b>		11.5

9.3 Both Adult Social Services and Children and Young People Departments have highlighted significant pressures on their departmental budgets. Any subsequent overspend would impact upon the general fund balances.

9.4 The capital programme is summarised below:



<b>Spend</b>	<b>Original Approval £000</b>	<b>Forecast June £000</b>
Adult Social Services	1,154	2,943
Children & Young People	25,889	39,195
Corporate Services	5,181	10,788
Finance	1,000	3,671
Law, HR and Asset Mgt	8,163	8,779
Technical Services	7,872	11,564
<b>Total Programme</b>	<b>49,259</b>	<b>76,940</b>

<b>Resources</b>	<b>Original Approval £000</b>	<b>Forecast June £000</b>
Borrowing	15,905	28,553
Capital Receipts	3,000	3,000
Revenue, reserves, contributions	300	4,194
Grants - Education	23,441	26,283
Grants - Integrated Transport	1,155	1,155
Grants - Local Transport Plan	3,095	3,095
Grants - Other	2,363	10,660
<b>Total resources</b>	<b>49,259</b>	<b>76,940</b>

9.5 The 2011/12 capital programme has increased by £28 million due to £10 million of additional grant funding mainly associated with educational activity and £18 million slippage from the 2010/11 capital programme. The majority of projects transferred from 2010/11 involve schools, highways, housing and IT projects.

9.6 Progress continues to be made on a number of schemes including those at the Birkenhead Girls Academy, Cathcart Primary School, the former Mendell Lodge scheme, Williamson Art Gallery and Landican Crematorium as detailed under the Corporate Plan themes.

## **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 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. . This work is also monitored by the Corporate Equalities and Cohesion Group and the Council Excellence Overview and Scrutiny Committee.

## **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 have been identified in Section 4 of this report.

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

13.1 Planning and Community Safety is a specific goal in the Corporate Plan, with associated actions and measures. Any planning and community safety implications have been identified in Section 4 of this report.

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### **APPENDICES**

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

**Appendix 1** – Financial Monitoring Summary  
**Appendix 2** – Capital Monitoring Summary  
**Appendix 3** – Corporate Risk Monitoring Summary

### **REFERENCE MATERIAL**

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

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

<b>Council Meeting</b>	<b>Date</b>
<b>CABINET – Q1 Performance &amp; Financial Review</b>	<b>21 July 2011</b>
<b>CABINET - Delivering the Corporate Plan</b>	<b>17 April 2011</b>
<b>COUNCIL - Adoption of Corporate Plan 2011-14</b>	<b>14 April 2011</b>
<b>CABINET - Draft Corporate Plan for 2011-14</b>	<b>17 March 2011</b>

## UPDATE ON WORK PROGRAM : COUNCIL EXCELLENCE SCRUTINY COMMITTEE - 15/09/11

### Reports to assist in monitoring the Committee's work programme

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

#### Report 1 - Monitoring Report for Scrutiny Committee Work Programme

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

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

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

#### Report 2 - Suggestions for Additions to Work Programme

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

#### Report 3 - Proposed Outline Meeting Schedule for the Municipal Year

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

#### Report 4 - Progress Report on In-Depth Panel Reviews

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

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

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

Date of New item	Topic Description	How the topic will be dealt with	Estimated Complete Date	Comments on Progress	Complete?
08/07/10	Office Accommodation: - The EC Harris report was referred to the Council Excellence Committee by Cabinet (24 June 2010); - Need to understand the Cabinet timetable; - What are the implications for the Council's Data Centres?; - Future role for agile working	Officer reports plus site visits. (Bill Norman / Ian Brand)		Special meeting of the Committee arranged for 24 <sup>th</sup> August 2010. Further reports provided at the meetings on 21/09/10 and 18/11/10. Another report produced for the meeting on 31/01/11; to focus particularly on agile working and working in local hubs. Further report produced for 16/03/11. Committee raised anxiety over progress and agreed that "update reports should be presented to future meetings of this Committee on a quarterly basis". <b>Further report to Committee on 12/07/11. Committee also agreed that this item should be part of the work programme for the forthcoming municipal year. A subsequent report will be presented to Committee on 15/09/11.</b>	<b>Continuing</b>
21/09/10	Employee Forums – What issues do they cover? What are the participation levels? What is the cost of providing the Forums?	Officer report (Kevin Adderley)		Issue initially raised by a member at the Committee meeting on 21/09/10. Report produced for the meeting on 18 <sup>th</sup> November 2010. An officer review of Staff Diversity Forums will take place. A further report will be produced for a future meeting.	<b>Outstanding</b>
21/09/10	Income from Golf Courses, to include: Why is projected income not met on an annual basis? Is security of courses a determinant in loss of income?	Officer report (Jim Lester)		Issue initially raised by a member at the Committee meeting on 21/09/10. Report produced for meeting on 18/11/10. Report noted – await the outcome of the PACSPE process.	<b>Outstanding</b>

Date of New item	Topic Description	How the topic will be dealt with	Estimated Complete Date	Comments on Progress	Complete?
21/09/10	Reaching Excellent Level of the Equality Framework for Local Government (EFLG)	Officer report (Kevin Adderley)		Progress report presented to meeting on 21/09/10. Further report, expected 16/03/11, requested in six months time. Report to include the reasons for low levels of Black and Ethnic Minority individuals accessing mainstream services. Subsequent report produced for meeting on 16/03/11. Agreed that a further report should be produced in relation to the Equality Implications of the recent Council Budget, to include information as to what analysis was undertaken and how officers took equality duties into account. <b>Report presented to Committee on 12/07/11.</b>	<b>Outstanding</b>
18/11/10	Early Voluntary Retirement / Voluntary Severance (EVR/VS) – Analysis and Restructuring	Officer report (Chris Hyams)		Issue initially raised by a member at the Committee meeting on 18/11/10. Report produced for the meeting on 16/03/11. A further update report will be produced at the end of the EVR process. <b>Committee, on 12/07/11, agreed that this item should be part of the work programme for the forthcoming municipal year. Committee, on 12/07/11, also requested a further report on the “impact on employees of restructuring / redeployment, including the support in place for individuals”</b>	<b>Outstanding</b>

Date of New item	Topic Description	How the topic will be dealt with	Estimated Complete Date	Comments on Progress	Complete?
18/11/10	Proposed changes to Housing Benefit / Council Tax Benefit system - Impact of the Welfare Reform Bill	Officer report (Ian Coleman)		Report produced for the meeting on 31/01/11. Committee agreed that "the issue of welfare reform and changes to the benefits system announced recently, and its likely impact on local government staffing and finances requires detailed examination and should be the subject of a special study by this Committee". Committee, on 12/07/11, agreed that this item should be part of the work programme for the forthcoming municipal year.	
12/07/11	Back Office efficiencies and achievements	Officer Report (Ian Coleman)		Committee, on 12/07/11, agreed that this item should be part of the work programme for the forthcoming municipal year. A further report will presented to Committee on 15/09/11.	
12/07/11	Impact of Localism Bill	Officer Report (Emma Degg)		Committee, on 12/07/11, agreed that this item should be part of the work programme for the forthcoming municipal year. A report was requested closer to the time when the Act will be enacted (likely to be late 2011/ early 2012).	
12/07/11	Development of an Outcome-based Commissioning Framework	Officer Report (Ian Coleman)		Committee (12/07/11) agreed that a further report be presented on options for applying such a framework to major service reviews emerging from the consultation exercise.	

**REPORT 2**  
**SUGGESTIONS FOR ADDITIONS TO WORK PROGRAMME**  
**COUNCIL EXCELLENCE : 15/09/11**

<b>Topic Description</b>	<b>Topic suggested by</b>	<b>How the topic will be dealt with</b>	<b>Estimated Completion Date</b>



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

Meeting Date	Topic Description
12/07/11	Financial Monitoring Statement (Ian Coleman) Revenues Incomes and Benefits (Ian Coleman) Budget Projections 2012/2015 (Ian Coleman) Local Government Resource Review (Ian Coleman) Procurement Strategy (Ian Coleman) Housing Benefit / Council Tax Benefit Annual Report (Ian Coleman) Customer Services Annual Report (Ian Coleman) Development of an Outcome-based Commissioning Framework (Ian Coleman) Treasury Management Annual Report (Ian Coleman) Equality Implications of Council Budget (Jacqui Cross) Financial Out-turn 2010-11 (Ian Coleman) Final Local Government Finance Settlement 2011 / 2013 (Ian Coleman) Office Accommodation (Bill Norman) The People Strategy 2010-2013 (Chris Hyams) Q4 Performance Monitoring – Report concentrating on red / amber ‘exceptions’ plus a verbal update on the future (Emma Degg) Work Programme Update Forward Plan
15/09/11	Financial Monitoring Statement (Ian Coleman) Revenues Incomes and Benefits (Ian Coleman) Budget Projections 2012/2015 (Ian Coleman) Treasury Management (Ian Coleman) Back Office Efficiencies (Ian Coleman) Office Accommodation (Ian Brand) Q1 Performance Monitoring – Report concentrating on red / amber ‘exceptions’ plus a verbal update on the future (Emma Degg) Strategic Change Programme (Dave Green) Impact on employees of restructuring / redeployment, including the support in place for individuals (Chris Hyams) Forward Plan Work Programme Update

Meeting Date	Topic Description
17/11/11	
31/01/12	
26/03/12	

**REPORT 4  
PROGRESS REPORT ON IN-DEPTH PANEL REVIEWS  
COUNCIL EXCELLENCE : 15/09/11**

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

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