



# Cabinet

<b>Date:</b>	<b>Thursday, 21 June 2012</b>
<b>Time:</b>	<b>6.15 pm</b>
<b>Venue:</b>	<b>Committee Room 1 - Wallasey Town Hall</b>

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## AGENDA

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

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

### 2. MINUTES

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

RECOMMENDATION: That the minutes be approved and adopted.

### 3. MATTERS REFERRED BACK FROM PREVIOUS MEETING (Pages 1 - 10)

The following minutes from the meeting of the Cabinet held on 29 March 2012 were not implemented as they had been subject to call-in. The call-in has now been withdrawn and the matters have been referred back to the Cabinet for further consideration, by the Leader of the Council –

- Minute 360 Corporate and Business Planning
- Minute 361 Establishment of the All Party Business Delivery Board and Strategic Change Programme Board
- Minute 362 Delivering Corporate Governance
- Minute 365 Changing Wirral Council's Corporate Culture
- Minute 367 Addressing Employee Concerns
- Minute 368 Corporate Commissioning Strategy Framework
- Minute 372 Compromise Contracts

## **FINANCE**

### **4. FINANCIAL OUT-TURN**

To follow

### **5. CAPITAL OUT-TURN**

To follow

### **6. COLLECTION SUMMARY**

To follow

### **7. TREASURY MANAGEMENT ANNUAL REPORT**

To follow

### **8. INSURANCE FUND ANNUAL REPORT**

To follow

### **9. BUDGET REDUCTION 2012/2013 (Pages 11 - 14)**

### **10. BUDGET PROJECTIONS 2013-2015 (Pages 15 - 20)**

### **11. RECOVERY AND APPEAL OFFICERS (Pages 21 - 24)**

### **12. TRANMERE ROVERS SPONSORSHIP AGREEMENT 2012/2013 (Pages 25 - 34)**

## **IMPROVEMENT AND GOVERNANCE**

### **13. YEAR END PERFORMANCE AND FINANCIAL REVIEW 2011/2012 (Pages 35 - 146)**

### **14. ANNUAL GOVERNANCE STATEMENT (Pages 147 - 166)**

### **15. RECOMMENDATIONS FROM THE WIRRAL/LGA IMPROVEMENT BOARD (Pages 167 - 172)**

The Action Points and Key Communication Messages from the meeting of the Improvement Board held on 27 April 2012 are attached.

Any recommendations from the meeting of the Board on 15 June 2012 will be reported verbally.

### **16. CORPORATE GOVERNANCE KLOE 6 IMPROVEMENT REPORT (Pages 173 - 222)**

## **CORPORATE RESOURCES**

### **17. PROUDMAN OCEANOGRAPHIC LABORATORY - DEMOLITION (Pages 223 - 228)**

18. **SAILING SCHOOL - MARINE POINT, NEW BRIGHTON (Pages 229 - 238)**
19. **LEASE OF LAND AT THE OVAL LEISURE CENTRE (Pages 239 - 248)**
20. **DISPOSAL OF LAND TO REGISTERED PROVIDERS (Pages 249 - 262)**
21. **LEASOWE ROAD BRIDGE REPAIR AND REFURBISHMENT (Pages 263 - 266)**

#### **REGENERATION AND PLANNING STRATEGY**

22. **PORTAS PILOTS ROUND 2 (Pages 267 - 274)**
23. **NEIGHBOURHOOD PLANNING - AREA AND FORUM DESIGNATIONS (Pages 275 - 356)**

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

24. **PRIVATE SECTOR HOUSING AND REGENERATION ASSISTANCE POLICY (Pages 357 - 360)**

#### **ENVIRONMENT**

25. **CORPORATE ENVIRONMENTAL POLICY AND EXTENSION OF ISO 14001 ACCREDITATION (Pages 361 - 366)**

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

26. **STREETSCENE ENVIRONMENTAL SERVICES CONTRACT - "BREAK CLAUSE" REVIEW**

To follow

#### **ADULT SOCIAL CARE AND PUBLIC HEALTH**

27. **SHAPING TOMORROW - AN OVERARCHING COMMISSIONING STRATEGY FOR WIRRAL ADULT SOCIAL CARE SERVICES (Pages 367 - 386)**
28. **DASS REVIEW OF DEPARTMENTAL POLICIES AND PROCEDURES (Pages 387 - 394)**

#### **CULTURE, TOURISM AND LEISURE**

29. **READING AND WELLBEING LIBRARY (Pages 395 - 414)**

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

30. **CYPD CAPITAL PROGRAMME 2012/2013 (Pages 415 - 424)**

31. **CHILDCARE WORKFORCE DEVELOPMENT CHARGING POLICY (Pages 425 - 428)**
32. **EXTENSION OF CHILDREN'S PREVENTATIVE SERVICE CONTRACTS (Pages 429 - 434)**
33. **FEES PAID TO CONNECTED FOSTER CARERS (Pages 435 - 438)**
34. **GOVERNORS SUPPORT SHARED SERVICE PROCUREMENT (Pages 439 - 442)**
35. **MERSEYSIDE PENSION FUND GUARANTEE (Pages 443 - 444)**
36. **SCHEME AND ESTIMATE AND TENDER REPORT - OUR LADY AND ST EDWARDS RC PRIMARY SCHOOL (Pages 445 - 450)**
37. **ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 1)**

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

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

The following items contain exempt information.

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

## **FINANCE**

39. **COLLECTION SUMMARY 2011-2012 INCLUDING WRITE OFFS**

To follow

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

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

## **Cabinet 29 March 2012**

### **360 CORPORATE AND BUSINESS PLANNING**

A report by the Chief Executive informed that it was imperative that the Council had a robust approach to business planning to ensure that decisions relating to the vision, priorities and resource allocation were based on a robust evidence base and analysis of community needs.

The report set out an approach for developing a three year Corporate Plan and the timetable for doing so to ensure that consultation was embedded into the business planning arrangements which informed the future priorities and to enable the priorities identified in the Corporate Plan to be delivered by a sustainable budget over the three year period.

Councillor J Green informed that he was of the view that the Council should consider asking the public, particularly through the Area Forums, if the consultation was meaningful. He proposed that Area Forums be invited to let the Council know what they thought about the Council's consultation exercises and if they worked for them.

Councillor I Lewis reminded the Cabinet that there had been concerns raised the previous summer by the Local Strategic Partnership that the Council was failing to consult appropriately with the voluntary community sector and that it had been side lined. The Council had not complied with the compact that it had signed.

The Acting Chief Executive/Director of Finance informed that the issues with the voluntary community sector would not recur if the Council followed the process set out in the report. He told the Cabinet that consultation was an integral part of the business planning process.

Councillor L Rennie referred to the recent consultation on Library Strategy and that there had been very few young people at the Consultation Forum which she had attended. She considered that the Council needed to find ways to make contact with young people and perhaps social media was the answer.

Councillor S Clarke informed that the Council did have Youth Forums that should be included in consultation exercises but it appeared that they had been by passed.

Councillor D Mitchell reported that Eastham Library had more children involved in the reading programme than ever before. He told the Cabinet that young people were our future and they should be engaged.

Councillor J Green informed that the Council did have a Twitter account but it still needed to do some work around social media.

The process that would deliver an updated Corporate Plan was focused and the outcomes would be evidence based. A key element was how the Corporate Plan

would be delivered through effective performance management. There was a desire to better link finance with performance framework. The Corporate Plan was an important document and Councillor J Green thanked those who had contributed to its production.

**RESOLVED: That**

- (1) the approach and timetable for developing a three year Corporate Plan for 2013/14 – 2015/16 as set out in this report be agreed and specifically the programme of engagement and consultation and the arrangements to align the Corporate Plan and financial planning;**
- (2) the report be referred to the Improvement Board for approval; and**
- (3) a further report be presented to the Cabinet on how the performance management arrangements will ensure the successful delivery of the 2013/14 – 2015/16 Corporate Plan.**

**361 ESTABLISHMENT OF ALL PARTY BUSINESS DELIVERY BOARD AND STRATEGIC CHANGE PROGRAMME BOARD**

A report by the Acting Chief Executive/Director of Finance informed the Cabinet that as part of the ongoing drive to improve the Council, its corporate governance and the manner in which it discharged its functions, duties and obligations, five key Wirral Improvement Priorities had been agreed by all three Political Group Leaders and the Improvement Board. The five “Wirral Improvement Priorities” were set out at Appendix 1 to the report.

The report proposed the establishment of an all party Business Delivery Board (“BDB”) and a Strategic Change Programme Board (Working Group) (“SCPB(W/G)”) to assist the Council achieve the “Corporate Plan” and “Budget and Financial Stability” Wirral Improvement Priorities together with other Council corporate priorities, targets and objectives (“Agreed Priorities”).

Councillor J Green referred to paragraph 2.9 in the report which proposed a Project Manager and informed that the reason and purpose for making this appointment was to add capacity to the current Team to enable the Strategic Change Programme to gain pace and momentum. Further consultation would need to take place with the Change Team before it was put in place.

The Project Manager should be appointed on a consultancy basis for a period of twelve months (unless extended by Cabinet) and upon such terms as considered appropriate and necessary by the Chief Executive, in consultation with the Director of Law, HR and Asset Management.

The costs of the Project Manager should be met from the Efficiency Investment Budget. The Chief Executive’s Office should provide the necessary administrative support to both the BDB and the SCPB(W/G). Subject to the level of support required, a resources review may be required in the future.

It was noted that the Minutes of both these Boards would be made available to the public and published on the Council's website. Both Boards would also be subjected to scrutiny.

Councillor J Green informed that the aim was to look at problems and solutions. The Boards would work in an all party way involving people in decision-making rather than excluding them.

Officers were asked to develop some Member training options in consultation with Councillor T Harney and the Member Training Steering Group.

Councillor J Green, asked Councillor P Davies (who was in attendance at the meeting) for his comments on the establishment of the two Boards.

Councillor P Davies told the Cabinet that he was in favour of the opportunities for the three Political Groups to work together. The Boards should not be bureaucratic, the number of meetings proposed seemed reasonable and the principle of doing more things collectively was fine.

**RESOLVED:**

**That subject to endorsement by the Improvement Board, the Cabinet:**

- (1) agrees to the establishment of a cross party Business Delivery Board and Strategic Change Programme Board;**
- (2) approves the Terms of Reference for the Business Delivery Board and Strategic Change Programme Board (Working Group) set out at Appendix 2 and 3 respectively to the report; and**
- (3) approves the appointment of a consultant Project Manager to support the Strategic Change Programme Board (Working Group) as detailed in the report; and that the costs of the consultant be met from the Efficiency Investment Budget.**

## **362 DELIVERING CORPORATE GOVERNANCE**

A report by the Acting Chief Executive/Director of Finance outlined investment proposals to enhance the delivery of corporate governance in the Council. £300,000 had been identified in the Council's 2012/13 Budget "to improve standards and practice across the Council" following the critical report of its corporate governance arrangements.

Work on ten Key Lines of Enquiry would achieve outcomes by the end of March 2012 which would be the essential building block upon which a wider programme could be based. Also, the Council had established an Improvement Board in partnership with the Local Government Association (LGA). Its role was to:

- Provide support, guidance and challenge;
- Identify and signpost appropriate good practice;
- Ensure there is a single, integrated and holistic improvement plan that can be clearly understood and communicated internally and externally;
- Ensure the contributions from different external agencies/bodies to Wirral's improvement journey are coordinated.

At its meeting on 2 March 2012 the Improvement Board had considered a report on the Council's key priorities for an overarching improvement plan and requested a further report on how it intended to deliver the agreed priorities for improvement. It welcomed the further additional sum agreed as part of the budget and wanted the Council to identify sufficient corporate capacity to drive forward the overall improvement programme with momentum.

The Acting Chief Executive/Director of Finance proposed in his report that the £300,000 be invested as follows:

(a) Director of Law, HR and Asset Management (£50,000)

To support an additional solicitor to deal with governance issues which would include constitutional advice and issues of a complex legal nature?

(b) Finance (£250,000)

Corporate Performance – The responsibility for Corporate Performance was transferred to the Director of Finance; however only one post from four established was transferred. It was proposed that the Team be enhanced to its previous complement of four.

(c) Compliance – Clearly the effectiveness of, and adherence to, the Council's policies and procedures had been questioned. It was proposed to establish a team which would support the review and effective implementation of Council policies and procedures. Clearly this function could be managed from within the Internal Audit Service or from within the Corporate Performance Group. There were advantages and disadvantages to either proposal; however, it was believed that it was more appropriate to determine this in the light of an Independent Review of Internal Audit which would be reporting to the Cabinet in due course.

Councillor J Green informed that he was disappointed with the report and the proposal for the Finance Department to receive £250,000 for a compliant unit. A key issue was that the Council had so many policies and versions of policies and that they were not kept all in one place. The Acting Chief Executive/Director of Finance told the Cabinet that there would be a compendium of policies and that he should have made this clear in his report.

Councillor T Harney raised issues over the Council's Whistle Blowing Policy. He considered that there should be a method to test outcomes by both Internal and External Audit. They should look at what was happening in the Council, how complaints and comments were used, if there was a system to bring this all together and was there a record kept. This would encourage Members to report matters that were brought to their attention, as it would help build up a picture.

Councillor I Lewis informed that at the round table discussion Members had attended Freedom of Information requests had been discussed, some relating to issues in the Council, and these matters had not been included in the report.

Councillor J Green agreed with Councillor I Lewis and informed that the report did not address the wider issues. He told the Cabinet that if the £250,000 was put into the Compliance Unit everyone would think that it was the Unit's job to ensure people complied. Instead the Council should be making it easier for staff to comply and a knowledge store was required. Corporate governance was important because if that was right it helped people to comply.

Councillor J Green felt that the report needed to more closely reflect the round table discussion. He wanted to see a broader vision of how corporate governance could work. A whole Council approach to corporate governance was needed.

**RESOLVED: That**

- (1) the Cabinet agrees, in principle, to allocate £50,000 to Director of Law, HR & Asset Management for the appointment of a solicitor;**
- (2) the proposal to allocate £250,000 to the Director of Finance to establish a compliance teams and enhance corporate performance be not approved; and**
- (3) (1) above be referred to the Improvement Board for its comments.**

### **365 CHANGING WIRRAL COUNCIL'S CORPORATE CULTURE**

A report by the Director of Law, HR and Asset Management outlined the key areas for consideration in developing the culture of Wirral Council.

The report outlined the significant amount of work already carried out in key areas relating to the development of culture and activity that would contribute to the Wirral Improvement Board's agreed Improvement Priorities. The report also set out progress made with values and behaviours and informed on Leadership development and embedding culture change.

Councillor J Green thanked the Head of HR and Organisational Development and those who had worked with her on the report for producing a really good document. He also thanked those Members of the previous Administration for their contributions.

Councillor J Green informed that it was necessary to involve and engage all staff in the values and that it was essential to have regular staff attitude surveys and engage with staff where problems had been identified.

Councillor T Harney reported that he had evidence of an inconsistency of management approaches across the authority and this must be addressed. He also proposed that Members should be fully informed about what was being done

with all the information being collected, a dialogue be built up with the workforce and feedback be provided.

Councillor S Clarke informed the Cabinet that this was an excellent piece of work and that this was an area that had been under developed in the Council. Councillor S Clarke was aware that a lot of money had been spent on Leadership Programmes and she asked the Head of HR and Organisational Development to undertake a piece of work on them, numbers and the resulting impact.

The Head of HR and Organisational Development reported that she would pick Councillor S Clarke's request up through the Working Group. There had been a number of programmes and they had proved very effective for those who had been on them. There was an expectation that management would attend training events and a modular approach was being adopted. She was looking at what could programmes deliver for Wirral Council and help take the organisation forward.

Councillor J Green considered that the way forward was to focus on challenge and effective challenge. The Council needed to be capable of challenging behaviour. Both Members and officers must be encouraged to challenge when people were not demonstrating values and expectations that had been laid down. He stressed the importance of performance appraisal and that it must take place. He also wanted to make sure that the staff were equipped with the skills needed to do their jobs; they were the Council's biggest resource and were very important.

**RESOLVED:**

**That, subject to the endorsement of the Improvement Board, Cabinet –**

- (1) approves the outlined approach to culture development at Wirral Council;**
- (2) recommends the Performance Appraisal process to The Employment and Appointments Committee; and**
- (3) agrees to a cross party working group to develop organisational Values to underpin the culture programme.**

### **367 ADDRESSING EMPLOYEE CONCERNS**

On 14 April 2011 the Cabinet accepted a report from an independent investigation undertaken by Martin Smith into allegations of bullying and abuse, raised by Martin Morton, a former employee in Adults Social Services. (Minute No. 378 refers.)

One of the recommendations in the report was that the Council needed to strengthen its processes and procedures in relation to Whistleblowing and grievance issues to provide a more robust framework for ensuring such issues

are dealt with effectively and to improve employees' confidence to raise such matters.

On the 19 September 2011, Anna Klonowski Associates Ltd (AKA) delivered an initial report: 'Wirral Metropolitan Borough Council's Corporate Governance Arrangements: Refresh and Renew' A Supplementary Report to the Independent Review of Wirral Metropolitan Borough Council's Response to Claims Made by Mr Martin Morton (and others)'. This report identified a series of weaknesses and areas for concern relating to the Council including:

- 'Profound' cultural issues
- A reluctance to listen to and support Wirral MBC staff when they have tried to raise and resolve issues on the Council's behalf.
- Confidential comments made during the DASS review that some staff were at the time of interview reluctant to speak out because of the perceived impact this might have on them and/or their career at Wirral MBC.

A report by the Director of Law, HR and Asset Management set out how the Council was addressing employee concerns. The report outlined a range of actions and proposals including:

- The appointment of an independent external ombudsman.
- Implementation of a revised Whistleblowing Policy.
- Subscription to Public Concern at Work
- Revised Grievance and Dignity at Work policies and further work on HR policies.
- The development of a corporate HR casework system to improve performance.
- Work on changing organisational culture and proposals for training and communication in these areas.

The Council was currently working with The Local Government Association to address key issues and to deliver the Improvement Plan. The actions detailed in the report would contribute to the Improvement Plan

Councillor J Green told the Cabinet that employees should be able to express their worries about the workplace "without fear of reprisals but the evidence from the Martin Smith and AKA reports suggested a totally inappropriate culture within the Council. People who had worked in the Department of Adult Social Services had felt unable to come forward whilst those that did had suffered a negative impact on their career. An Ombudsman was required to sift and investigate. He or she would have the right and power to go to the Employment and Appointments Committee and demand to be heard about matters of major concern (in the same way as the Chief Internal Auditor had the right and power go to the Audit and Risk Management Committee and demand to be heard).

Councillor D Mitchell enquired whether any members of staff had come forward under the corporate amnesty. The Director of Law, HR and Asset Management

reported that as a result of that exercise a number of matters were under investigation. He would come back to Councillor D Mitchell with the number as soon as possible.

Councillor J Green informed that he had not received the report on the Whistleblowers and a mechanism must be found to make information available to senior Members.

Councillor I Lewis enquired if Martin Morton (the Whistleblower) had been consulted on the Whistleblowing Policy. The Head of HR and Organisational Development was unable to confirm this but informed that she had spoken to Martin Smith about it.

Councillor J Green considered that the revised Whistleblowing policy was a move in the right direction. He asked the Head of HR and Organisational Development to ensure that staff that had been through the process would be consulted on it. He also emphasised that the Policy must be fair for all, investigations conducted speedily and appropriate staff training be provided.

**RESOLVED:**

**That subject to endorsement by the Improvement Board:**

**a report be presented to the Employment and Appointments Committee outlining the proposals for an Independent External Ombudsman within the remit set out in the report.**

**368 CORPORATE COMMISSIONING STRATEGY FRAMEWORK**

A report by the Acting Chief Executive/Director of Finance outlined the importance of a Corporate Commissioning Strategy and proposed an overall strategic commissioning framework to be applied corporately and with which more detailed service commissioning strategies should comply.

**RESOLVED: That**

- (1) the development of a Corporate Commissioning Strategy Framework be agreed and its integration within the corporate and business planning cycle be noted; and**
- (2) the report be referred to the Improvement Board for approval.**

**372 URGENT BUSINESS APPROVED BY THE CHAIR (PART 1)  
– COMPROMISE CONTRACTS**

On 13 February 2012 the Council had passed a motion that that all future “compromise deals”, that included an element of financial or other incentive were subject to a full democratically accountable process. The Council had asked that

The Employment and Appointments Committee be tasked with forming a Sub-Committee to assess and sign off any compromise deals before any such offer was made to employees, and the process and scope of reporting was to be agreed by this Sub-Committee. Members for this Sub-Committee were to be co-opted from the list of Members available for the Appeals Sub-Committee on a 1:1:1 basis. The Chair for any such meeting could be decided by the agreement of the Sub-Committee.

The Council also asked that all such “compromise deals”, once agreed by the Sub-Committee, be reported to the next meeting of The Employment and Appointments Committee, under exempt items if the details were of a sensitive nature.

Further to Minute No. 357 (a) (ii) above, an urgent report by the Director of Law, HR and Asset Management advised the Cabinet about the purpose of compromise contracts, their use by the Council in different situations and set out the options for their future use. The report needed to be considered urgently so it could be agreed and sent on to the Improvement Board for endorsement and so that a report could be presented to the Employment and Appointments Committee

**RESOLVED:**

**That in view of the motion passed by the Council and, subject to endorsement by the Improvement Board –**

- (1) a process be adopted whereby any proposed termination of employment of officers above SCP49 be via compromise contract, which includes a payment or financial incentive as part of the termination arrangement, or where a payment or financial incentive as part of the termination arrangement is over £50k.**
- (2) a report be presented to The Employment and Appointments Committee to agree appropriate arrangements for authorisation which will allow such decisions to be taken in a timely manner.**

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## WIRRAL COUNCIL

### CABINET

21 JUNE 2012

<b>SUBJECT:</b>	<b>2012/13 BUDGET REDUCTION</b>
<b>WARD/S AFFECTED</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>ACTING CHIEF FINANCE OFFICER</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR PHIL DAVIES</b>
<b>KEY DECISION?</b>	NO

#### 1.0 EXECUTIVE SUMMARY

- 1.1 This report details issues in the administration of the 2012/13 Budget Reduction in respect of Council Tax charge payers in receipt of Council Tax Benefit, and recommends a clarifying statement.

#### 2.0 BACKGROUND AND KEY ISSUES

- 2.1 The Cabinet meeting on 21 February 2012 (minute 317) approved a reduction the equivalent of a 3% cut in Council Tax, giving up to £4m back to help people meet their Council Tax liability. This was based on a Band A property receiving £22, Band D £33 up to Band H £66 in the same proportion as Council Tax Bands. The awards have been given to all qualifying residential properties and a total of £3.85m awarded. The balance will be required for subsequent changes in entitlement.
- 2.2. This Budget Reduction is not a permanent reduction in Council Tax levels, or Council Tax Benefit, the national system of support for low income households liable for Council Tax, nor is it a local Council Tax discount. It is a reduction made by the Council, which has been credited to each Council Tax account.
- 2.3. There is a need to clarify the position with regard Council Tax Benefit claimants, some of whom do not pay any sum towards their Council Tax.
- 2.4. Council Tax Benefit is awarded after any discounts, such as single person discount, and reflects the household income. Those on the lowest income can receive up to 100% of the payable sum. Wirral has 39,898 Council Tax Benefit recipients and this continues to increase at about 500 per annum. 29,060 of these cases currently receive a full award (100%), leaving nearly 11,000 non 100% recipients.

- 2.5. The Budget Reduction has been applied on each account after all discounts. The Council Tax bills show this as a Budget Reduction reducing any arrear first and then the first instalment of the current year.
- 2.6. The 11,000 Council Tax Benefit claimants who receive part awards (i.e. not 100% benefit) and therefore pay a proportion of their Council Tax saw their sum to be paid reduced by the Budget Reduction sum just as non benefit recipients did.
- 2.7. The issue that has caused considerable comment is Council Tax Benefit claimants who were eligible for 100% rebate on the qualifying date. The original award was made on the basis that these households are not “exempt” from Council Tax and are liable to pay, but are given support to meet their liability due to their level of current income, in exactly the same way as non 100% claimants. The 100% benefit level is given only for those on the lowest income and once a claimant receives more income than the threshold they are then responsible for a level of payment.
- 2.8. For the avoidance of doubt, the scope and application of the 2012/13 Budget Reduction was never intended to allow for any person who is in receipt of 100% Council Tax Benefit throughout the financial year 2012/13 to qualify for a refund.
- 2.9. It is important to note that Council Tax Benefit claimants, especially those of a working age, do go on and off benefits during the year and as at the qualifying date (1 April 2012) they may be in receipt of 100% benefit but could within the year have a payable Council Tax sum which is what this reduction is intended to support.
- 2.10. To accommodate this potential for change, full Council Tax Benefit claimants received the award but no refunds have been given and instead the credit held on their respective accounts. The credit is held on the Council Tax account to take account of any liability should the claimant move off full Council Tax Benefit during the financial year.
- 2.11. The credit given to the charge payer by the Council is in respect of any liability that may arise in the current financial year and as such I continue to monitor the position and will finally review in March 2013. It is likely that thousands of claimants who are currently in receipt of full Council Tax Benefit may become liable, even for a short period and this credit would be used for the purpose it is intended to help meet any liability in the financial year.
- 2.12. At the end of 2012/13, in practical terms March 2013, any accounts still in credit would have the Budget Reduction removed as they have not needed it for the purpose for which it was awarded. However it is considered prudent that Cabinet approve this clarification to what is in effect a condition to the reduction. The reversal of any award would be completed prior to year end closedown in March 2013 to ensure 2013/14 bills do not show the credit. This would largely be done automatically but with a number of manual changes.

### **3.0 RELEVANT RISKS**

- 3.1. If this decision is not made the Authority could be in a position in having to refund a small sum of money to people who have not paid Council Tax.

### **4.0 OTHER OPTIONS CONSIDERED**

- 4.1. That at the end of the financial year any credits could be refunded to the Council Tax payer. This may not be viewed as acceptable given 100% Council Tax Benefit recipients have had their Council Tax liability for 2012/13 already met in full.

### **5.0 CONSULTATION**

- 5.1. No consultation has been undertaken.

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

- 6.1. There are none arising from this report and the actions proposed.

### **7.0 RESOURCE IMPLICATIONS; FINANCIAL, IT, STAFFING & ASSETS**

- 7.1. Financial – £3.88m of the £4m budget has been awarded of which £700,000 appeared as initial credits on 100% CTB claimant accounts.
- 7.2. IT – The Council Tax system has been used to give the Budget Reduction and the proposal detailed here can primarily be undertaken by the system.
- 7.3. Staffing – Overtime may be needed to handle manual systems actions after automatic changes but these costs would be contained within the departmental staffing budget.

### **8.0 LEGAL IMPLICATIONS**

- 8.1 Under Council Tax legislation a billing Authority does not have a right to hold on to a credit longer than work timescales dictate and the report addresses that concern in clarifying how the Budget Reduction is being administered.

### **9.0 EQUALITIES IMPLICATIONS**

- 9.1. There is no implication on equality issues on the action being proposed.

### **10.0 CARBON REDUCTION IMPLICATIONS**

- 10.1. There are none arising directly from this report

### **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

- 11.1. There are none arising directly from this report

## 12.0 RECOMMENDATIONS

- 12.1 That Cabinet confirms that with regard to the administration of the 2012/13 Budget Reduction it is clarified that any chargepayer who is in receipt of 100% Council Tax Benefit, shall not be entitled to any credit arising as the reduction can only be used in the financial year 2012/13 to offset the equivalent sum of any Council Tax liability that the chargepayer is required to discharge.
- 12.2. That at the end of the financial year 2012/13 in the event that a chargepayer's Council Tax account is in credit and the reason for that credit is solely due to any Budget Reduction, then in such circumstances the Budget Reduction shall be removed from the chargepayer's Council Tax account, as they have not needed it for the purpose for which it was awarded.

## 13.0 REASON FOR RECOMMENDATIONS

- 13.1 To avoid any misunderstanding it is appropriate that Cabinet approve the necessary clarification in relation to the administration of the Budget Reduction to those people who remain on 100% Council Tax Benefit throughout this financial year.

**REPORT AUTHOR:** **Malcolm Flanagan**  
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## APPENDICES

*None*

## REFERENCE MATERIAL

*None*

## SUBJECT HISTORY (last 3 years)

<b>Council Meeting</b>	<b>Date</b>
<b>Cabinet</b>	<b>21 February 2012</b>

## WIRRAL COUNCIL

### CABINET

21 JUNE 2012

<b>SUBJECT</b>	<b>BUDGET PROJECTIONS 2013/15</b>
<b>WARD/S AFFECTED</b>	<b>ALL</b>
<b>REPORT OF</b>	<b>ACTING CHIEF FINANCE OFFICER</b>
<b>RESPONSIBLE PORTFOLIO HOLDER</b>	<b>COUNCILLOR PHIL DAVIES</b>
<b>KEY DECISION</b>	<b>YES</b>

#### 1.0 EXECUTIVE SUMMARY

1.1 The Medium Term Financial Strategy presents an overview of the financial projections for 2012/15. Following agreement of the Budget for 2012/13 by Council on 1 March 2012 this report presents an update on the projections for 2013/15.

#### 2.0 BACKGROUND AND KEY ISSUES

##### 2.1 Assumptions Underpinning the Projections

- a) Inflation - Provision is included for price inflation of 2% per annum with income to increase by 3% per annum. Pay awards are assumed to increase by 1% per annum as requested by the Government.
- b) Capital Financing - Cabinet on 8 December 2011 agreed the capital programme. Subsequent changes by Council in setting the 2012/13 Budget resulted in a programme with an increase in revenue cost of £1.7 million per year.
- c) Pension Fund - the increase arising from the actuarial valuation in March 2010 will increase the contribution by £0.3 million in 2013/14. The revaluation scheduled for March 2013 will be implemented from 2014.
- d) 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 £1.5 million per annum.
- e) Merseytravel – The levy is assumed to increase by £1 million per annum.
- f) Schools - it is assumed that the Schools Budget will vary in line with the Dedicated Schools Grant.
- g) Efficiency Investment - in order to continue to deliver efficiencies in future years it will be necessary to continue to invest and therefore £2 million per annum has been provided.

- h) Other Unavoidable Growth - a number of items of less than £0.2 million will arise which usually total about £1 million per annum.

## **2.2 Grant Negotiations**

- 2.2.1 The Spending Review 2011/15 incorporated four year projections for local government expenditure. However the Local Government 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.
- 2.2.2 The Local Government Finance Bill continues its passage to enactment with the House of Lords considering on 12 June 2012. The two major elements are the Localisation of Business Rates and Council Tax Benefits. For Business Rates the Government has issued a further series of policy papers. The final proposals are anticipated later this year for implementation as part of the Finance Settlement 2013/14. The Government also continues to issue updates on the Council Tax Benefit scheme.
- 2.2.3 The Council Tax Freeze Grant agreed for 2011/12 was equivalent to a 2.5% Council Tax rise and amounted to £2.5 million for Wirral. This Grant is to continue for the period of the Spending Review. A further Freeze Grant was allocated for 2012/13 only.
- 2.2.4 As part of the LGRR the Government proposes to reduce specific grants from 2013. Whilst the detail is awaited the pro-rata impact for Wirral could be a loss of £7 million in 2013/14 and £23 million in 2014/15. The details of which specific grants will be reduced will be announced in spring 2012.
- 2.2.5 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-2010 estimated populations and the reduction for Wirral since the Census 2001 is greater than for any other metropolitan or unitary authority. If confirmed in the Census 2011 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.
- 2.2.6 The Local Support Services Grant and New Homes Bonus Grant are both general grants and assumed to continue at the existing levels in future years.

## **2.3 Other Legislative Issues**

- 2.3.1 Pensions - The Independent Public Service Pensions Commission issued final recommendations on 10 March 2011. The Pensions Committee is being updated on progress with implementation now expected in 2014.

- 2.3.2 Welfare Reform Act - Implementation of Universal Credit and a Local Council Tax Benefit System is due to commence in 2013. The Local Council Tax Benefit System will result in a reduction of grant of 10% (£3.2 million). Councils can choose to support this loss of grant from efficiencies elsewhere or can reduce the level of support offered to individuals. However, the Government has specified that pensioners and vulnerable people, who are the vast majority of the recipients, should be protected from any reductions.
- 2.3.3 Localism Act 2011 - Will require a local referendum if a proposed Council Tax increase is considered to be excessive.
- 2.3.4 Council Tax Revaluation - This has been deferred until after 2015.
- 2.3.5 Public Health - Responsibility for Public Health transfers to Local Government in 2013. The budget to be transferred will not be issued until December 2012. However, The Department of Health issued an adjusted current spend figure of £22.3 million on 7 February 2012 with funding by a specific 'ring-fenced' grant. The responsibility for, and the funding of, public health for children under the age of 5 transfers to the Council from 2015/16.

## 2.4 Balances

- 2.4.1 The Budget 2012/13 included balances of £18.4 million at 1 April 2012. Of this sum £9.6 million was used to fund £8.9 million of 'one-off' options and £0.7 million of permanent changes. This resulted in projected balances of £8.8 million at 31 March 2013.
- 2.4.2 The decisions of Cabinet have reduced the projected balances from £9.8 million to £8.1 million:-

Details	£m	£m
Projected balances at 31 March 2013		8.8
Cabinet decisions (additional spend):-		
29 March Pacific Road Theatre	0.6	
12 April Streetscene Contract Review	<u>0.1</u>	<u>0.7-</u>
Projected balances at 31 March 2013		<u>8.1</u>

- 2.4.3 The production of the Annual Accounts for 2011/12 is presently being completed and the financial position, Insurance Fund Annual Report and Treasury Management Annual Report are all being reported to this Cabinet meeting.
- 2.4.4. The minimum recommended balances are £6 million.

## 2.5 Savings

- 2.5.1 Cabinet on 21 February 2012 agreed an amended Strategic Change Programme. Substantial work is required to increase the size and scope of this Programme in order to deliver the savings required for 2013/15.

Strategic Change Programme		2013/14 £m	2014/15 £m
Finance	Income (included in the Projections)		
Finance	Welfare Reform	1,000	1,000
Finance	Libraries / OSS Merger	200	200
Finance	ICT Review	210	90
*LHRAM	Transforming Business Support	1,000	1,000
*LHRAM	Terms and Conditions	1,000	1,000
		3,410	3,290

\* Both are lead by the Department of law, HR and Asset Management but the savings will be allocated across all departments.

### 3.0 RELEVANT RISKS

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

3.2 The Government has indicated that the austerity measures outlined in the Spending Review for 2011/15 are now likely to continue beyond 2015.

### 4.0 OTHER OPTIONS CONSIDERED

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

### 5.0 CONSULTATION

5.1 The Government is consulting on a number of issues which will impact on the budget projections. Whilst working with national and regional groups on responses I respond to all consultation exercises to try to ensure the best outcome for Wirral.

### 6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

6.1 There are no implications arising directly from this report.

### 7.0 RESOURCE IMPLICATIONS – FINANCIAL

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

### 8.0 LEGAL IMPLICATIONS

8.1 There are no implications arising directly from this report.

### 9.0 EQUALITIES IMPLICATIONS

9.1 There are no implications arising directly from this report.

## 10.0 CARBON REDUCTION IMPLICATIONS

10.1 There are no implications arising directly from this report.

## 11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

11.1 There are no implications arising directly from this report.

## 12.0 RECOMMENDATION

12.1 That the budget projections 2013/15 be regularly reviewed.

## 13.0 REASON FOR RECOMMENDATION

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

**REPORT AUTHOR:** Tom Sault  
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## APPENDIX

Wirral Council - Budget Projections 2013-15

## 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 2012/15 - October 2011.  
Local Government Finance Settlement 2012/13 - DCLG - January 2012.  
Council Budget 2012/13 - March 2012.  
Autumn Statement – HM Treasury – November 2011.

## SUBJECT HISTORY

Council Meeting	Date
Cabinet Budget Projections	Update reports are presented to each meeting.

**APPENDIX**

**WIRRAL COUNCIL**

**BUDGET PROJECTIONS 2013/15**

	<b>2013/14</b>	<b>2014/15</b>
	<b>£m</b>	<b>£m</b>
Base Budget	288.2	282.7
Increased Requirements		
Pay Inflation	1.7	1.7
Price Inflation	4.2	4.2
Capital Financing	1.7	1.7
Pension Fund	0.3	2.5
Waste Disposal	1.5	1.5
Merseytravel	1.0	1.0
Efficiency Investment	2.0	2.0
Other Unavoidable Growth	1.0	1.0
Specific Grant Reduction	7.0	16.0
Council Tax Benefit	3.2	-
Pacific Road Theatre	0.6	0.6
Streetscene Contract	<u>0.1</u>	<u>0.1</u>
	<b>312.5</b>	<b>315.0</b>
Reduced Requirements		
Strategic Change Programme savings	-3.4	-3.3
Income Inflation	<u>-1.0</u>	<u>-1.0</u>
	<b>308.1</b>	<b>310.7</b>
Resources		
Formula Grant	144.7	134.5
Council Tax Freeze Grant (from 2011/12)	3.3	3.3
Local Services Support Grant	0.8	0.8
New Homes Bonus	1.0	1.0
Council Tax	<u>132.9</u>	<u>132.9</u>
Forecast Resources	<b>282.7</b>	<b>272.5</b>
Shortfall	25.4	38.2

## WIRRAL COUNCIL

### CABINET

21 JUNE 2012

<b>SUBJECT</b>	<b>AUTHORISATION OF OFFICERS FOR RECOVERY AND APPEALS</b>
<b>WARD/S AFFECTED</b>	<b>ALL</b>
<b>REPORT OF</b>	<b>ACTING CHIEF FINANCE OFFICER</b>
<b>RESPONSIBLE PORTFOLIO HOLDER</b>	<b>COUNCILLOR PHIL DAVIES</b>
<b>KEY DECISION</b>	<b>NO</b>

#### 1.0 EXECUTIVE SUMMARY

- 1.1 This report seeks authority for named staff to initiate and conduct recovery of Local Revenues and Business Rates through the Magistrates' Court and to represent the Authority at Valuation Tribunal Hearings and Housing Benefits Tribunal Hearings.

#### 2.0 BACKGROUND AND KEY ISSUES

- 2.1 Legal proceedings for the recovery of Council Tax and National Non Domestic Rates are initiated and conducted in the Magistrates' Court by officers authorised by Council. Council Tax appeals are also heard at the Valuation Tribunal and are conducted by officers of the Council. The Housing Benefit Review Board function is administered by the Appeals Tribunal run by the Appeals Service. Officers present appeals to this independent service and it is appropriate that they are authorised to appear at these appeals.
- 2.2 It is necessary to amend the list of officers authorised for recovery and appeals as follows:-
- (a) I request that the following Officers of the Council be authorised to institute and conduct proceedings on behalf of the Council in the Magistrates Court for the recovery of unpaid Council Tax, National Non Domestic Rates and the enforcement of associated regulations:

Mrs S Hutchison	Assistant Revenues Manager
Mrs. K. Chan	Assistant Revenues Manager
Mrs. J. Farrell	Revenues Team Leader
Mr. J. Fisher	Rating Officer
Mrs. J. Monks	Appeals Officer
Mr. B. Nulty	Council Tax Team Leader
Mr. N. Powell	Revenues Manager
Mr. I. Williams	Senior Rating Officer
Mr. P Macfarlane	Appeals Officer
Mrs. L. Roddan	Court Officer

- (b) I request that the following officers of the Council be authorised to attend Valuation Tribunals and represent the Authority in appeals relating to Council Tax

Mrs. K. Chan	Assistant Revenues Manager
Mrs S Hutchison	Assistant Revenues Manager
Mrs. J. Monks	Appeals Officer
Mr. N. Powell	Revenues Manager
Mr. P Macfarlane	Appeals Officer
Mrs. L. Roddan	Court Officer

- (c) I request that the following officers of the Council be authorised to attend the Benefits Appeals Tribunals and represent the Authority in such appeals.

Mr. M. Bailey	Appeals and Debt Recovery Team Leader
Mr. J. Cowan	Benefits Team Leader
Ms. N. Dixon	Benefits Manager
Mrs. D. Eusoof	Benefits Operational Manager
Ms. I. Hughes	Benefits Team Leader
Mrs. P. Hughes	Benefits Operational Manager
Mrs. S. Jones	Benefits Team Leader
Mrs. W. Neil	Benefits Team Leader
Mrs. K. Woods	Benefits Operational Manager
Mrs. V. O'Leary	Benefits Operational Manager
Mrs. H. Rostron	Benefits Team Leader
Mr. S. Rostron	Benefits Team Manager
Mr I. Abbinnett	Appeals Officer

### **3.0 RELEVANT RISKS**

- 3.1 That recovery, enforcement and appeal work would not be able to be taken if officers are not authorised by Members to undertake this action.

### **4.0 OTHER OPTIONS CONSIDERED**

- 4.1 There are no options considered in this report.

### **5.0 CONSULTATION**

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

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

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

### **7.0 RESOURCE IMPLICATIONS**

- 7.1 There are none arising directly from this report.

## **8.0 LEGAL IMPLICATIONS**

8.1 There are none arising directly from this report.

## **9.0 EQUALITIES IMPLICATIONS**

9.1 There are none arising directly from this report.

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

## **10.0 CARBON REDUCTION IMPLICATIONS**

10.1 There are none arising directly from this report.

## **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

11.1 There are none arising directly from this report.

## **12.0. RECOMMENDATIONS**

12.1 That in accordance with the provisions of Section 223 of the Local Government Act 1972, the following Officers of the Council be authorised to institute and conduct proceedings on behalf of the Council in the Magistrates' Court for the recovery of unpaid Council Tax, National Non Domestic Rates and the enforcement of associated regulations:

Mrs S Hutchison	Assistant Council Tax Manager
Mrs. K. Chan	Assistant Council Tax Manager
Mrs. J. Farrell	Council Tax Team Leader
Mr. J. Fisher	Rating Officer
Ms. J. Monks	Appeals Officer
Mr. B. Nulty	Council Tax Team Leader
Mr. N. Powell	Revenues Manager
Mr. I. Williams	Senior Rating Officer
Mr. P Macfarlane	Appeals Officer
Mrs. L. Roddan	Court Officer

12.2 in accordance with the provisions of Section 223 of the Local Government Act 1972, the following officers of the Council be authorised to attend Valuation Tribunals and represent the Authority in appeals relating to Council Tax and Community Charge:

Mrs. K. Chan	Assistant Council Tax Manager
Mrs S Hutchison	Assistant Council Tax Manager
Ms. J. Monks	Appeals Officer
Mr. N. Powell	Revenues Manager
Mr. P Macfarlane	Appeals Officer
Mrs. L. Roddan	Court Officer

12.3 That in accordance with the provisions of Section 223 of the Local Government Act 1972, the following officers of the Council be authorised to attend the Benefits Appeals Tribunals and represent the Authority in such appeals.

Mr. M. Bailey	Appeals and Debt Recovery Team Leader
Mr. J. Cowan	Benefits Team Leader
Ms. N. Dixon	Benefits Manager
Mrs. D. Eusoof	Benefits Operational Manager
Ms. I. Hughes	Benefits Team Leader
Mrs. P. Hughes	Benefits Operational Manager
Mrs. S. Jones	Benefits Team Leader
Mrs. W. Neil	Benefits Team Leader
Mrs. K. Woods	Benefits Operational Manager
Mrs. V. O'Leary	Benefits Operational Manager
Mrs. H. Rostron	Benefits Team Leader
Mr. S. Rostron	Benefits Intervention Manager Leader
Mr I. Abbinnett	Appeals Officer

### 13.0 REASON FOR RECOMMENDATIONS

13.1. That officers can act with the appropriate and timely authorisation.

FNCE/93/12

**REPORT AUTHOR: Malcolm Flanagan**  
**Head of Revenues, Benefits and Customer Services**  
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email: malcolmflanagan@wirral.gov.uk

### APPENDICES

None.

### REFERENCE MATERIAL

None.

### SUBJECT HISTORY

Council Meeting	Date
Cabinet	23 June 2011

## WIRRAL COUNCIL

### CABINET

21 JUNE 2012

<b>SUBJECT:</b>	<b>TRANMERE ROVERS FOOTBALL CLUB – SPONSORSHIP 2012 -2013</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>ACTING CHIEF EXECUTIVE</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>LEADER OF THE COUNCIL</b>
<b>KEY DECISION?</b>	<b>NO</b>

#### 1.0 EXECUTIVE SUMMARY

1.1 This report recommends that the sponsorship agreement between Tranmere Rovers Football Club and Wirral Borough Council be renewed for a further year to cover the period 1 July 2012 to 30 June 2013.

#### 2.0 BACKGROUND AND KEY ISSUES

2.1 Wirral Council has sponsored Tranmere Rovers since the 1989/90 football season. The current arrangement is in the form of direct sponsorship to the Club reflecting the value to the Council in terms of marketing, promotion and other community benefits.

#### 2.2 Legal Powers

##### (a) Section 144, Local Government Act 1972

*'Power to encourage persons by advertisement or otherwise to visit the area for recreation, for health purposes or hold conferences, trade fairs and exhibitions in their area'*. This might cover the tourism/conference aspects of the Agreement through encouraging visitors to the Borough.

##### (b) Section 2, Local Government Act 2000

*'Power to promote the economic and social well being of its area'*. This might cover the attraction of investment into the area and indeed the preservation of existing employment by the club. It would also cover the Club's work with schools.

##### (c) Section 19, Local Government Miscellaneous Provisions Act 1976

Power to provide recreational facilities including the provision of *'assistance of any kind'* for the provision of such facilities.

A combination of these powers, assisted if necessary by Section 111 of the Local Government Act 1972 (power to do anything to facilitate the discharge of any Council functions) would be sufficient to authorise a sponsorship deal provided it can be demonstrated that there is justification for doing so.

- 2.3 Further benefit is derived from the opportunity to promote to Club supporters and their families a variety of Council services, campaigns and initiatives. The Club and its players are also useful advocates for other areas of our work, particularly amongst young people.
- 2.4 In July 2004 a report was considered by Cabinet which detailed costs and benefits associated with corporate sponsorship in relation to a selection of football clubs. Cabinet concluded that when community benefits are taken into account the current level of sponsorship is appropriate. The proposed level of support can be met within the existing budget provision.
- 2.5 In order to maximise the benefits of the Sponsorship Agreement it is important to fully exploit all opportunities available. The Agreement provides the Council with the opportunity to promote services and initiatives to groups and individuals who might otherwise be hard to reach. In addition the Council is entitled to a presence at a number of key matches throughout the season that can be used to help further develop the relationship between the Council and local businesses, and promote Wirral to potential investors.
- 2.6 The Council is entitled to a full page advertisement in all match programmes. This advertisement is changed for each match and is being used to promote key initiatives from departments across the Council. It is also used on a regular basis to promote key events at Wirral's theatres and other performance venues.
- 2.7 When Cabinet considered the matter in 2011 it was resolved that:
- a) The Council's sponsorship arrangement with Tranmere Rovers Football Club be extended for a further year (from 1 July 2011 to 30 June 2012) on the basis set out in the report;
  - b) The existing base sponsorship level be increased to take account of inflation;
  - c) The principle of increased or reduced payments in the event of promotion or relegation be accepted and revised payments be negotiated and agreed if and when this occurs as set out in the report; and
  - d) The completed Sponsorship Agreement be put in the public domain.

### **3.0 RELEVANT RISKS**

- 3.1 Risks associated with this report include the potential of not realising the potential benefits detailed in this report, to mitigate these risks the Council marketing team will work closely in the report to maximise all opportunities contained within the agreement.

### **4.0 OTHER OPTIONS CONSIDERED**

- 4.1 Not renewing the Sponsorship Agreement.

### **5.0 CONSULTATION**

- 5.1 None

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

6.1 None.

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

7.1 The 2012/13 sponsorship is based upon the 2011/12 sum of £125,844 which is subject to an annual (July to June) inflationary adjustment outlined in clause 3 (e) of the existing agreement in the event the duration of the Agreement is extended. The value of this adjustment will not be known until July when the June inflation figures will be published but, based upon First Division status and likely inflation the cost will be between £130,000 and £132,000 per annum.

3 (b) If the Club is relegated to League 2 of the Football League the Annual Sponsorship Sum shall be reduced to £106,400 plus any readjustment pursuant to clause 3(e) with effect from the First day of July of the year of the Agreement which includes the first Season of the Club's relegation.

3 (c) If the Club is promoted to The Championship of the Football League, the Annual Sponsorship Sum shall be increased to a sum to be determined between the Club and the Council which shall not be less than £141,800 If the Club and the Council cannot agree the amount of the increase in the Annual Sponsorship Sum within five working days of the Club's achievement of promotion, the Club may terminate the Agreement on the Thirtieth day of June in the year in which promotion is achieved without penalty. If the amount of the increase is agreed it shall take effect from the First day of July of the year of the Agreement which includes the first season of the Club's promotion.

## **8.0 LEGAL IMPLICATIONS**

8.1 None.

## **9.0 EQUALITIES IMPLICATIONS**

9.1 None

## **10.0 CARBON REDUCTION IMPLICATIONS**

10.1 None arising as a result of this report.

## **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

11.1 None arising as a result of this report.

## **12.0 RECOMMENDATION/S**

12.1 That the Council's sponsorship arrangement with Tranmere Rovers Football Club be extended for a further year (from July 1 2012 to June 30 2013) on the basis set out in this report.

12.2 That the existing base sponsorship level be increased to take account of inflation.

12.3 That the principle of increased or reduced payments in the event of promotion or relegation be accepted and that revised payments be negotiated and agreed if and when this occurs as set out above.

12.4 That the completed Sponsorship Agreement is made public.

### **13.0 REASON/S FOR RECOMMENDATION/S**

#### **13.1 Benefits of the Sponsorship Agreement**

The current sponsorship agreement is based upon the value to the Authority in terms of:

- a) Promotion of Wirral as a place to live, work and for inward investment
- b) Promotion of Wirral as a great place to visit and stay
- c) Promotion of Wirral locally in a positive way which enhances the corporate identity of the Authority
- d) Supporting an important local business which employs a significant number of local people
- e) Additional benefits as outlined earlier in this report

**REPORT AUTHOR:** **Kevin MacCallum**  
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### **REFERENCE MATERIAL**

Sponsorship Agreement 2011-2012

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

<b>Council Meeting</b>	<b>Date</b>
<b>Cabinet</b>	<b>2 June 2011</b>
<b>Cabinet</b>	<b>27 May 2010</b>

## Equality Impact Toolkit (new version February 2012)

### **Section 1:      Your details**

**Council officer:**

**Email address:**

**Head of Service:**

**Chief Officer:**

**Department:**

**Date:**

### **Section 2:      What Council function / proposal is being assessed?**

### **Section 2b:      Is this EIA being submitted to Cabinet or Overview & Scrutiny Committee?**

**Yes / No**

**If 'yes' please state which meeting and what date**

.....

**And please add hyperlink to your published EIA on the Council's website**

.....

**Section 3: Will the Council function / proposal affect equality in .....? (please tick relevant boxes)**

- Services**
- The workforce**
- Communities**
- Other** (please state)

If you have ticked one or more of above, please go to section 4.

- None** (please stop here and email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for publishing)

**Section 4: Within the Equality Duty 2010, there are 3 legal requirements. Will the Council function / proposal support the way the Council .....(please tick relevant boxes)**

- Eliminates unlawful discrimination, harassment and victimisation
- Advances equality of opportunity
- Fosters good relations between groups of people

If you have ticked one or more of above, please go to section 5.

- None** (please stop here and email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for publishing)

**Section 5:** Will the function / proposal have a positive or negative impact on any of the protected groups (race, gender, disability, gender reassignment, age, pregnancy and maternity, religion and belief, sexual orientation, marriage and civil partnership)?

You may also want to consider socio-economic status of individuals.

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

Protected characteristic	Positive or negative impact	Action required to mitigate any negative impact	Lead person	Timescale	Resource implications

**Section 5a:** Where and how will the above actions be monitored?

**Section 5b:** If you think there is no negative impact, what is your reasoning behind this?

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

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

Yes / No – (please delete as appropriate)

If 'yes' please continue to section 8.

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

(please stop here and email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for publishing)

**Section 8:** How will consultation take place?

Before you complete your consultation, please email your 'incomplete' EIA to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) via your Chief Officer in order for the Council to ensure it is meeting it's legal requirements. The EIA will be published with a note saying we are awaiting outcomes from a consultation exercise.

Once you have completed your consultation, please review your actions in section 5. Then email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for re-publishing.

**Section 9:** Have you remembered to:

- a) Add a hyperlink to your published EIA on the Council website? (section 2b)
- b) Include any positive impacts as well as negative impacts? (section 5)
- c) Send this EIA to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) via your Chief Officer?
- d) Review section 5 once consultation has taken place and sent your completed EIA to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) via your Chief Officer for re-publishing?

*Before you finalise this report, please delete section 9*

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## WIRRAL COUNCIL

### CABINET

21 JUNE 2012

<b>SUBJECT:</b>	2011/12 Year End Performance & Financial Review
<b>WARD/S AFFECTED:</b>	All
<b>REPORT OF:</b>	Acting Chief Finance Officer
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	Councillor Ann McLachlan
<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 the end of year 2011/12, and provides members with an overview of performance, resource and risk monitoring.
- 1.2 The report also includes an appendix providing a full year outturn of performance against all Corporate Plan and Strategic Change Programme projects and Corporate Plan indicators.

#### 2.0 BACKGROUND AND KEY ISSUES

##### 2.1 Performance Summary

- 2.1.1 The table below provides an overview of progress against the Corporate Plan targets and the Strategic Change Programme.
- 2.1.2 Appendix 1 accompanying this report provides a detailed analysis of performance for 2011/12 for all Corporate Plan targets and the Strategic Change Programme projects, as well new targets and which measures will continue for 2012/13.
- 2.1.3 Details of what's working well; exceptions against Corporate Plan targets and Strategic Change Programme (projects that are awaiting data or that have missed their targets and been assessed as red or amber); resource implications; future challenges and risks for are set out below by theme.
- 2.1.4 Performance relating to customer feedback contacts and response rates to complaints are also set out below.

The table sets out the number of goals for each theme of the corporate plan and the associated measures of progress against target. It shows that 63% of the indicators have performed on or above their 2011/12 target, 66% of Corporate Plan projects and 79% of Strategic Change Projects were on track or have been completed / closed.

Corporate Plan		Overview of Performance: Year End 2011-12															
Themes:	Goals	Indicators						Corporate Plan Projects				Strategic Change Projects					
		No.	Green	Amber	Red	Blue	Target not set	No.	Green	Amber	Red	Completed / Closed	No.	Green	Amber	Red	Completed / Closed
Your FAMILY: C&YP	5	30	13 43%	3 10%	6 20%	7 23%	1 3%	2	0 0%	0 0%	0 0%	2 100%	2	0 0%	0 0%	0 0%	2 100%
Your FAMILY: ADULTS	4	5	0 0%	4 80%	1 20%	0 0%	0 0%	8	3 38%	3 38%	0 0%	2 25%	7	0 0%	0 0%	0 0%	7 100%
Your NEIGHBOURHOOD	12	13	5 38%	0 0%	3 23%	5 38%	0 0%	32	10 31%	1 3%	5 16%	15 47%	6	1 17%	0 0%	0 0%	5 83%
Your ECONOMY	3	8	5 63%	1 13%	0 0%	2 25%	0 0%	3	1 33%	0 0%	0 0%	2 67%	0	0 0%	0 0%	0 0%	0 0%
Your COUNCIL	4	7	3 43%	1 14%	3 43%	0 0%	0 0%	19	3 16%	4 21%	7 37%	4 21%	18	1 6%	5 28%	5 28%	7 39%
<b>Totals</b>	<b>28</b>	<b>63</b>	<b>26</b>	<b>9</b>	<b>13</b>	<b>14</b>	<b>1</b>	<b>64</b>	<b>17</b>	<b>8</b>	<b>12</b>	<b>25</b>	<b>33</b>	<b>2</b>	<b>5</b>	<b>5</b>	<b>21</b>

## 2.2 Your FAMILY: CHILDREN AND YOUNG PEOPLE

### What's working well

- **Wirral pupils' work to be 'Big in Japan'** – the work of Wirral school children has been on display in schools in Japan as part of a long-running cultural exchange. Pupils from 9 primary schools and 3 secondary schools in Wirral took part in the work exchange with 8 kindergartens, 9 elementary schools and 3 junior high schools from Kyotanabe. Around 600 children have produced work altogether.
- **Wirral young people urged to sign up for new National Citizen Service** – the scheme will give up to 30,000 16-year-olds around the UK the chance to do something different and challenging while learning new skills, and incorporates two residential stays involving outdoor activities such as mountaineering, canoeing and abseiling.
- **Awards for young people on innovative alcohol awareness scheme** - young people's efforts to positively influence their peers' attitudes to alcohol have been celebrated at a special event at the Lauries Centre, Birkenhead. Wirral Alcohol Peer Mentoring Programme was carried out by young people aged 17-21 who went into schools to talk to 12-16 year olds about attitudes towards alcohol use and challenge some of the myths surrounding its effects. Through this effective partnership work, Wirral has achieved a good level of success in reducing the rate of alcohol-related hospital admissions over the last year and we aim to build on that success.
- **25 new Foster Carers have been approved, 5 (25%) above the target.**
- **79.5% of 0 - 5 year olds from disadvantaged backgrounds are registered at a Children's Centre, 9.5% above the target.**

### Performance against Corporate Plan / Strategic Change project(s)

All of the Corporate Plan and Strategic Change projects have been completed or closed, and further details on these have been included in appendix 1.

### Performance against indicator(s):

The following indicators have been assessed as **red** (missed year end target by more than 10%) or **amber** (missed year end target by between 5% and 10%):

Portfolio	PI no	Title	2010/11 Year End Actual	2011/2012 Year End		On target	Direction of travel
				Target	Actual		
Children's Services & Lifelong Learning	NI 62	Stability of placements of looked after children: number of placements	8.9%	9.0%	11.2% (E)	Red	
				(Lower is Better)			
<b>Corrective Action:</b>	Regular meetings are being held between the adolescent support team and family placement to identify placements at risk of disruption. This enables additional support to be provided to both foster carers and the young people in placement. This work is also supported by Child and Adolescent Mental Health Service (CAMHS). Foster Care peer mentors have now been recruited and the scheme has now begun enhanced support and development						

	opportunities for foster carers. In residential care placements, disruption meetings are being introduced. This is to ensure a consistent approach to identifying actions that could stabilise a placement or inform a placement move to improve placement stability.
<b>Performance Analysis:</b>	This is an estimated figure. Performance against this target has deteriorated since Q2 and is estimated to be 2.3% below 2010/11 year end performance. This represents 76 children having three or more placements for 2011/12 compared to 61 children in 2010/11. The level of performance at 11.2% compares well to the England average for 2010/11 of 10.9% and falls well within the "Very Good" national category of (0% - 16.01%).

Portfolio	PI no	Title	2011/2012 Year End		On target	Direction of travel
			Target	Actual		
Children's Services & Lifelong Learning	NI 70a	Reduce emergency hospital admissions caused by unintentional and deliberate injuries in 0-4 years	212	267 (E)	Red	n/a (Introduced 2011/12)
			(Lower is Better)			
<b>Corrective Action:</b>	<p>Regular monitoring of the home safety equipment scheme is undertaken by the Child Safety Implementation Group and actions to reduce accidents are included in all Children Centre delivery plans. There are plans to combine Public Health and Local Authority budgets to deliver one safety equipment scheme across Wirral (rather than two separate schemes) based upon an evidence based model from the Royal Society of Accident Prevention (RoSPA). This will be effective from April 2012 but will require time to draw the current Public Health scheme to a close.</p> <p>A Children's A&amp;E Needs Assessment has been completed and the report is currently being signed off, the recommendations of this will inform future work and additional funding has been allocated to progress the recommendations from the report.</p>					
<b>Performance Analysis:</b>	This is an estimated figure. The most current available data for 2011/12 covers April - February 2011/12 (full year data will not be available until the 30 <sup>th</sup> April 2012). There have been a total of 233 admissions in the 0-4 age group during this period. This is a 4.5% increase on performance for April – February 2010/11 (223 admissions)					

Portfolio	PI no	Title	2010/11 Year End Actual	2011/2012 Year End		On target	Direction of travel
				Target	Actual		
Children's Services & Lifelong Learning	NI 102b	Achievement gap between pupils eligible for free school meals (FSM) and their peers achieving the expected level at Key Stages 4	36%	30.2%	34.5%	Red	
				(Lower is Better)			
<b>Corrective Action:</b>	A review has been conducted to examine the results of the 100 identified FSM pupils who were targeted with additional resources, through the '100 Club' project. The review focussed on identifying the actual impact and improvement in achievement made by the group of young people. From this analysis the						

	2011/12 academic year programme is now underway with additional support being provided to a further 100 children.
<b>Performance Analysis:</b>	<p>Performance against this target has improved compared to 2010/11 year end, with a reduction of 1.5% in the attainment gap between the FSM and the Non FSM groups.</p> <p>The FSM group achieved a 38.6% pass rate in June 2011 compared to 31.8% in June 2010; this is a 6.8% increase and is higher than the England average of 34.7%. The non FSM group improved by 7% over the same period to 72.8%, significantly higher than the England average of 62.2%. The England gap of 27.5% is lower than the Wirral gap; however, both FSM and non FSM children do significantly better overall in Wirral schools than the national average.</p> <p>The 2011/12 year end target was missed by 4.3%. The review of the intervention programme put into place within 2011/12 and its effectiveness will not be realised until the June 2012 exams.</p>

Portfolio	PI no	Title	2010/11 Year End Actual	2011/2012 Year End		On target	Direction of travel
				Target	Actual		
Children's Services & Lifelong Learning	NI 112	Percentage reduction in the under 18 conception rate	-13.1%	-49.9%	-6.5%	Red	↓
				(Lower is Better)			
<b>Corrective Action:</b>	A revision of the local under -18 conception target has been approved by Public Health and Children's Trust Board and will now see Wirral's Teenage Pregnancy Steering group implementing targeted interventions for those wards above the Wirral average with the aim of reducing the overall Wirral rate by 5% in 2012.						
<b>Performance Analysis:</b>	Performance against this target has deteriorated with a reduction, from the 1998 baseline, of -6.5% at 11/12 year end, compared to -13.1% at 10/11 year end. The 11/12 year end target was missed by 43.4%. 2010 under-18 conception data released in February 2012 shows a rate of 47.3 (per 1000 15-17 year olds). This is an increase in the rate compared to 2009. The 2010 rate equates to 276 conceptions.						

Portfolio	PI no	Title	2010/11 Year End Actual	2011/2012 Year End		On target	Direction of travel
				Target	Actual		
Children's Services & Lifelong Learning	NI 117	16 to 18 year olds who are not in education, employment or training (NEET)	8.6%	7.9%	8.9% (P)	Red	↓
				(Lower is Better)			
<b>Corrective Action:</b>	<p>A number of interventions are planned to ensure this indicator remains stable over the coming year. These include the following:</p> <ul style="list-style-type: none"> <li>The Department of Work and Pensions Youth Contract programme for disengaged 16 and 17 year olds will commence July 2012.</li> <li>Cabinet is considering options for a further extension of the Wirral Apprentice programme to commence April 2012.</li> <li>New targeted information, advice and guidance service for NEET young people aged 16 to 19 has been commissioned. The service is being</li> </ul>						

	<p>delivered by Greater Merseyside Connexions Partnership and can be accessed locally through selected Council One Stop Shops and the library service.</p> <ul style="list-style-type: none"> <li>Cabinet is considering options for the delivery of a work experience programme during 2012/13 for young people. The programme will be delivered in partnership with the voluntary, community and faith sector and will offer employability skills support and an extended work placement.</li> </ul> <p>New European Social Fund engagement funded provision- New Futures is now in place. This is a flexible, engaging and supportive programme for Wirral young people who are NEET – or at risk of becoming NEET. The programme is currently being delivered through a consortium of voluntary, community and faith organisations across the borough.</p>
<b>Performance Analysis:</b>	This is a provisional figure, subject to validation. The economic climate has remained difficult and this has had a significant impact on this indicator. This indicator has shown a small deterioration (0.3%) compared to 2010/11 year end. However, the 2011/12 year end target has been missed by 1%.

Portfolio	PI no	Title	2010/11 Year End Actual	2011/2012 Year End		On target	Direction of travel
				Target	Actual		
Children's Services & Lifelong Learning	NI 148	Care leavers in education, employment or training (EET)	38.6%	48.0%	58.0%	Red	
				(Lower is Better)			
<b>Corrective Action:</b>	<p>Targeted interventions are taking place with identified care leavers. These interventions include 1:1 mentoring, work tasters, and the development of employability skills. The impact of this additional support will be monitored to enable tracking and reporting on the progress of individual care leavers.</p> <p>In addition to working with the young people directly. The foster carer taskforce group are building their capacity in terms of understanding the education landscape and support arrangements for vulnerable young people.</p> <p>The Looked After Children Employability Team are scheduled to be operational by end of May 2012. They are responsible for refreshing and driving forward actions in the "From Care to Work" Plan.</p>						
<b>Performance Analysis:</b>	<p>This is a provisional figure as data is still being validated; however initial results show that 24 care leavers have been helped into EET in 2011/12 compared to 17 in 2010/11. Based on a cohort size of 44 for 2010/11 and 50 for 2011/12, the indicator outturn has increased from 38.6% to 48% for 2011/12. The indicator has fallen short of the target of 58%. The target for 2012/13 is 65% of Care Leavers are assisted into EET. The cohort of young people for 2012/13 has been identified as over 70 individuals making the target number of young people into EET, approximately 45.</p>						

Portfolio	PI no	Title	2010/11 Year End Actual	2011/2012 Year End		On target	Direction of travel
				Target	Actual		

Children's Services & Lifelong Learning	NI 92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	27.6%	27.6%	29.9%	Amber	
				(Lower is Better)			
<b>Corrective Action:</b>	The Early Intervention Manager is working with identified schools to ensure current F2 cohorts are on track to meet at least the Wirral average, an alert goes to the Strategic Service Manager when they are not, to ensure extra support is provided, In addition the Early Years team work with schools / settings to identify target group of low attaining boys and put in place targeted support to decrease the attainment gap.						
<b>Performance Analysis:</b>	This is an actual figure as reported at Q2. There has been an increase in the attainment gap of 2.3% compared to the 2010/11 cohort of children. Performance in 2010/11 was higher than expected and the target was to maintain this level of performance for 2011/12. However, the target was missed by 2.3%. This is due to the disadvantaged group attaining lower results than in the previous year, (63.1% compared to 64.4%) and the 'other' group of children performing much better than in the previous year (93.0% compared to 91.1%). For 2011 results Wirral are ranked 56th nationally and remain in the second quartile. The England gap for 2011 is 31.4%, 1.5% greater than Wirral.						

Portfolio	PI no	Title	2010/11 Year End Actual	2011/2012 Year End		On target	Direction of travel
				Target	Actual		
Children's Services & Lifelong Learning	NI 104	The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold	47.7%	46%	50.2%	Amber	
				(Lower is Better)			
<b>Corrective Action:</b>	School Improvement Associates are working with schools to identify the reasons why SEN pupils have not made the expected progress. The SEN Green Paper will focus senior leaders in ensuring that the correct provision is in place to move pupils' learning forward.						
<b>Performance Analysis:</b>	This is an estimated figure. Performance against this target has deteriorated, with a rise in the gap of 2.5% when compared to the 2010/11 year end. The 2011/12 year end target was missed by 4.2%. This indicator will be replaced in 2012/13 with a local measure that is specific to the attainment of the SEN children who have a statement.						

Portfolio	PI no	Title	2010/11 Year End Actual	2011/2012 Year End		On target	Direction of travel
				Target	Actual		
Children's Services & Lifelong Learning	NI 105	The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*- C GCSE inc. English and Maths	52.6%	47%	50.3% (P)	Amber	
				(Lower is Better)			
<b>Corrective</b>	School Improvement Associates are working with schools to identify the						

<b>Action:</b>	reasons why SEN pupils have not made the expected progress. The SEN Green Paper will focus senior leaders in ensuring that the correct provision is in place to move pupils' learning forward.
<b>Performance Analysis:</b>	This is an estimated figure. Performance against this target has improved, with a reduction in the gap of 2.3% when compared to the 2010/11 year end. The 2011/12 year end target was missed by 3.3%. This indicator will be replaced in 2012/13 with a local measure that is specific to the attainment of the SEN children who have a statement.

2011/12 target was not set for the following indicator; therefore an assessment of performance against target could not be made.

<b>Portfolio</b>	<b>PI no</b>	<b>Title</b>	<b>2010/11 Year End Actual</b>
Children's Services & Lifelong Learning	NI 111	First time entrants (FTE's) into the YJS aged 10 - 17 (Under Review)	648 (Lower is Better)
<b>Comments</b>	During 2011/12 this indicator was reviewed by the Youth Justice Board, therefore no target was set for this indicator in 2011/12. New data was released by the Department for Education (DfE) in March 2012, which includes a recalculated figure for 2010/11. This is the most recent data available at present. The 2011/12 data is expected to be available for reporting at Q2, 2012/13. A target for 2012/13 has been set based on the new data release.		
<b>Performance Analysis:</b>	The 2010/11 outturn of 648 compares well to the North West rate of 905 and to the England figure of 876. A year on year comparison of the new data shows an overall decreasing trend in FTE's.		

### Resource implications

The anticipated 2011/12 budget forecast overspend is £1 million a reduction from £1.6 million in the quarter. This was largely due to the use of one-off funding from balances and the Schools forum agreeing in January to fund planned preventative maintenance expenditure. The "one off" in year reductions include uncommitted income balances in Children's Centres which have accumulated over a number of years. There are still significant underlying pressures within the Children and Young People's revenue budget including within children's social care for looked after children and residential care. In the longer term the Strategic Change program for Looked After Children will help to stabilise the Social Care budget.

The approved Children and Young People's 2011/12 capital programme accounts for approximately 40% of the total Council programme. The expenditure forecast has increased by £1.8 million on the previous quarter due mainly to further progress and reprofiling of the Birkenhead High School for Girls Academy project.

A large number of schemes have been taking place at schools during the year. The Cathcart Primary and Pensby Primary schemes are nearing completion. Pensby was handed over 2 May and external works at Cathcart were due to be completed in May. Two large schemes have commenced at Woodlands Primary and Overchurch Infants School.

Willowtree the Children's 'Home from Home' was opened in December.

## Future challenges and risks

The management of children’s safeguarding arrangements is always a very high priority and under constant review. The comprehensive review of services/outcomes for children following the Munro review of child protection continues and remains on schedule.

The continuing adverse economic climate placing further demand pressures on services especially children’s social care creates additional challenges. The department continues to face pressures in managing within its budget.

## 2.2 Your FAMILY: ADULTS

### What’s working well

- **Volunteers supporting Wallasey’s Central Park Walled Garden** – this hidden Wirral gem, which features an informal café, is to be fully reopened for the benefit of community groups and residents. Members of the local community can drop in Monday to Friday for hot or cold drinks and friendly conversation. It is run by volunteers that use Wirral’s day services, who all have disabilities. The volunteers get the opportunity to put their independent living skills into practice by serving in the cafe, as well as organising and taking part in other activities around the garden.

### Performance against Corporate Plan project(s)

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

Portfolio	Key project	Status				Corrective Action
		Q1	Q2	Q3	Q4	
Social Care and Inclusion	Ensure and be able to demonstrate that 100% of our relevant staff are trained and effectively safeguarding adults	Green			Amber	Work to ensure this will be continued, and will be monitored as part of a project in the Department's Business Plan for 2012-13.
	Have dedicated, co-located teams of social care fieldwork and health professionals to help people gain full independence after serious illness in the three Wirral localities, Adult Learning Disabilities Service and the Hospital Discharge Service by April	Green			Amber	Co-location arrangements have been established in Wallasey, Bebington and West Wirral localities. Health premises have been identified in the Birkenhead locality and the intention is to move staff by the end of September 2012. A fully-integrated on-site discharge service is now operational at Arrowe Park Hospital.  The monitoring of the project to finalise co-location and co-

Portfolio	Key project	Status				Corrective Action
		Q1	Q2	Q3	Q4	
						working will be included in the Department's Business Plan for 2012-13.
	Ensure that all representatives of voluntary, community and faith social care organisations are involved in our service planning activities	Green			Amber	<p>A major consultation with Voluntary, Community and Faith sector partners is taking place early in the first quarter of 2012-13. Following this a plan will be developed that will undertake a re-commissioning of services.</p> <p>Progress on this will continue to be monitored through the Department's Business Plan for 2012-13.</p>

### Performance against Strategic Change project(s)

All of the strategic change projects have been completed or closed, and further details on these have been included in appendix 1

## Performance against Corporate Plan indicator(s)

The following indicators have been assessed as **red** (missed year end target by more than 10%) or **amber** (missed year end target by between 5% and 10%):

Portfolio	PI no	Title	2010/11 Year End Actual	2011/2012 Year End		On target	Direction of travel
				Target	Actual		
Social Care & Inclusion	NI 130	Percentage of Social care clients receiving Self Directed Support	32.60%	80.00%	66.70% (E)	Red	↑
<b>Corrective Action:</b>	Different reporting practices are being introduced in 2012-13 which will enable the department's managers to more closely track and direct activities associated with this target. The methodology for measuring performance against this target for 2012/13 onwards will not include services that cannot be self-directed.						
<b>Performance Analysis:</b>	<p>This is an estimated figure. The formula for this figure is known by the Department of Health to contain an error in that services that cannot be subject to the offer of a personal budget - such as 'professional support' (which includes involuntary admittance to hospital under the Mental Health Act) - are counted in the denominator. The formula is under review. The actual figure, when services that cannot be self-directed are discounted, is 76.69%.</p> <p>Performance against this target has improved compared to 2010/11 year end, with an increase of 34.10% of social care clients receiving self-directed support. The target was missed by 13.3% based on current formula, but would have only missed target by 3.31% if based on figure where services that cannot be self-directed are not included.</p>						

Portfolio	PI no & Title	2010/11 Year End Actual	2011/2012 Year End		On target	Direction of travel
			Target	Actual		
Social Care & Inclusion	LOCAL 8858 a, b, c & d Ensure that 100% of people who approach us for social care support: <ul style="list-style-type: none"> <li>• have the opportunity of completing their own, self-directed assessment</li> <li>• are offered the opportunity of taking up a personal budget</li> <li>• are made aware of the range of care services available to them</li> <li>• have an opportunity to consider whether Assistive Technology, such as fall detectors and epilepsy sensors, may be able to support individual</li> </ul>	New Indicators set for 2011/12	100%	94.87% (E)	Amber	n/a

	to live independently for a long as possible					
<b>Corrective Action:</b>	Performance against this set of indicators has improved since Year End reporting and is now performing at 98.51%.					
<b>Performance Analysis:</b>	This is an estimated figure. Performance against this set of indicators has risen by 10.33% since the first quarter. Based on the year-end reporting figure, missed the target by 5.13%, but has only missed the year end target by 1.49% based on the latest performance figure.					

### Resource implications

The anticipated year end deficit remains at £6.0 million from an underlying overspend in 2010/11, potential 'one-off' slippage of approximately £3.0 million against some savings targets and £1.2 million shortfall in funding for the re-provision of services following the release of staff under the EVR/VS scheme. Further work is required to assess the financial impact of movements in activity levels during March before the final outturn figure can be confirmed.

The forecast outturn against the £3 million Capital Programme for 2011/12 is £1 million. The most significant item of capital expenditure in 2011/12 is £732,000 relating to the final payment for the Mendell Lodge Extra Care housing scheme. The slippage of £2.0 million will be carried forward into 2012/13 for the Transformation of Day Services project and Integrated IT system.

### Future challenges and risks

Safeguarding arrangements for adults are under constant review by the Department of Adult Social Services and its partners on the Safeguarding Adult Partnership Board.

A peer review is to take place in May 2012 focussing on safeguarding arrangements. Preparations for this review are in place.

On going challenges remain regarding demand pressures from an ageing population requiring greater levels of support with more complex needs having to be managed. The Department continues to face ongoing budgetary pressures linked to the increased demand for services for older people and clients with learning disabilities. Services also need to be configured to deliver greater levels of personalisation and choice to our clients.

## 2.3 Your NEIGHBOURHOOD

### What's working well

- **Wirral on the move** - Wirral Council is committing almost £2 million to improve road safety, reduce congestion and promote active travel and health. Key areas for investment include safer routes to schools programmes, together with measures to assist safer travel for pedestrians and cyclists. Local communities will also benefit with £220,000 being provided for Area Forums to allocate to local highway projects.
- **E-Books are a big hit!** - with more than 2,500 downloads of the new e-book service at Wirral's libraries and 750 new users, e-books are proving a successful addition to Wirral's collection. Members no longer have to go into their local branch to enjoy their favourite books and audiobooks, and can instead do it from the comfort of their own home.
- **Improvement works to begin at Leasowe Leisure Centre** - this long awaited investment to provide new and improved facilities; including an open-plan fitness studio

and smaller, more intimate accommodation for quieter classes, is great news for the local community.

- **Pollution pledges pass 1000 tonnes – CRed Wirral** (Wirral Council’s climate campaign); which encourages residents and workers to consider how changes to their everyday lives can cut pollution, help look after the environment and save money, has passed an important milestone. Local people have now recorded 613 pledges, exceeding the target by 22.6%, with enough pledges to cut carbon pollution by over 1000 tonnes.
- **There has been a continuous improvement in the reduction of missed bin collections**, (3.25 lower than quarter one and 26.25 lower the target of 40 missed bins per 100,000 collections)
- **There has been a continuous improvement in the number of empty properties brought back into use**, with 294 empty properties returned to use as a result of Council intervention, exceeding the target by 44 empty properties.
- **230 affordable homes were provided in 2011/12**, 30 (15%) above the target

### Performance against Corporate Plan project(s)

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

Portfolio	Key project	Status				Corrective Action
		Q1	Q2	Q3	Q4	
Housing & Community Safety	Deliver a heating improvement programme to 140 vulnerable private sector residents per year in 2011-12 and 2012-13	Amber	Green	Red		76 cases were assisted. The target was not met due to price of works escalating. The costs for pipework increased significantly and the number of referrals for outright heating replacements rather than the original estimated for repairs as an option. The waiting list for 2012/13 currently stands at 99 households which is showing an absolute demand of the service beyond the current budget.

Portfolio	Key project	Status				Corrective Action
		Q1	Q2	Q3	Q4	
	Renegotiate /Retender Supported People/Housing services for people with Learning Difficulties (Existing LD contracts to be extended until September 2011 to allow time for renegotiated services to be implemented)	Amber	Green	Red	On 13th October 2011 Cabinet approved an extension of four months, with an option to extend further up to six months if required for completion of this project. It has now been established that the 200+ clients that are the subject of these negotiation now require re- assessments of their current care and support needs. The implication of this requires this action to role forward to next year, therefore this will continue to be monitored as a corporate priority for 2012/13 with a new target: "By April 2013 develop a project plan with DASS to assess clients with Learning Disabilities who are jointly funded to inform new contracts / personal budgets"	
	Implement proposals to reduce under occupation in social housing by August 2011	Green	Amber	Red	Work was undertaken with Registered Social Landlords to finalise proposals and agreement to take pilot forward. Some proposals have been implemented to help respond to under occupation but the introduction and impact of welfare reform has meant that the emphasis of this project has been extended and is now the focus of a new target which will continue to be monitored as a corporate priority for 2012/13: "Develop an action plan to respond to under occupation in both the social and private rented sector by Summer 2012".	
	Implement a new	Green	Red	Green	Red	This is a ground breaking project, with 5 local

Portfolio	Key project	Status				Corrective Action
		Q1	Q2	Q3	Q4	
	Sub Regional Choice Based Lettings Scheme by December 2011	Green	Red	Green	Red	authorities moving to a shared service with 25 housing associations and over 70,000 actual registered customers. The delivery date has slipped due to delays in agreeing configuration with partners, but the system is currently being tested, and delivery is expected to go live date in June 2012. The project will reduce costs by at least £50,000 (12.5%) per year.

Portfolio	Key project	Status				Corrective Action
		Q1	Q2	Q3	Q4	
Streetscene & Transport Services	By 2020, reduce the total number of people killed or seriously injured (KSI) road traffic casualties by 50%, compared with the average for 2004-8; (Target for 2011 : reduce to 106; Target for 2012 : reduce to 104; Target for 2013 : reduce to 102)	Green	Amber			A Greater than normal number of incidents involving motorcycles and in-car casualties occurred from July to December 2011. The provisional number of people KSI in road traffic casualties for 2011/12 is 126. A capital bid for further funding for engineering schemes to reduce road casualties was successful and the scheme list was approved by Cabinet on 15 March 2012. These schemes will be implemented during 2012/13.
	Implement a speed restriction programme during 2011/12	Green	Amber	Red		This programme was not implemented during 2011/12 however a report on the implementation of the project programme for 2012/13 & 2013/14 was submitted to and approved by Cabinet on 12 April 2012.

The following Corporate Plan project is awaiting a status / progress update

Portfolio	Key project	Status	Progress Update
		Page 19	

		Q1	Q2	Q	Q4	
Housing & Community Safety	Complete a review of the Council's and partner organisations approach to anti-social behaviour, including the implementation of community justice, by December 2011	<b>Green</b>			<b>Not reported</b>	<p>The Children and Young People's Department provided data for this project for quarters one to three. However, it has been difficult to establish ownership for this project and year end data has not been reported.</p> <p>The 201/13 Corporate Plan has a target to "Complete full review of anti-social behaviour".</p>

### Performance against Strategic Change project(s)

All of the strategic change projects are on target, have been completed or closed, and further details on these have been included in appendix 1

### Performance against indicator(s):

The following indicators have been assessed as **red** (missed year end target by more than 10%):

Portfolio	PI no	Title	2010/11 Year End Actual	2011/2012 Year End		On target	Direction of travel
				Target	Actual		
Housing & Community Safety	NI 32	Repeat incidents of domestic violence	7.53	7.53	11.55	<b>Red</b>	
				(Lower is Better)			
<b>Corrective Action:</b>	The recent introduction of restraining orders post conviction has provided victims with additional safety measures, but when breached by a perpetrator is counted as a crime and therefore recorded as an automatic re-referral to Multi Agency Risk Assessment Committee (MARAC) as a repeat as per NI 32 guidance. In the same circumstances previously it would not be an automatic MARAC referral. This process is actually a valuable safety plan as victims are now calling the police when the perpetrator breaches the order. Positive police and court action in the majority of cases puts the perpetrator into prison, thus reducing the risk to the client and any children. The re-referral allows MARAC agencies to review risk and address any gaps in the safety plan						
<b>Performance Analysis:</b>	<p>Referrals have increased by 53% compared to year end 2010/11. It has missed its target by 4.02. The year end rolling total for domestic violence repeat victimisation in Wirral is 26.51% (National Average repeat rate as identified by CAADA is 26%), which is over the target set by the repeat rate measured in Wirral for 10/11. The number of referrals to the Family Safety Unit has increased by 25% from 895 to 1120 compared to last year.</p> <p>Sources of previously unreported domestic violence survivors has realised a commensurate 25% increase in high risk cases, from 377 to 472. The number of domestic violence victims referred and assessed as high risk who have NOT been re-victimised has increased by over 20%, from 831 to 999.</p>						

Portfolio	PI no	Title	2010/11 Year End Actual	2011/2012 Year End		On target	Direction of travel
				Target	Actual		
Streetscene and Transport Services	DEPT 47	Reduce the number of people killed or seriously injured in road traffic accidents	108	106	126	Red	
(Lower is Better)							
<b>Corrective Action:</b>	<p>Analysis of casualty data leading to development of a road safety action plan for 2012/13 which will target key casualty/road user groups. Additional funding from Council bid for road safety activity secured, with schemes identified and agreed by Cabinet.</p> <p>Ongoing analysis of casualty data should show improvement during 2012/13, however it should be noted that road casualty numbers are subject to random fluctuation and factors outside the control of the Authority or partner agencies.</p> <p>Senior management attendance at the Wirral Accident Reduction Partnership will continue, and support in the development and implementation of a new road safety action plan (such as additional data analysis: appropriate funding for initiatives etc).</p>						
<b>Performance Analysis:</b>	The performance data is provisional. The number of people killed or seriously injured in road traffic accidents for 2011/12 has exceeded the target by 20, as there was a greater than expected number of people injured, including motorcyclists and in car casualties						

Portfolio	PI no	Title	2010/11 Year End Actual	2011/2012 Year End		On target	Direction of travel
				Target	Actual		
Culture , Tourism & Leisure	DEPT 5184	Visits to the Williamson Art Gallery and Priory	N/A (new indicator for 11/12)	10%	-13.54%	Red	n/a
<b>Corrective Action:</b>	<p>Extended sickness leave during 2011/12 led to Birkenhead Priory being open weekends-only for a period, this severely curtailed visitor numbers. The Williamson also closed for several days for roof replacement.</p> <p>Staffing issues are not anticipated during 2012/13 however building work will continue to affect visitor numbers at both the Priory and the Williamson; some closures are inevitable.</p> <p>Improved publicity for events and a revised website during 2013 will raise the profile of the Museums Service, and it is hoped that re-launch events will make up for lost visitor numbers.</p>						
<b>Performance Analysis:</b>	The percentage number of visits fell by 13.54% during 2011/12. The target was missed by 23.54%						

### Resource implications

The revenue budget forecast is for a balanced position. There are a number of areas of concern regarding achieving income targets including car parking and cultural services. These areas are being contained by compensatory savings. The delayed sale of the Pacific Road Arts complex may also have a budgetary impact.

A number of policy options have been progressed including the 'free after three' parking and the deep clean street cleansing initiatives, support for the Anti-Social Behaviour team and library equipment and engagement schemes. The community asset transfer programme continues to progress.

Capital schemes include renovations to the Williamson Art Gallery, which commenced in the spring, the Landican Crematorium Mercury Abatement scheme and an extensive road maintenance programme and bridge strengthening works.

### **Future challenges and risks**

It is important to deliver services to meet the needs and wants of our citizens and businesses. To help achieve this significant consultations have been undertaken to assist in the development of Neighbourhood plans for each area and to help identify priority areas to assist with the allocation of resources for neighbourhood use. Cabinet agreed on 29 March a revised approach to business planning for 2012/13 which includes a 12 week comprehensive consultation programme and will assist with the allocation of resources.

The modernisation of the maintenance arrangements for Wirral's parks and open spaces which includes the transfer of services previously undertaken by external contractors creates future challenges and opportunities.

Weather events may also impact upon Council services. A review of winter maintenance arrangements has been undertaken to help mitigate possible negative impacts although the winter has been relatively mild.

## **2.4 Your ECONOMY**

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

- **Winner of LGC Economic Development Award 2012** - Wirral's Investment Strategy, an ambitious, innovative and extremely effective approach to supporting / developing the local economy, endorsed by local business testimonials was the winner of LGC is award for 2012. This award highlights the innovative work that councils are doing, often in partnership with the private and voluntary sectors, to stimulate enterprise, open new job markets and improve prosperity.
- **Wirral conference held to get thousands of businesses exporting in 2012** - following a recently launched major Government initiative to boost the number of UK SMEs exporting goods and services abroad, a specialist event was held in Wirral to meet The Export Challenge. Supported by Invest Wirral, Wirral Council's business support team, Wirral businesses with an interest in exporting were urged to attend in a bid to expand and spread to new markets over the next four or five years.
- **Companies offered assistance to make cycling to work easier for staff** - businesses in East Wirral are being offered the opportunity to take advantage of a workplace improvement grant that can help towards the cost of installing cycle parking, clothes lockers and showers for staff. The grant is designed to make it easier for people to cycle to work so that they can improve their quality of life and their bank balance as well as providing business with the benefits of a healthier workforce.
- **Council commits £500K to boost Town Teams initiative in Wirral** - Wirral Council is committing half a million pounds to fund improvements in shopping areas, with backing

for the high profile, Government backed Mary Portas Pilots – Town Teams. Traders will be consulted and have the opportunity to bid for up to £100,000 to demonstrate how the money can be used to improve the vitality of their local town centre.

- **Growth for Wirral tourism economy** - Wirral is increasingly becoming a destination for a mini-break as well as somewhere to go for a ‘great day out’, a recent survey of visitors to the borough showed. Findings also suggested that visitors are sticking around for longer, which having a positive impact on Wirral’s local economy with the tourism sector bucking the overall trend by reporting growth of some 15% over the last five years.
- **The total investment value via Invest Wirral was £19,697,192 for 2011/12**, exceeding the target by £3,697,192 (23%) and increasing by £4,283,166 (27.79%) compared to 2010/11.
- **762 businesses were assisted, exceeding the target by 462 (154%)**. A number of businesses, including several new tourism businesses, came on stream boosting the number of business assists by the Partnership Officer; and Investment Marketing has provided support which has helped multiple businesses.

#### Performance against Corporate Plan project(s):

All of the Corporate Plan projects are on target or completed and further details on these have been included in appendix 1.

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

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

#### Performance against Corporate Plan indicator(s):

The following indicator has been assessed as **amber** (missed year end target by between 5% and 10%):

Portfolio	PI no	Title	2010/11 Year End Actual	2011/2012 Year End		On target	Direction of travel
				Target	Actual		
Regeneration and Planning Strategy	Local 6282	GVA per capita	£11478	£11809	£10736	Amber	
<b>Corrective Action:</b>	Poor economic conditions during the recession of 2009 have had a negative impact on the GVA per head in the borough, continuing work to attract large scale investments in Wirral such as the ITC and Wirral Waters by implementing Wirral’s Investment Strategy will start to have a positive impact in the borough over the coming years which in turn will be reflected in increased GVA performance in subsequent years.						
<b>Performance Analysis:</b>	Performance against this target has deteriorated, with a reduction in the GVA per capita of £742 when compared to the 2010/11 year end. The 2011/12 year end target was missed by £331.						

#### Resource implications

The capital programme forecast outturn has reduced due to slippage on improvement to stock schemes although progress continues on these schemes. Four grants were made to companies through the Think Big Investment Fund during the period. Going forward additional grant approval has been received for future years relating to former HMRI areas.

### Future challenges and risks

Growth in Wirral's economy will make it easier for the Council to deliver its vision of a more prosperous and equal Wirral.

The Wirral Waters scheme continues to progress with further discussion on the International Trade Centre and additional work in relation to the development of International links.

Significant work has been undertaken to develop a number of new initiatives including support for Micro Businesses and Social Enterprises and the implementation of the Green Growth Strategy.

## 2.5 Your COUNCIL

### What's working well

- Praise for Council websites** - residents are finding it increasingly easier to find a piece of information or complete a transaction with the Council online, thanks to improvements to the Council website which have been highlighted in a recent national, 'Better Connected' report. The survey examines all council websites every year and reports on its findings. Wirral saw an increase in its score from 2 to 3 (out of 4) stars. In particular, the Libraries section was held up as an example of one which other local authorities should look to emulate.
- Wirral unveils plans for June 1 Olympic Torch Relay welcome** - Wirral is proud to welcome the Relay to Wirral on Friday 1<sup>st</sup> June. The flame will arrive in Wirral at around 5.45pm, follow a route through Birkenhead and pass through a celebration event in the Park. It will then be carried through Birkenhead Town Centre and Hamilton Square, before being taken across the River Mersey from Woodside on one of the famous Mersey Ferries. The Council's leisure and fitness centres are also planning to mark the Olympics by organising a number of new sports projects that will form a lasting legacy for the future.
- Customer feedback performance** – fewer complaints were recorded compared to 2010/11, with 14% less corporate complaints (1045 in total) and 28% less statutory complaints (233 in total). Corporate complaints took, on average, 10 working days to respond against a corporate target of 15 working days. Recorded councillor/MP contacts (3930 in total) were responded to on average within 7 working days, against a corporate target of 10 working days. Local Government Ombudsman contacts (57 in total) took on average 16 calendar days to respond to, against a standard target of 28 calendar days. Across the council 9% of all complaints received were recognised as resulting in some level of organisational learning, leading to improved future services.

### Performance against Corporate Plan project(s)

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

Portfolio	Key project	Status				Corrective Action
		Q1	Q2	Q3	Q4	
		Page 34				

Finance & Best Value	Deliver SCP 2011-2012 projects to deliver agreed benefits to the agreed quality, on time and to budget	Amber	Red	<p>This project delivered £8.5m against a target of £10.725m. Cabinet agreed a revised programme on 21<sup>st</sup> February 2012.</p> <p>The delivery of the SCP will continue to be monitored as a 2012/13 Corporate Plan priority.</p>
	Ensure all projects proposed to SCP during 2011-2012 have defined and achievable benefits to Council services, or budget	Green	Red	<p>The projects proposed during 2011/12 did not have defined and achievable benefits and were therefore not added to the programme.</p>

Portfolio	Key project	Status				Corrective Action
		Q1	Q2	Q3	Q4	
Corporate Resources	Publish workforce information as set out in the 2010 Equality Duty by July 2011	Green	Amber	Red		Data was to be collected with an employee survey. A plan is being developed to collect the data. It is envisaged that this data will be collected by September 2012.
	Review HR policies by September 2012	Amber				Focus on other key projects has led to slippages in timescales, resources have been resourced and a plan put in place to deliver to timescales.
	Implement Job Evaluation (Stage 3) by April 2012	Green	Amber			There have been some slippages in timescales, plan being developed to move this forward and implement by July 2012. This will continue to be monitored as a 2012/13 Corporate Plan priority.
	Agree membership, form and function of Wirral's Local Strategic Partnership by June 2011	Green	Amber			The LSP Executive Board met in January 2012 to consider its form and function. The board agreed to establish a management group to meet on a more frequent basis and review the partnerships terms of reference.

Portfolio	Key project	Status	Corrective Action
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		Q1	Q2	Q3	Q4	
Community & Customer Engagement	Work with the voluntary, community and faith (VCF) sector to put in place a single strategy for funding the sector and commissioning services from April 2012 by December 2011	Amber			Red	The Strategy is under review and will continue to be monitored as a 2012/13 Corporate Plan priority.
	Work with the VCF sector to Map sector activity and outcomes in Wirral by April 2011 to provide a baseline for future development	Green	Amber	Red	The Strategy is under review and will continue to be monitored as a 2012/13 Corporate Plan priority.	
	Work with the VCF sector to review the Council's approach to engagement with the sector to put in place structures, and a clear policy framework by May 2011	Green	Amber	Red	The Strategy is under review and will continue to be monitored as a 2012/13 Corporate Plan priority.	
	Work with the VCF sector to establish a 'Rights to Provide' policy framework by April 2012	Green	Amber	Red	The Strategy is under review and will continue to be monitored as a 2012/13 Corporate Plan priority.	

Portfolio	Key project	Status				Corrective Action
		Q1	Q2	Q3	Q4	
Social Care & Inclusion	In advance of full transfer of public health responsibilities and budget in April 2013:- Agree changes in Wirral Council organisational structures required by April 2012	Green		Amber		Papers have been prepared and were submitted to Cabinet. However, it was agreed not to discuss the paper in the Chief Executive's absence. A Report is due to be presented to Cabinet by July 2012.

The following Corporate Plan project is awaiting a status / progress update

Portfolio	Key project	Status	Reason	status	data	not
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		Q1	Q2	Q3	Q4	
Corporate Resources	Implement a Internal Communications Strategy by July 2011	Green			No update reported.	

### Performance against Strategic Change project(s)

The following strategic change projects have been assessed as **red** (project schedule, outcomes or financial parameters have or are going to be exceeded and cannot be managed within the project) or **amber** (project schedule, outcomes or financial parameters have or are going to be exceeded but can be resolved within the project):

Status				Project	Corrective Action
Q1	Q2	Q3	Q4		
Red				Disposal of Assets	<p>£212,000 against a target of £481,000 has been achieved.</p> <p>A report for the lease of Hillcroft went to Cabinet 12/1/2012. With regard to the other transfers, legal agreements have been completed in respect of Grosvenor, Liscard, Hoylake, Greasby, Victoria Hall and Vale with the full transfer completing after building works have been finished. These works are scheduled to be completed in the June / July 2012.</p> <p>Delamere is on the verge of entering in to the legal agreement. Westbourne, Woodchurch, Kylemore and New Ferry Village Hall have been held back, as funding options still to be agreed.</p> <p>This project will be rolled forward to 2012/13.</p>

Status				Project	Corrective Action
Q1	Q2	Q3	Q4		
Red				Office Rationalisation	<p>There has been considerable delay to this project. £110,000 against a target of £368,000 has been achieved.</p> <p>Willowtree has been vacated. Discussions are still underway about the proposed relocation of the Community Safety team from the Old Court House.</p> <p>A report on Phase 2 was submitted to Cabinet in February 2012. This project will be rolled forward to 2012/13.</p>

Status				Project	Corrective Action
Q1	Q2	Q3	Q4		
Amber	Red			Transforming Business Support	<p>No savings were formally agreed for this project.</p> <p>The roll out of HR Self Service was subject to a pause in the project to enable higher priority work to be delivered by the HR Project Team. The Team have now moved back onto the project and it is intended to roll out self serve car mileage claims, expenses and extended manager by October 2012 and follow this with annual leave, absences and</p>

			The underlying status of the project against this new timescale is felt to be Green, however the project status is shown as red because the request to reschedule delivery has not been formally approved.
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Status				Project	Corrective Action
Q1	Q2	Q3	Q4		
Amber		Red		Facilities Management	No savings were formally agreed for this project. There has been no progress on this project since agreeing temporary measures following Early Voluntary Retirement departures in June 2011. This project continues into 2012/13 with a target of £500k.

Status				Project	Corrective Action
Q1	Q2	Q3	Q4		
Not Reported		Red		Review of Employee pay costs	No savings were formally agreed for this project. This project has not moved beyond the conception stage during 2011/12. The project will continue into 2012/13 with a target of £300,000.

Status				Project	Corrective Action
Q1	Q2	Q3	Q4		
Amber	Red	Amber		Procurement	The overall procurement savings (projects 1,44, 67) of £2.7m were achieved, however some elements were not according to plan.

Status				Project	Corrective Action
Q1	Q2	Q3	Q4		
Amber	Red		Amber	Contract Review	The overall procurement savings (projects 1,44, 67) of £2.7m were achieved, however some elements were not according to plan.

Status				Project	Corrective Action
Q1	Q2	Q3	Q4		
Green	Red	Amber		Printing Review	Activities are behind schedule, but savings of £250,000 have been released from the budget. This project continues into 2012/13. A project manager has been put in place to move this forward

Status				Project	Corrective Action
Q1	Q2	Q3	Q4		
Red		Amber		Procurement Back Office	The overall procurement savings (projects 1,44, 67) of £2.7m were achieved, however some elements were not according to plan.

Status				Project	Corrective Action
Q1	Q2	Q3	Q4		

<b>Green</b>	<b>Amber</b>	ICT Strategic Review	The project is behind schedule but savings of £400,000 have been released from the budget. This project will be rolled forward to 2012/13.
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**Performance against indicator(s):**

The following indicators have been assessed as **red** (missed year end target by more than 10%):

Portfolio	PI no	Title	2010/11 Year End Actual	2011/2012 Year End		On target	Direction of travel
				Target	Actual		
Finance and Best Value	DEPT 2098	Percentage of audits in the Internal Audit Plan completed in 2011/12	N/A  (new indicator at 11/12)	100%	84%	<b>Red</b>	n/a
<b>Corrective Action:</b>	Significant staff shortages and secondments experienced during the year. Audits were prioritised to enable appropriate assurance conclusion, some jobs are ongoing and will be completed in early 2012/13.						
<b>Performance Analysis:</b>	The 2011/12 year end target was missed by 16%						

Portfolio	PI no	Title	2010/11 Year End Actual	2011/2012 Year End		On target	Direction of travel
				Target	Actual		
Finance and Best Value	DEPT 2099	Percentage of financial assessments completed within 30 working days	N/A  (new indicator at 11/12)	85%	40%	<b>Red</b>	n/a
<b>Corrective Action:</b>	Changes to DASS care assessment process to be implemented. Bedding down of Civica processes to provide more efficient assessment processing						
<b>Performance Analysis:</b>	This has missed its target throughout 2011/12, and missed the year end target by 45%						

Portfolio	PI no	Title	2010/11 Year End Actual	2011/2012 Year End		On target	Direction of travel
				Target	Actual		
Finance and Best Value	DEPT 2112	Percentage of Council Invoices from SMEs paid within 10 days	N/A  (new indicator at 11/12)	60%	46.43%	<b>Red</b>	n/a

<b>Corrective Action:</b>	A Task Group was established by the Deputy Director of Finance to achieve invoice payment targets early in this financial year. Specific areas of bad performance have been identified by the Group and will be investigated and addressed to achieve the required performance levels.
<b>Performance Analysis:</b>	This has missed its target throughout 2011/12, and missed the year end target by 13.57%

Portfolio	PI no	Title	2010/11 Year End Actual	2011/2012 Year End		On target	Direction of travel
				Target	Actual		
Finance and Best Value	DEPT 2111	Percentage of Council Invoices from all suppliers paid within 30 days	N/A  (new indicator at 11/12)	95%	88.06%	Amber	n/a
<b>Corrective Action:</b>	A Task Group was established by the Deputy Director of Finance to achieve invoice payment targets early in this financial year. Specific areas of bad performance have been identified by the Group and will be investigated and addressed to achieve the required performance levels.						
<b>Performance Analysis:</b>	This has missed its target throughout 2011/12, and missed the year end target by 6.94%.						

### Resource implications

The forecast outturn is that an underspend of £4.5 million will be achieved. This includes £2 million uncommitted requirement from the Efficiency Fund and £2.5 million from Treasury Management activities. There are a number of potentially volatile areas requiring close monitoring. These include asset management costs and the savings from the rationalisation of buildings, housing and council tax benefits, the achievement of procurement savings and treasury management activities.

The Department of Communities and Local Government (DCLG) approval of the capitalisation of statutory redundancy costs has increased the capital programme by £3 million (with a further £1 million relating to schools) Expenditure within other areas of the programme remains low as a significant element of the agreed programme relates to works connected with the release of building assets.

### Future challenges and risks

A robust response to the critical report into corporate governance is required to ensure the Council provides services to the community in an appropriate and open manner, that future inward investment into Wirral is not jeopardised, and to prevent damage to our reputation.

A number of actions are being taken:

- The council is working with the Local Government Association at both officer and member level to address issues raised in the report.
- An Improvement Board has been established to support delivery of the Council's improvement priorities
- £300,000 of additional resources have been allocated in the 2012/13 budget for improving standards and performance
- Cabinet on 29 March agreed the establishment of a cross party Business Delivery Board and Strategic Change Programme Board

Failure to engage effectively with the workforce could lead to demotivation, negative culture and focus on short term considerations. During the quarter an employee opinion survey has been undertaken by IPSOS MORI. Cabinet on 29 March gave its support to proposals including the establishment of an Independent External Ombudsman and for the development of a Corporate Performance Appraisal process.

Business failure from a supplier could lead to a disruption in services. An audit of business continuity arrangements for key external partners in critical service areas was completed in March.

## **2.6 Customer Feedback**

2.6.1 There were a total of 6,049 customer feedback contacts recorded in 2011/12, which represented a 7% decrease from 2010/11 (6,485).

This overall figure included 14% fewer corporate complaints, with the lack of adverse weather conditions affecting services over the winter months, as in previous years, a key factor (Technical Services recorded a 31% annual reduction in their complaints). Similarly, statutory complaints recorded a comparative reduction, of 28%.

Recorded councillor and MP contacts also displayed an annual reduction (5%), along with Local Government Ombudsman contacts (9.5%).

2.6.2 By channel, internet and email was used for two thirds of all contacts, continuing a trend that seen usage of these channels increase by 6% from 2011/12.

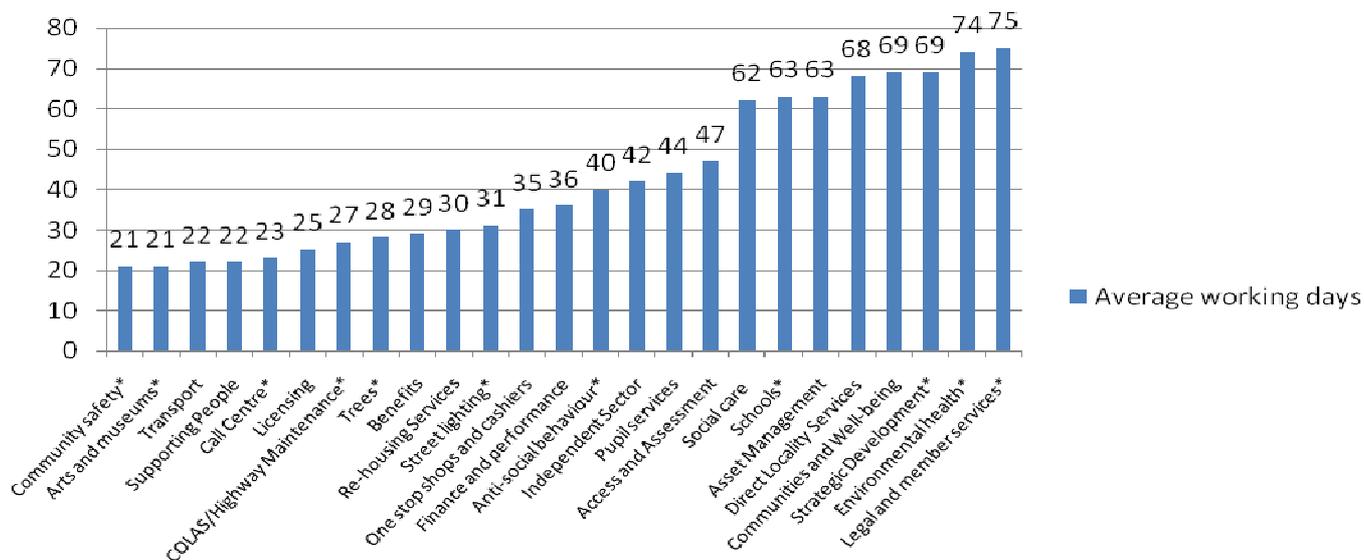
2.6.3 There was an increase in the average response rate for complaints with 15 working days taken to respond to all complaints in 2011/12 compared to 14 working days in 2010/11.

Corporate complaints, which are measured against a target of 15 working days to respond, recorded an average of 10 working days, maintaining performance from 2010/11.

Statutory complaints (DASS and CYPD Children's Social Care) recorded an average of 34.5 working days to respond, compared to 24 working days in 2010/11.

2.6.4 Services responding significantly outside of the recognised corporate standard during 2011/12 are detailed as follows:

## Average working days for complaints closed outside of 20 working days 1st April 2011- 31st March 2012



\*Services marked with an asterisk indicate single contact outside of 20 working days

- DASS report an on-going resource issue to effectively consider and respond to (frequently complex) complaints requiring significant investigation and tailored responses: average working days to respond increased from 31 days in 2010/11 to 47 days in 2011/12. Communities and well being services and direct locality services recorded averages of 69 and 68 working days respectively.
- LHRAM recorded an average of 26 working days to respond to corporate complaints, against 17 working days in 2010/11. The asset management service (32% of this department's total complaints) recorded an average of 51 working days to respond to complaints. A limited number of potentially vexatious complaints, requiring significant resource to investigate and respond to, influenced this service's performance. Overall the department responded to 61% of all complaints closed in 2011/12 within the corporate target.
- All other departments recorded maintained or improved complaints response rates, 2010/11 figures in brackets:
  - CYPD 12 working days (15)
  - Finance 10 working days (13)
  - RHP 13 working days (17, recorded previously against Corporate Services)
  - Technical Services 9 (9)

2.6.5 Responses to recorded Councillor/MP enquiries took on average 7 working days in 2011/12 compared to 6 working days in 2010/11. The corporate target is 10 working days.

- DASS recorded a reduced average of 19 working days, which represented a significant improvement on the 25 working days reported in 2010/11.
- LHRAM took an increased average of 12 working days to respond, compared to 10 working days in 2010/12.

- Technical Services recorded an increase from 5 working days in 2010/11 to 6 working days in 2011/12 though this is still well within the corporate target and this department accounted for 82% of all recorded Councillor/MP contacts (same proportion as recorded in 2010/11).
- Finance and CYPD maintained their average response rates (6 working days) whilst RHP recorded an improved response rate from 9 working days in 2010/11 (Corporate Services) to 7 working days in 2011/12.

2.6.6 Local Government Ombudsman contacts took slightly longer to respond to in 2011/12 with an average of 16 calendar days taken compared to 14 calendar days in 2010/11. This compares to the standard response target of 28 calendar days.

2.6.7 The focus for complaints and wider customer feedback is 'putting things right and learning from it' with an average of 9% of all complaints received across the council resulting in some organisational learning. Some examples are provided below:

- New allotment application process and database introduced to improve management of waiting list (asset management)
- Staff training provided to improve customer care offered (environmental health)
- Enhanced information available on website to ensure displayed information for activities is accurate and up to date (marketing)
- Improvements to coverage provided by external contractor in response to feedback received (bridleways and public rights of way)
- Requirement placed on external contractor to improve notice given and signage used on site when undertaking future works (COLAS/Highway maintenance)
- Revised bin collection times to avoid school traffic and minimise missed collections (refuse collection service)
- Charges to be introduced for 'no show' bookings to maximise take up of leisure classes, in response to complaints received (sports and recreation service)
- Improved instructor to child ratio to be introduced for swimming classes, in response to feedback received (sports and recreation service)
- Review of CCTV coverage and provision of safe-guarding training for staff as a result of anti-social behaviour reported in a leisure centre (sports and recreation service)
- Erection of dog fouling signs to deter local issue reported (community safety)
- Website information reviewed and improved, in response to feedback received (marketing)
- Improved landlord accreditation process introduced in response to feedback provided (housing standards service)
- Improved training implemented for SEN school escorts (transport)
- Improved disabled access at a local leisure centre (sports and recreation)
- New arrangements introduced to improve liaison between schools and admission team for 11+ exams (schools)
- Customer questionnaire introduced in response to customer comments asking for a review of fitness suite opening hours (sports and recreation)
- Increased frequency of street cleansing rota introduced to minimise future complaints (street cleansing)

### **3.0 RELEVANT RISKS**

3.1 Risk issues are identified and discussed within each of the Corporate Plan theme areas above. The successful implementation of actions to deal with issues arising from the report into Corporate Governance issues remains a particularly key priority. A series of actions have taken place to deal with this risk and further action is to take place.

3.2 Enhancements to corporate risk management arrangements and procedures continue to be examined. The Risk Management Strategy over the medium term will provide a framework and processes which are in accordance with the latest British Standard for Risk Management. To achieve this, 'a gap analysis' has been undertaken to identify actions required for

improvement and proposals are being drawn up to further develop the authority's risk management arrangements.

- 3.3 The Corporate Risk Register has been examined and added to by the Executive Team during the quarter. Progress in mitigating actions has been included within the relevant sections above.

#### 4.0 OTHER OPTIONS CONSIDERED

- 4.1 Not applicable

#### 5.0 CONSULTATION

- 5.1 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.

#### 6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 6.1 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.

- 6.2 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.

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

- 7.1 The Council Budget 2011/12, Schools Budget 2011/12 and Capital Programme 2011/13 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 2, 3 and 4 which are placed within the Library.

- 7.2 The projected General Fund balance at 31 March 2012 is £18.7 million. This includes £9.6 million of funding to support activities in the 2012/13 budget 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
2 June – New Homes Bonus/ Local Services Grant		+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 a part of 2010/11 thereby		+4.4

releasing the requirement to fund in 2011/12.		
21 July – Social Services Reprovision		-3.5
21 July – Support for School Pay		-0.2
22 September – Independent Review		-0.3
13 October - Capitalisation of Statutory Redundancy Payments		+2.7
12 January – Collection Fund Surplus release April 2012		-1.3
21 February – EVRs self funded release of reserve		+1.4
21 February – release of reserves and provisions		+9.9
<b>Projected variances / potential overspends</b>		
None declared although pressures identified at the end of March 2011 within:	£ millions	
- Adult Social Services	6.0	
-Children and Young People	1.0	
- Finance	-4.5	
- Regeneration, Housing and Planning	-0.5	-2.0
<b>General Fund balance at 31 March 2012 based upon the latest projections</b>		<b>18.7</b>
Balances to be utilised to support 2012/13 budget		-9.6
General Fund balance at 31 March 2013 based upon the latest projections		9.1

7.3 The Adult Social Services Children and Young People Departments have highlighted pressures on their departmental budgets. Any subsequent overspend would impact upon the General Fund balances. The predicted under-spends in Finance, Regeneration, Housing and Planning Departments will however help limit the impact of the over-spends.

7.4 The capital programme is summarised below:

<b>Spend</b>	<b>Original Approval £000</b>	<b>Revised Approval £000</b>	<b>Forecast Dec £000</b>	<b>Forecast Mar £000</b>
Adult Social Services	1,154	2,943	2,943	921
Children & Young People	25,889	32,805	22,953	24,370
Regeneration, Housing & Planning	5,181	18,169	12,571	6,718
Finance	1,000	6,671	6,728	3,435
Law, HR and Asset Mgt	8,163	8,280	8,879	2,827
Technical Services	7,872	12,568	11,564	9,245
<b>Total Programme</b>	<b>49,259</b>	<b>81,436</b>	<b>65,638</b>	<b>47,516</b>

Resources	Original	Revised	Forecast	Forecast
	Approval	Approval	Dec	Mar
	£000	£000	£000	£000
Borrowing	15,905	34,464	27,337	13,790
Capital Receipts	3,000	3,000	3,000	3,000
Revenue, reserves, contributions	300	2,393	1,434	2,024
Grants - Education	23,441	21,103	19,084	18,850
Grants - Integrated Transport	1,155	1,348	1,155	1,348
Grants - Local Transport Plan	3,095	3,095	3,095	3,095
Grants - Other	2,363	16,033	10,533	5,409
<b>Total resources</b>	<b>49,259</b>	<b>81,436</b>	<b>65,638</b>	<b>47,516</b>

- 7.5 The outturn forecast for the 2011/12 capital programme has reduced by £18.1 million since quarter 3. This is mainly due to slippage in schemes within the regeneration, Housing and Planning, Adult Social Services and Technical Services departments. Additional approval granted following the receipt of permission from the DCLG to capitalise statutory redundancy payments. There has been some re-profiling of schemes within CYP and Regeneration, Housing and Planning.
- 7.6 Progress continues to be made on a number of schemes including those at Pensby and Cathcart Primaries which is nearing completion. Willowtree the Children's Home from home based at the former Rosclare site opened in December. The Landican Crematorium Mercury Abatement building works programme continues as does work on the Town Link Viaduct in Birkenhead.

## 8.0 LEGAL IMPLICATIONS

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

## 9.0 EQUALITIES IMPLICATIONS

- 9.1 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.
- 9.2 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.

## 10.0 CARBON REDUCTION IMPLICATIONS

- 10.1 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.

## 11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

- 11.1 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.

## 12.0 RECOMMENDATION/S

12.1 Cabinet note the contents of this report and request any further information or action to be taken.

## 13.0 REASON/S FOR RECOMMENDATION/S

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

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## APPENDICES

### To be placed in the web library:

**Appendix 1** – Detailed analysis of performance for 2011/12

**Appendix 2** – Financial Monitoring Summary

**Appendix 3** – Capital Monitoring Summary

**Appendix 4** – Corporate Risk Monitoring Summary

## REFERENCE MATERIAL

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

## SUBJECT HISTORY (last 3 years)

Council Meeting	Date
<b>CABINET – 2011/12 Q3 Performance and Financial Review</b>	<b>02 February 2012</b>
<b>CABINET – 2011/12 Q2 Performance and Financial Review</b>	<b>03 November 2011</b>
<b>CABINET – 2011/12 Q1 Performance and 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>

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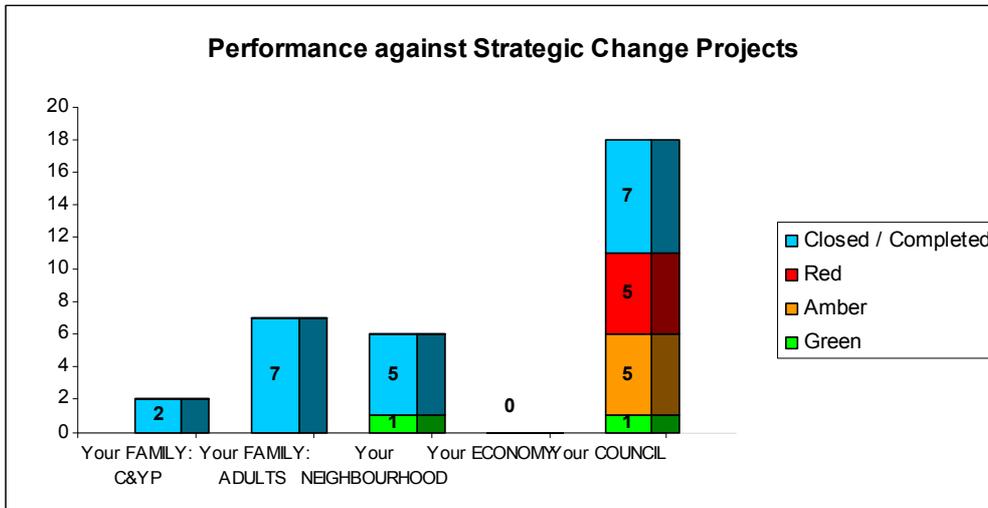
# **APPENDIX 1**

**This appendix provides an overview of performance against the Corporate Plan, Strategic Change Programme, Absence, Procurement and Customer Feedback for 2011/12.**

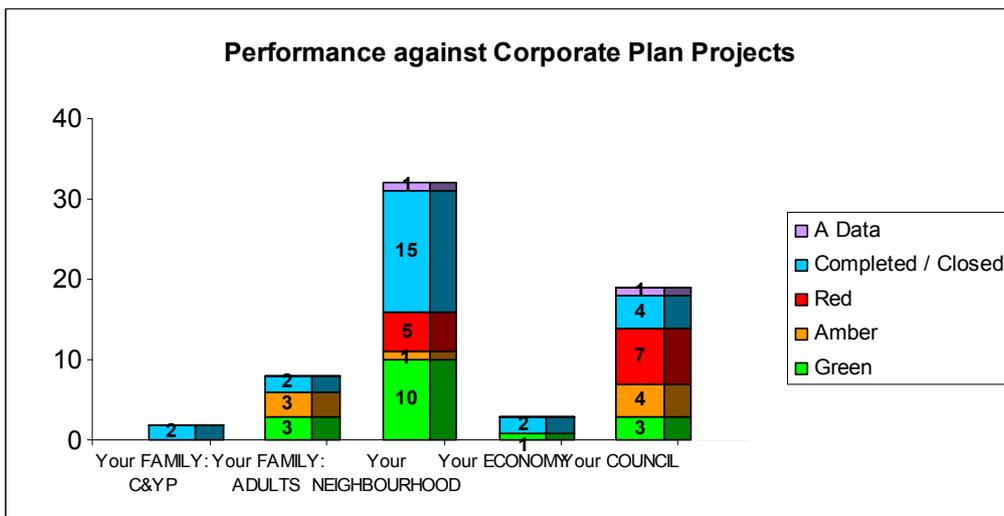
**It also provides a detailed list of all Corporate Plan performance targets and the strategic Change Programme for 2011/12 along with details of 2012/13 targets.**

## Performance Overview 2011/12

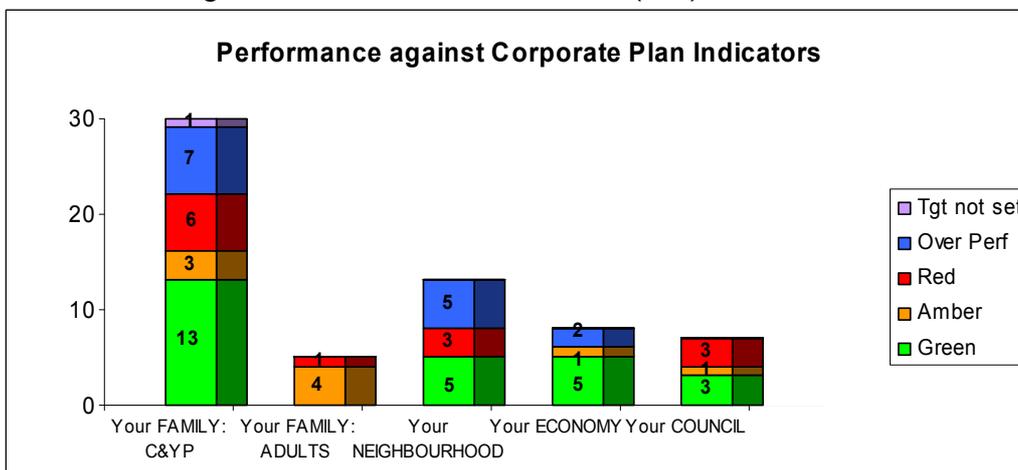
The graph sets out a summary of performance against the 2011/12 Strategic Change Programme projects. This shows that 79% of the projects are on track or have been completed / closed and 21% have slipped / not achieved the planned savings.



The graph sets out a summary of performance against the 2011/12 Corporate Plan projects. This shows that 66% of the projects are on track or have been completed / closed. And 32% have slipped / missed milestones. Year End status updates for 2 projects (2%) has not been reported.



The graph sets out a summary of performance against the 2011/12 Corporate Plan indicators. This shows that 63% of the indicators have met or exceeded their target and 35% have missed their target. A 2011/12 target was not set for 1 indicator (2%).



The table below sets out a summary of progress based on the direction of travel for Corporate Plan Performance Indicators against performance for the same period in 2010/11. This shows that the performance of 43% of the indicators was maintained or improved when compared or the previous year

<b>Corporate Plan Performance Indicators Direction of Travel Summary</b>	<b>Your FAMILY:</b>		<b>Your N'HOOD</b>	<b>Your ECON</b>	<b>Your COUNCIL</b>	<b>TOTAL</b>
	<b>C&amp;YP</b>	<b>ADULTS</b>				
Improved by more than 2.5% on previous year's performance	12	1	2	2	1	<b>18</b>
	40%	20%	15%	25%	14%	<b>29%</b>
Deteriorated by more than 2.5% on previous year's performance	8	0	2	1	0	<b>11</b>
	27%		15%	13%		<b>17%</b>
Performance Maintained (Stayed within +/-2.5% of previous year's performance)	4	0	3	2	0	<b>9</b>
	13%		23%	25%		<b>14%</b>
Not applicable (detailed below)	6	4	6	3	6	<b>25</b>
	20%	80%	46%	37%	86%	<b>40%</b>

(Note: percentages rounded to nearest whole number)

The table below sets out the indicator where the 2011/12 target was not set and therefore an assessment of performance against target could not be made. (not applicable)

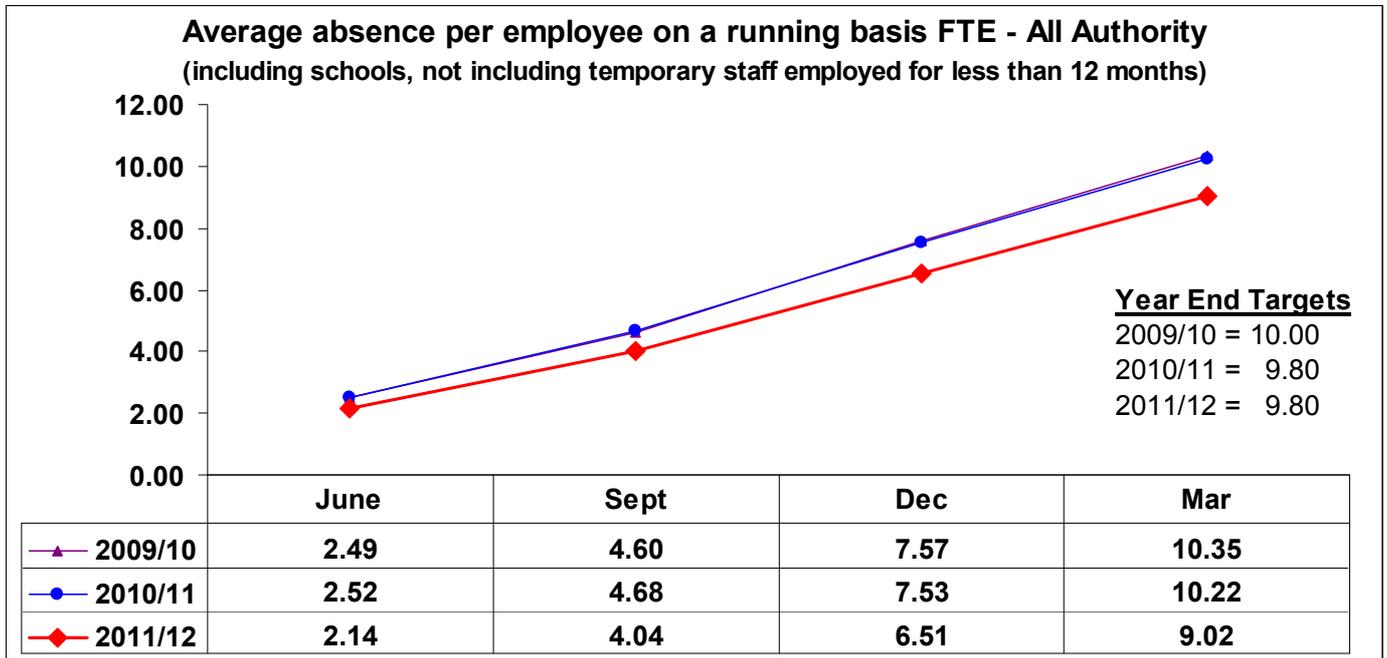
Your FAMILY: CHILDREN AND YOUNG PEOPLE	
First time entrants into the YJS aged 10 - 17 (Under Review)	11-12 target not set

The table below lists the indicators that were introduced in 2011/12, for this reason, historical year on year data is unavailable (not applicable).

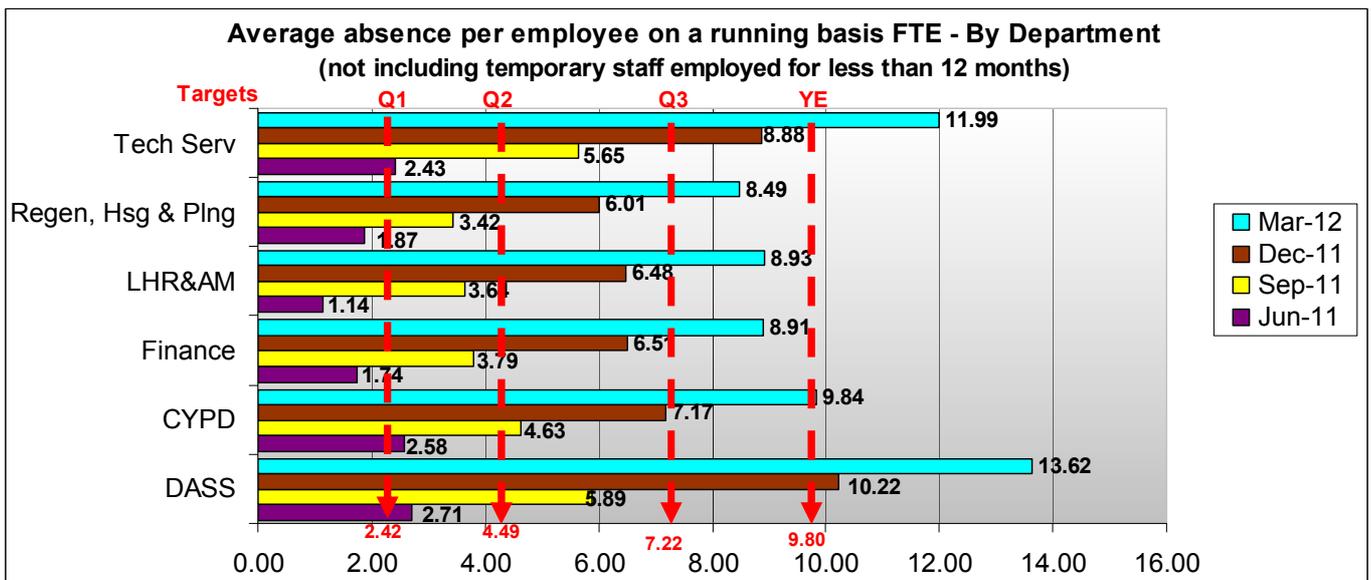
Your FAMILY: CHILDREN AND YOUNG PEOPLE	
Number of Foster Carers	
Percentage of 0 - 5 year olds registered at a Children's Centre	
Percentage of 0 - 5 year olds registered at a Children's Centre (Disadvantaged Backgrounds)	
Percentage uptake of schools receiving School Improvement Services.	
Reduce emergency hospital admissions caused by unintentional and deliberate injuries in 0-4 year olds	
Your FAMILY: ADULTS	
Ensure that 100% of those who approach us for support have the opportunity of completing their own, self-directed assessment	
Ensure that 100% of people who need social care support are offered the opportunity of taking up a personal budget	
Ensure that 100% of people who have a personal budget or direct payment are made aware of the range of care services available to them	
Ensure that everybody who needs social care support has an opportunity to consider whether Assistive Technology, such as fall detectors and epilepsy sensors, may be able to support individuals to live independently for a long as possible	
Your NEIGHBOURHOOD	
Provide people with advice and support to prevent homelessness	
Visits to the Williamson Art Gallery and Priory	
Missed bins collections	
Review and exercise continuity plans	
Increase levels of CRed take up by 500 people	
Your ECONOMY	
Number of jobs created or safeguarded via Invest Wirral	
Membership of Wirral Business Forum	
Wirral Apprenticeship Programme	
Your COUNCIL	
Percentage of audits in the Internal Audit Plan completed in 2011/12	
Percentage financial assessments completed within 30 working days	
Percentage recovery of Council Tax	
Percentage Council payments that are made via BACS	
Percentage of Council Invoices from all suppliers paid within 30 days	
Percentage of Council Invoices from SMEs paid within 10 days	

## Sickness Absence

The chart below shows that there has been a reduction in sickness levels from 2009/10 to 2011/12. The average cumulative absence per employee has dropped by 1.2 days (11.75%) for Year End 2011/12, when compared to 2010/11 (provisional figures for March 2012)

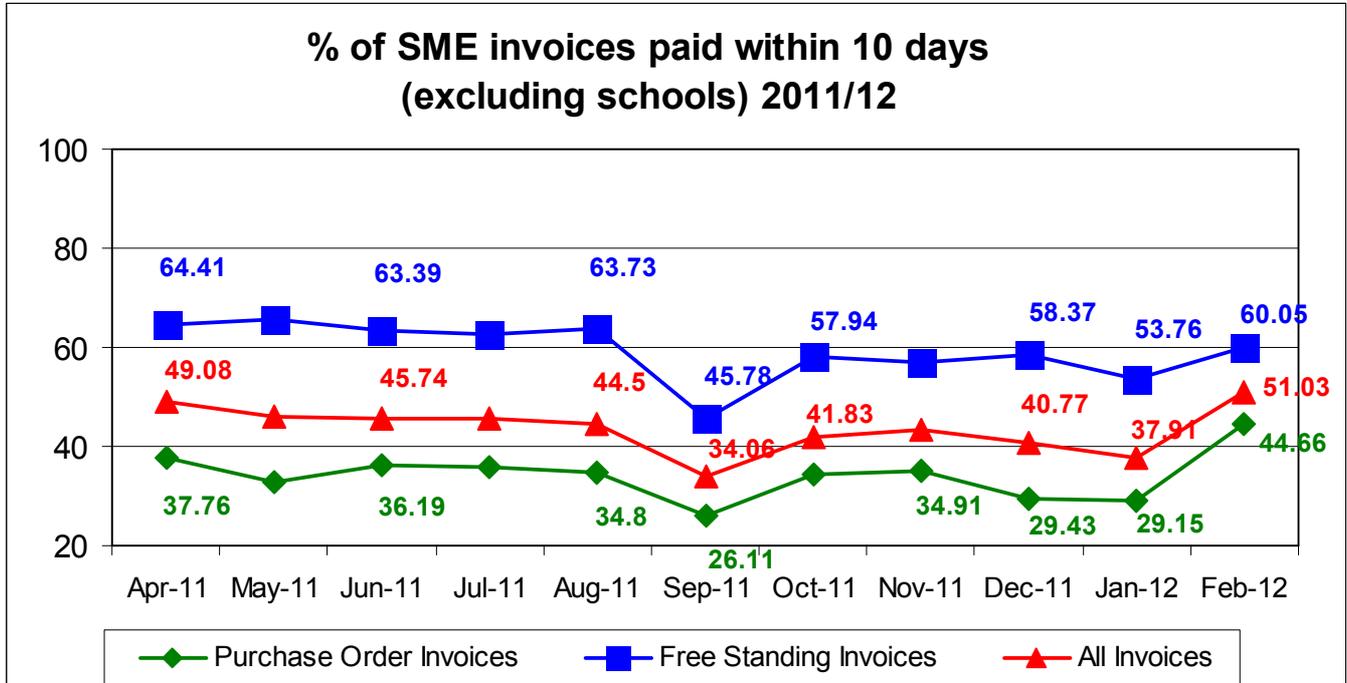


The chart below shows that the department with the highest average days absence per employee for the year end 2011/12 was Adult Social services. The averages for Technical Services and Children & Young People's Department were higher than the corporate year end target



## Procurement

The corporate target is to pay 60% of Small and Medium Enterprises (SME) invoices within 10 days of receipt. This target was only achieved for Free Standing invoices for the first half of the year. The percentage of invoices paid within timescale range from just 26.1% of Purchase Order invoices being paid in September 2011 to 64.4% of Free Standing invoices being paid on time in April 2011. The payment of purchase order invoices fell very short of the target throughout 2011/12, only reaching above 40% during February 2012.



The average time for all invoice types being paid is 43.7%.

% SME Invoices paid within 10 days March 2011 to February 2012			
Target 60%	Purchase Orders	Free Standing	All
<b>Best</b>	Feb-12 44.66%	Mar-11 66.85%	Feb-12 51.03%
<b>Worst</b>	Sep-11 26.11%	Sep-11 45.78%	Sep-11 34.06%
<b>Average</b>	33.83%	59.97%	43.70%

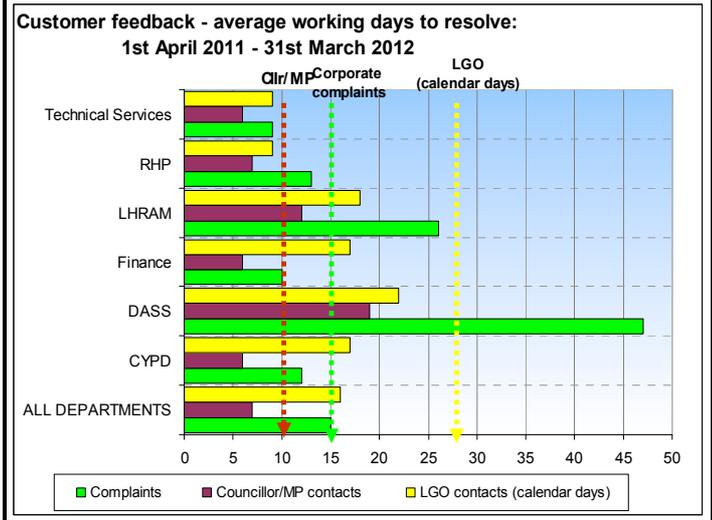
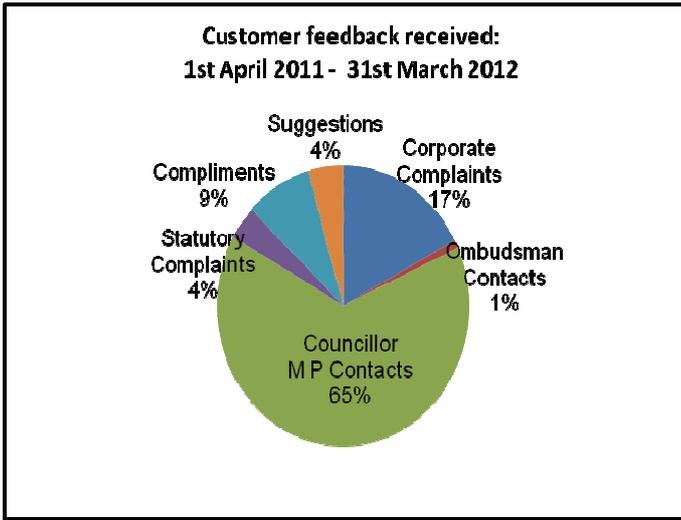
The 2011/12 corporate target is to pay 95% of all invoices within 30 days of receipt, an increase of 5% from the 2010/11 target.

The 2010/11 target was exceeded by 2.95% for free standing orders, but was missed by 10.13% for purchase orders and 3.28% for all invoices.

The 2011/12 target was missed by 3.99% for free standing orders, 18.02% for purchase orders and 10.52% for all invoices.

30 Day performance – All Transactions	Number of Invoices			% Paid within 30 days			TARGET
	PO	FS	All	PO	FS	All	
Yearly Average 2010/11	3303	3613	6916	79.87	92.95	86.72	90%
Average March 2011 to February 2012	2981	3361	6341	76.98	91.01	84.48	95%

# Customer Feedback

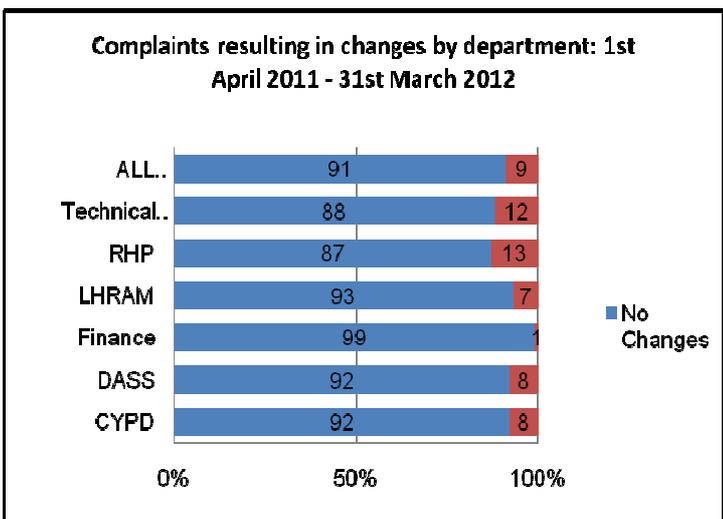
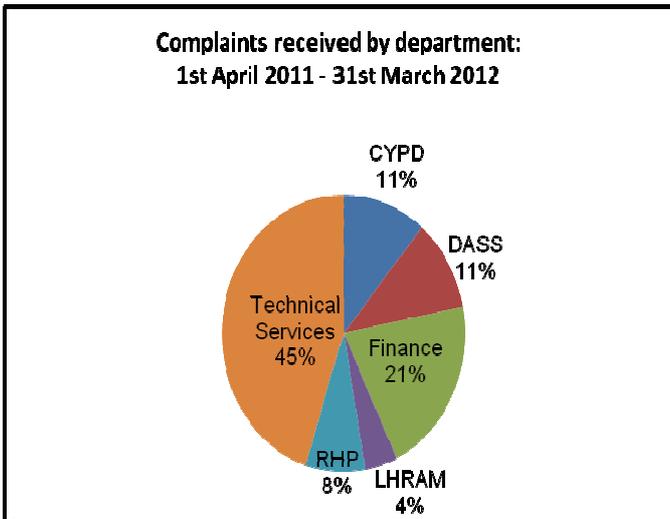


6,049 customer feedback contacts were recorded in 2011/12, a 7% decrease from 2010/11 (6,485), including reductions of:

- 14% - corporate complaints
- 28% - statutory complaints
- 5% - Councillor and MP contacts
- 9.5% - Ombudsman contacts

The average response rates for 2011/12 were as follows, with rates for 2010/11 in brackets:

- All complaints - 15 working days (14)
- Councillor/MP enquiries - 7 working days (6)
- Local Government Ombudsman contacts - 16 calendar days (14)



Number of complaints received 2011/12, with totals for 2010/11 in brackets:

Children & YP Dept	142 (95)
Dept of Adult Social Services	138(252)
Finance	268(281)
Law, HR & Asset Management	55 (37)
Regeneration, Hsg & Planning*	99 (38)
Technical Services	576(830)

The focus for complaints and wider customer feedback is 'putting things right and learning from it'

In 2011/12 an average of 9% of all complaints received across the council resulted in some organisational learning / service improvements

\*recorded as Corporate Services 2010/11

## Your FAMILY: C&YP

### Corporate Plan Projects

The table below sets out the Corporate Projects contributing to delivering the goals within this theme. The progress report section sets out the impact of these projects.

Portfolio	Children & lifelong Learning				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
Implement the OFSTED action plan to reduce numbers of care leavers who are not in education, employment or training by September 2011	Green	Green	Green	Completed	The OFSTED action plan has been implemented and work has taken place to support care leavers into Education, Employment and Training (EET). Data is still being validated; however initial results show that 24 care leavers have been helped into EET compared to 17 in 2010/11. Based on a cohort size of 44 for 2010/11 and 50 for 2011/12, the indicator outturn has increased from 38.6% to 48% for 2011/12.
Have a dedicated website for children in care in place by August 2011	Green	Green	Green	Completed	The Children in Care Council has been working to develop both a website and printed information pack, to provide all Looked After Children with a one-stop guide to all their information need in relation to their care. The website, <a href="http://www.therightsideofcare.com">www.therightsideofcare.com</a> , and pack include information on children and young people's rights, care procedures and the services available to them, and are both completed. A launch event is planned for the summer 2012.

### Strategic Change Projects

The table below sets out the Strategic Change Projects (SCP) relating to this theme and the savings achieved during 2011/12.

Status				Project	Year End Progress Report
Q1	Q2	Q3	Q4		
Red	Green	Red	Closed	Looked After Children	Project variation has been agreed in respect of 2012/13 benefits and have been reflected in the budget projections

Status				Project	Year End Progress Report
Q1	Q2	Q3	Q4		
Not Reported	Not Reported	Not Reported	Completed	CYPD Management Review	This project was achieved through Early Voluntary Retirement

## Corporate Plan Performance Indicators

The table below sets out:

- Performance against the Indicators measuring achievement against delivering the goals within this theme
- Direction of travel to show whether, when compared to the same period for 2010/11, performance has improved, deteriorated or maintained its performance
- The target for 12/13, for the indicators that will continue to be used to measure performance against the 2012/13 Corporate Plan

Direction of Travel

 Improved by more than	 Deteriorated by more than	 Stayed within +/-	2.5% of previous year's performance
---	---	---	-------------------------------------

Key: (P) - Provisional (E) - Estimate

PI No.	Title	2010/11 Actual	2011/2012		On Target	*Direction of Travel	12/13 Target
			Actual	Target			
NI 55	Obesity in primary school age children in Reception	10.64%	9.4% (Lower is Better)	9.9%	Green		9.4%
NI 56	Obesity in primary school age children in Year 6	20.33%	18.6% (Lower is Better)	19.3%	Green		18.6%
NI 62	Stability of placements of looked after children: number of placements	8.9%	11.2% (E) (Lower is Better)	9.0%	Red		9.0%
NI 63	Stability of placements of looked after children: length of placement	59.8%	69.0% (E)	70%	Green		70%
NI 67	Percentage of child protection cases which were reviewed within required timescales	100%	99.6% (E)	100.0%	Green		100.0%
NI	Reduce emergency	New	267 (E)	212	Red	n/a	234 (-5%)

PI No.	Title	2010/11 Actual	2011/2012		On Target	*Direction of Travel	12/13 Target
			Actual	Target			
70 a	hospital admissions caused by unintentional and deliberate injuries in 0-4 years	Indicator for 11/12	(Lower is Better)				
NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	58%	57%	57%	Green	↔	60%
NI 73	Achievement at level 4 or above in both English & Maths at Key Stage 2	75%	77%	79%	Green	↑	80%
NI 75	Achievement of 5 or more A*- C grades at GCSE or equivalent including English & Maths	58.7%	64.1%	60.7%	Green	↑	64.0%
NI 91	Participation of 17 year-olds in education or training	85%	86%	87%	Green	↔	n/a
NI 92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile & the rest	27.6%	29.9% (Lower is Better)	27.6%	Amber	↓	27.0%
NI 99	Looked after children reaching level 4 in English at Key Stage 2	52.0%	65.0%	18.0%	Over Performing	↑	50.0%
NI 100	Looked after children reaching level 4 in maths at Key Stage 2	56.0%	58.0%	15.0%	Over Performing	↑	50.0%
NI 101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English & Maths)	7.8%	10.9%	5.0%	Over Performing	↑	20.0%
NI	Achievement gap	22.0%	18.0%	17.9%	Green	↑	17.0%

PI No.	Title	2010/11 Actual	2011/2012		On Target	*Direction of Travel	12/13 Target
			Actual	Target			
102a	between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2		(Lower is Better)				
NI 102b	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 4	36.0%	34.5% (Lower is Better)	30.2%	Red	↑	29.0%
NI 104	The Special Educational Needs SEN/non-SEN gap – achieving Key Stage 2 English & Maths threshold	47.7%	50.2% (Lower is Better)	46.0%	Amber	↓	n/a
NI 105	The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A* - C GCSE inc. English & Maths	52.6%	50.3% (P) (Lower is Better)	47.0%	Amber	↑	n/a
NI 111	First time entrants into the YJS aged 10 - 17 (Under Review)	1179	648 (Lower is Better)	n/a	n/a	↑	622
NI 112	Percentage reduction in the under 18 conception rate	-13.1%	-6.52% (Lower is Better)	-49.9%	Red	↓	5% reduction on final ONS data for 2010
LOCAL 117	16 to 18 year olds who are not in education, employment or training (NEET)	8.6%	8.9% (P) (Lower is Better)	7.9%	Red	↓	9.0%
NI 148	Care leavers in education, employment or training	38.6%	48.0% (P)	58.0%	Red	↑	65%
LOCAL 1400a	Number of looked after children	686	677 (E) (Lower is Better)	645	Green	↔	615
LOCAL 1400b	Looked After Children - Placed Out of Borough in Residential Placements	17	28 (E) (Lower is Better)	39	Over Performing	↓	n/a

PI No.	Title	2010/11 Actual	2011/2012		On Target	*Direction of Travel	12/13 Target
			Actual	Target			
LOCAL 1406	Number of Foster Carers	New Indicator for 11/12	25 (P)	20	Over Performing	n/a	35
LOCAL 1505a	Percentage of 0 - 5 year olds registered at a Children's Centre	New Indicator for 11/12	75.1 (P)	70.0	Green	n/a	80.0%
LOCAL 1505b	Percentage of 0 - 5 year olds registered at a Children's Centre (Disadvantaged Backgrounds)	New Indicator for 11/12	79.5 (P)	70.0	Over Performing	n/a	80.0%
LOCAL 1507	Percentage uptake of schools receiving School Improvement Services.	New Indicator for 11/12	94.0	80.0	Over Performing	n/a	n/a
LOCAL 1700a	Participation in and outcomes from youth work: Participation	30.8%	23.1% (P)	23.0%	Green		28%
LOCAL 7031	Percentage of under-age sales of alcohol during test purchase exercises	11.1%	15.0% (Lower is Better)	15.0%	Green		n/a

The table below shows the 2011/12 indicators no longer being monitored as part of the 2012/13 Corporate Plan.

Title	Outcome
Participation of 17 year-olds in education or training	Removed
Looked After Children - Placed Out of Borough in Residential Placements	Removed
The Special Educational Needs SEN/non-SEN gap – achieving Key Stage 2 English and maths (Lower is Better)	Replaced with 1600
The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*- C GCSE inc. English and maths (Lower is Better)	Replaced with 1601
Percentage uptake of schools receiving School Improvement Services	Departmental Monitoring
Percentage of under-age sales of alcohol during test purchase exercises	Removed

Corporate Plan Indicators introduced for 2012/13

Title	Target
Timeliness of adoption	80%
Percentage of children that ceased to be looked after that are adopted	15%
Target activity with 300 families resulting in improved or stabilised family functioning in 50% of families	50%
Increase the number of secondary schools engaged with the Youth Parliament to 20	20
Percentage of Children in Care (aged 8 plus) who are aware of the function of the Children in Care Council	100%
Percentage of children with SEN achieving Level 4 at Key Stage 2 in English and maths	18%
Percentage of children with SEN achieving 5+ A*-C GCSE (Including English and maths)	10%

## Your FAMILY: ADULTS

### Corporate Plan Projects

The table below sets out the Corporate Projects contributing to delivering the goals within this theme. The progress report section sets out the impact of these projects.

Portfolio	Social Care & Inclusion				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
Achieve the 2011 – 2012 milestones on time and to an agreed quality	Green	Green	Green	Completed	All milestones have been completed. Outcomes include a full revision of policy and procedures; the successful launch of new procedures; and a restructuring of the way in which safeguarding concerns are initially responded to which guarantees that all are dealt with inside 24 hours.
Co-ordinate safeguarding activity and preventative work through a strong Safeguarding Adult Partnership Board (SAPB)	Green	Green	Green	Green	Safeguarding activity and preventative work undertaken during 2011/12 has been co-ordinated through the SAPB. One outcome has been the commissioning of an independent review of a serious case along new national guidelines to promote learning for the Council and its partners.

Portfolio	Social Care & Inclusion				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
Implement a performance management framework for safeguarding adults which will include response times, investigations, protection plans and outcomes by June 2012	Green	Green	Green	Green	Work on the implementation of a performance management framework for safeguarding adults is ongoing and is on schedule for completion by June 2012. Progress on this will be reported in the Q1 2012/13 performance review.
Ensure and be able to demonstrate that 100% of our relevant staff are trained and effectively safeguarding adults	Green	Green	Green	Amber	Work to ensure this will be continued, and will be monitored as part of a project in the Department's Business Plan for 2012-13.
Further develop the Transition Service and evidence this by reporting numbers of service users and families whose outcomes have been met through support plans	Green	Green	Green	Green	The transitions service has been developed and its effectiveness evidenced by 196 successful support plans meeting the needs of service users and families during 2011/12. This will continue to be a corporate plan priority with target to ensure that 100% of young adults transition plans are put into place during 2012/13.
Have dedicated, co-located teams of social care fieldwork and health professionals to help people gain full independence after serious illness in the three Wirral localities, Adult Learning Disabilities Service and the Hospital Discharge Service by April	Green	Green	Green	Amber	Co-location arrangements have been established in Wallasey, Bebington and West Wirral localities. Health premises have been identified in the Birkenhead locality and the intention is to move staff by the end of September 2012. A fully-integrated on-site discharge service is now operational at Arrowe Park Hospital.  The monitoring of the project to finalise co-location and co-working will be included in the Department's Business Plan for 2012-13.
Support the establishment of an Information Hub, which will provide Wirral residents, social care and health professionals and the voluntary, community and faith sector access to information and advice regarding available care services by April 2012	Green	Green	Green	Completed	The Information Hub was established on 9 November 2011. Information about how many people are using it and for what purpose will be made available later in 2012.

Portfolio	Social Care & Inclusion				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
Ensure that all representatives of voluntary, community and faith social care organisations are involved in our service planning activities	Green	Green	Green	Amber	<p>A major consultation with Voluntary, Community and Faith sector partners is taking place early in the first quarter of 2012-13. Following this a plan will be developed that will undertake a re-commissioning of services.</p> <p>Progress on this will continue to be monitored through the Department's Business Plan for 2012-13.</p>

### Strategic Change Projects

The table below sets out the Strategic Change Projects (SCP) relating to this theme and the savings achieved during 2011/12.

Status				Project	Year End Progress Report
Q1	Q2	Q3	Q4		
Red	Red	Red	Closed	Learning Disabilities	This project was initiated to stabilise a £2m overspend and contain growth. The project never passed start up stage and has now closed. Activities within the original scope of the project will be undertaken with the Departmental plan
Amber	Red	Red	Completed	Market Management	The project was set to deliver £5.37m savings during 2011/12. A final outturn of £3.87m has been achieved, a shortfall of £1.5m against the target. This project has been removed from the SCP for 2012/13
Green	Amber	Completed	Completed	Re-provision of in-house care services	This project has been completed and savings of £1.498m confirmed.
Completed	Completed	Completed	Completed	Personal Budgets	This project was completed in May 2011
Closed	Closed	Closed	Closed	Early Intervention	The Outline Business Case for this project was rejected by the Strategic Change Programme Board (15/04/2011)

Status				Project	Year End Progress Report
Q1	Q2	Q3	Q4		
Not Reported	Closed	Closed	Closed	Assistive Technology	This project could not deliver any savings and was therefore closed before the end of quarter one. Activities within the original scope are being undertaken within the Departmental plan.
Not Reported	Closed	Closed	Closed	Transport	Any savings associated with this project were met through Early Voluntary Retirement; and was therefore closed prior to quarter one reporting.

### Corporate Plan Performance Indicators

The table below sets out:

- Performance against the Indicators measuring achievement against delivering the goals within this theme
- Direction of travel to show whether, when compared to the same period for 2010/11, performance has improved, deteriorated or maintained its performance
- The target for 12/13, for the indicators that will continue to be used to measure performance against the 2012/13 Corporate Plan

#### Direction of Travel

			2.5% of previous year's performance
Improved by more than	Deteriorated by more than	Stayed within +/-	

Key: (P) - Provisional      (E) - Estimate

PI No.	Title	2010/11 Actual	2011/2012		On Target	*Direction of Travel	12/13 Target
			Actual	Target			
NI 130	Percentage of Social care clients receiving Self Directed Support	32.60%	66.70% (E)	80%	Red		n/a
	LOCAL 8858 a, b, c & d Ensure that 100% of people who approach us for social care support: <ul style="list-style-type: none"> <li>• have the opportunity of completing their own, self-directed assessment</li> <li>• are offered the opportunity of taking up a personal budget</li> <li>• are made aware of the range of care services available to them</li> <li>• have an opportunity to consider whether Assistive Technology, such as fall detectors and epilepsy sensors, may be able to support individuals to live independently for as long as possible</li> </ul>	New Indicators set for 11/12	94.87% (E)	100%	Amber	n/a	n/a

The table below shows the 2011/12 indicators no longer being monitored as part of the 2012/13 Corporate Plan.

Title	Outcome
Percentage of Social care clients receiving Self Directed Support	Replaced with target based on new calculation
Ensure that 100% of those who approach us for support have the opportunity of completing their own, self-directed assessment	Removed
Ensure that 100% of people who need social care support are offered the opportunity of taking up a personal budget	Removed
Ensure that 100% of people who have a personal budget or direct payment are made aware of the range of care services available to them	Removed
Ensure that everybody who needs social care support has an opportunity to consider whether Assistive Technology, such as fall detectors and epilepsy sensors, may be able to support individuals to live independently for a long as possible	Removed

#### Corporate Plan Indicators introduced for 2012/13

Title	Target
People responding to the 2012/13 Adult Social Care Survey reporting their services make them feel safe and secure	93%
Safeguarding Alerts reported in 2012/13 completed within 24 hours	100%
Safeguarding Referrals in 2012/13 completed within 28 days	80%
Scheduled reviews for residential homes in 2012/13 completed	75%
Young adults transition plans put in place during 2012/13	100%
Percentage of all those who approach the Department for support in 2012/13 self-directing their support	90%
Carers responding to the 2012/13 Carers Survey reporting 'alright' or 'better' quality of life as a result of services	84%
People responding to the 2012/13 Adult Social Care Survey reporting satisfaction with their services	90%
People with a learning disability known to the department in 2012/13 to be in paid employment	5%
People with mental health issues known to the department in 2012/13 to be in paid employment	10%
People with a learning disability known to the department in 2012/13 to be in settled accommodation	60%
People with mental health issues known to the department in 2012/13 to be in settled accommodation	80%

Title	Target
People responding to the 2012/13 Adult Social Care Survey finding it very or fairly easy to find information	55%
Carers responding to the 2012/13 Carers Survey report being included or consulted in discussions	55%
People responding to the 2012/13 Adult Social Care Survey report being included in arranging their care	55%
Carers responding to the 2012/13 Carers Survey report being 'fairly', 'very' or 'extremely' satisfied with social services	58%
Proportion of people who are admitted into residential and nursing homes in 2012/13	1.5 per 1,000
People discharged from hospital into re-ablement /rehabilitation in 2012/13 still at home after 91 days	92%
Proportion of people who are admitted into residential and nursing homes in 2012/13	1.9 per 100,000
Carers responding to the 2012/13 Carers Survey report finding it 'fairly' or 'very' easy to find information about services	40%
Alcohol harm related hospital admissions per 100,000 population	No more than 3,113

## Your NEIGHBOURHOOD

### Corporate Plan Projects

The table below sets out the Corporate Projects contributing to delivering the goals within this theme. The progress report section sets out the impact of these projects.

Portfolio	Community & Customer Engagement				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
Complete 1st phased integration to co-locate two libraries with one stop shops by November 2011	Green	Amber	Amber	Completed	<p>The Pathfinder opened in September 2011 and the second opened as a merged unit in January 2012. The sites are operational and functioning.</p> <p>A new corporate priority for 12/13 has been agreed "To continue the co-location of libraries with one stop shops".</p>

Portfolio	Culture Tourism & Leisure				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
Successfully deliver the Parks and Countryside Services Procurement Exercise to enable proposed contract benefits to be achieved by January/ February 2012.	Green	On Hold	Closed	Closed	Cabinet 03 November 2011 agreed to the retention of this service and this project is now closed.  A new corporate priority for 12/13 has been agreed "To deliver the parks & countryside modernisation programme for 2012/13"
Roll out Wi Fi across Libraries by November 2011	Green	Amber	Amber	Completed	Wi Fi was installed in 2 libraries at Q2, 13 libraries at Q3 and 23 of the 24 Libraries during Q4. Due to accommodation constraints the last Library site cannot have this installed - thus the project is now complete.
Install information Screens in every Library by November 2011	Green	Amber	Green	Completed	The information screens were installed in November 2011, following amended target date agreed at quarter 2
Install E books in every Library by November 2011	Green	Amber	Green	Completed	The E books were installed in November 2011. A new corporate priority for 12/13 has been agreed "To continue and expand the E books service in every library".

Portfolio	Environment				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
Deliver savings of £80,000 from improved Council Energy Efficiency	Green	Green	Completed	Completed	This project comprised of three elements resulting in £80,000 savings. One element, PC Powerdown, was not completed but the savings were found within the departmental budget.

Portfolio	Environment				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
Install loft and cavity wall insulation in up to 80% of private sector properties in need in the borough by 2014 (achieving a lifetime CO2 saving of 870,340 tonnes)	Green	Green	Green	Green	49% of 80% target achieved has been achieved to date.  This will continue to be monitored as a Corporate priority, with a new target of installation of 8,000 cavity and loft installation measures in private sector properties in 2012/13 which, of the 2014 target, should equate to 66%.
Effectively implement the Community Energy Efficiency Fund by March 2012	Green	Amber	Green	Completed	The Community Energy Efficiency Fund was implemented in March 2012.

Portfolio	Housing and Community Safety				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
Deliver a heating improvement programme to 140 vulnerable private sector residents per year in 2011-12 and 2012-13	Amber	Amber	Green	Red	76 cases were assisted. The target was not met due to price of works escalating. The costs for pipework increased significantly and the number of referrals for outright heating replacements rather than the original estimated for repairs as an option. The waiting list for 2012/13 currently stands at 99 households which is showing an absolute demand of the service beyond the current budget.

Portfolio	Housing and Community Safety				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
Develop a housing plan for people with Learning Difficulties by August/September 2011	Amber	Green	Green	Completed	Delays arose during quarter one, as a result of integrating the Housing with the wider Learning Disabilities Partnership Board and an extension of timescale by three months was agreed. A draft plan was submitted to Cabinet on 12 <sup>th</sup> February 2012 for agreement on full consultation period which ended on 29 <sup>th</sup> March 2012. The final plan will be taken to Cabinet in May 2012 for full sign off. An update on progress will be included at quarter one 2012/13. Further targets have been included for 2012/13 on developing a project plan with DASS to assess clients with learning disabilities and increase the percentage of care leavers in suitable accommodation to 95%.
Renegotiate /Retender Supported People/Housing services for people with Learning Difficulties (Existing LD contracts to be extended until September 2011 to allow time for renegotiated services to be implemented)	Amber	Amber	Green	Red	On 13th October 2011 Cabinet approved an extension of four months, with an option to extend further up to six months if required for completion of this project. It has now been established that the 200+ clients that are the subject of these negotiation now require re- assessments of their current care and support needs. The implication of this requires this action to role forward to next year, therefore this will continue to be monitored as a corporate priority for 2012/13 with a new target: "By April 2013 develop a project plan with DASS to assess clients with Learning Disabilities who are jointly funded to inform new contracts/personal budgets"
Review housing services for at risk young people and young people in care by March 2012.	Amber	Green	Green	Closed	It was agreed that the review of Supported People funded services would be completed and used to inform a Housing Plan for Children & Young People to be completed by March 2013. This project has now been extended into the delivery of a joint housing plan in partnership with CYPD and will be monitored within Department's Business Planning.

Portfolio	Housing and Community Safety				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
Bring back into use or demolish 250 empty homes per year	Green	Green	Green	Green	The end of year figure is 294 homes brought back into use which exceeded the target by 44 empty properties returned back into use through Council intervention and again is another increase from last years performance. This will continue to be monitored as a corporate priority for 2012/13 with a target of "To bring back into use 250 homes in 2012/13".
Accredit 200 privately rented properties per year	Green	Green	Green	Green	215 privately rented homes were accredited in 2011/12 ensuring that an increasing number of tenants in the private rented sector benefit from the assurance of renting a property which meets good management and accommodation standards. This will continue to be monitored as a corporate priority for 2012/13.
Implement a new Sub Regional Choice Based Lettings Scheme by December 2011	Green	Red	Green	Red	This is a ground breaking project, with 5 local authorities moving to a shared service with 25 housing associations and over 70,000 actual registered customers. The delivery date has slipped due to delays in agreeing configuration with partners, but the system is currently being tested, and delivery is expected to go live date in June 2012. The project will reduce costs by at least £50,000 (12.5%) per year.
Implement proposals to reduce under occupation in social housing by August 2011	Green	Amber	Amber	Red	Work was undertaken with Registered Social Landlords to finalise proposals and agreement to take pilot forward. Some proposals have been implemented to help respond to under occupation but the introduction and impact of welfare reform has meant that the emphasis of this project has been extended and is now the focus of a new target which will continue to be monitored as a corporate priority for 2012/13: "Develop an action plan to respond to under occupation in both the social and private rented sector by Summer 2012".

Portfolio	Housing and Community Safety				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
Bring 2 hectares of derelict vacant land into use for new housing	Green	Green	Green	Green	<p>2 hectares of derelict vacant land has been brought into use for new housing in 2011/12, resulting in 58 new housing starts.</p> <p>This will continue to be monitored as a corporate priority for 12/13 with target "To assemble and release 2.9 hectares of land for new-build housing and development"..</p>
Supporting the delivery of 200 new homes across the borough	Green	Green	Green	Green	<p>230 affordable homes were provided in 2011/12.</p> <p>This will continue to be monitored as a corporate priority for 12/13 with a target "To support the delivery of 216 new homes in 2012/13 across the borough".</p>
Complete a review of the Council's and partner organisations approach to anti-social behaviour, including the implementation of community justice, by December 2011	Green	Green	Green	Not reported	<p>The Children and Young People's Department provided data for this project for quarters one to three. However, it has been difficult to establish ownership for this project and year end data has not been reported.</p> <p>The 201/13 Corporate Plan has a target to "Complete full review of anti-social behaviour"</p>

Portfolio	Streetscene & Transport Services				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
Provide access to recycling collections to all households in Wirral by May 2011	Green	Green	Green	Completed	<p>Access to recycling collections to all households was completed for 99% of the Borough in May 2009. The remaining 1% was provided with access by May 2011. This has resulted in 100% of Wirral's households having access to recycling services.</p>

Portfolio	Streetscene & Transport Services				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
Deliver street cleansing programme and environmental improvements in shopping centres during 2011/12	Green	Green	Green	Completed	<p>A street cleansing programme and environmental improvements were delivered in shopping centres in 2011/12. This has led to improved Streetscene in most of the boroughs main shopping areas as the result of the comprehensive street wash programme.</p> <p>A 'Keep it Local' progress report will be presented to Cabinet in June 2012.</p>
Reduce the quantity and incidence of fly-tipping across the Borough to maintain Flycapture 'good' rating	Green	Green	Green	Green	<p>The Flycapture 'good' rating has been maintained during 2011/12 due to an increase in enforcement activity where every fly-tip is investigated.</p> <p>This will continue to be monitored as a Corporate priority for 2012/13,</p>
By 2020, reduce the total number of people killed or seriously injured (KSI) road traffic casualties by 50%, compared with the average for 2004-8; (Target for 2011 : reduce to 106; Target for 2012 : reduce to 104; Target for 2013 : reduce to 102)	Green	Amber	Amber	Amber	<p>A Greater than normal number of incidents involving motorcycles and in-car casualties occurred from July to December 2011. The provisional number of people KSI in road traffic casualties for 2011/12 is 126.</p> <p>A capital bid for further funding for engineering schemes to reduce road casualties was successful and the scheme list was approved by Cabinet on 15 March 2012. These schemes will be implemented during 2012/13.</p> <p>This will continue to be monitored as a Corporate priority for 2012/13 with agreed Local Transport Plan targets of reduction for Wirral to 104 for 2012 and 102 for 2013.</p>
Implement a speed restriction programme during 2011/12	Green	Amber	Amber	Red	<p>This programme was not implemented during 2011/12 however a report on the implementation of the project programme for 2012/13 &amp; 2013/14 was submitted to and approved by Cabinet on 12 April 2012.</p>

Portfolio	Streetscene & Transport Services				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
Prevent any increase in the length of: <ul style="list-style-type: none"> <li>Principal classified roads requiring maintenance treatment during 2011-12</li> </ul>	Green	Green	Green	Green	<p>While it is anticipated targets will be achieved these cannot be verified until the performance data is made available during August, results will be reported to the Overview and Scrutiny Committee in September 2012.</p> <p>This will continue to be monitored as a Corporate priority for 2012/13.</p>
<ul style="list-style-type: none"> <li>Non-principal Classified roads requiring maintenance treatment during 2011-12</li> </ul>	Green	Green	Green	Green	
<ul style="list-style-type: none"> <li>Unclassified roads requiring maintenance treatment during 2011-12</li> </ul>	Green	Green	Green	Green	
Investigate all occurrences of surface water flooding that affect Wirral properties	Green	Green	Green	Green	<p>All occurrences of surface water flooding affecting Wirral properties were investigated during 2011/12.</p> <p>Of the 30 properties that were investigated, the Council could assist 20; all of those 20 properties have now been made more resilient to future flooding.</p>
Review the 2010/11 performance of winter resilience arrangements and the highways winter maintenance service by June 2011	Green	Green	Green	Completed	<p>The 2010/11 performance of winter resilience arrangements and the highways winter maintenance service was reviewed in June 2011. Reviews continue on an annual basis.</p> <p>As a result of the review in 2011, central government made available an additional £630K for highway pothole repairs caused by freeze and thaw during the winter of 2010/11.</p>
Publish a programme of snow and ice clearance in the busiest pedestrian and shopping areas by October 2011	Green	Green	Green	Completed	<p>The programme of snow and ice clearance was published in October 2011. A report was published to Cabinet on 24 November 2011 and subsequently captured onto the internet for public awareness.</p>

Portfolio	Streetscene & Transport Services				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
Consider arrangements for waste collection during severe winter weather in renegotiation of the waste collection contract by November 2011	Green	Green	Green	Completed	<p>Through negotiations with the contractor extra safety equipment has been purchased to mitigate risk to all (collection staff and members of the public) during times of severe weather:</p> <ul style="list-style-type: none"> <li>• Snow tyres were purchased for a number of vehicles to allow access into problem areas following snow and freezing conditions.</li> <li>• Ice and snow grips (to go over work boots) were purchased to allow collections staff to operate on frozen pavements.</li> </ul> <p>Due to the lack of any extended period of severe weather over the winter these methods were never brought into action.</p>
Ensure that Council response meets national guidelines on minimum temperatures	Green	Green	Green	Completed	<p>The Council response on minimum temperatures during 2011/12 met the national guidelines. Details were included in the report to Cabinet 24 November 2011.</p>

### Strategic Change Projects

The table below sets out the Strategic Plan Projects relating to this theme and the savings achieved during 2011/12.

Status				Project	Year End Progress Report
Q1	Q2	Q3	Q4		
Green	Amber	Closed	Closed	PACSPE	Cabinet 03 November 2011 agreed to the retention of this service and this project is now closed.

Status				Project	Year End Progress Report
Q1	Q2	Q3	Q4		
Green	Amber	Green	Green	Street Lighting	A trial took place in 2011/12 which resulted in a budget reduction of £50,000. Cabinet agreed a further programme of streets to be included in February 2012. The contractor, Colas, has been instructed to proceed with the programme and work is due to commence imminently. A budget reduction of £100,000 was included for 2012/13 as part of the budget setting process.
Red	Green	Green	Completed	Energy Efficiency	This project comprised of three elements resulting in £80,000 savings. One element, PC Powerdown, was not completed but the savings were found within the departmental budget.
Green	Closed	Closed	Closed	Traffic Management	This project was closed following a Lean review of traffic management, and a budget reduction of £150,000 was realised.
Green	Closed	Closed	Closed	Highway Asset Management System	The original project sought to procure a Highways Asset Management System. The technical solutions available were too costly and savings found from other sources.
Not Reported	Not Reported	Closed	Closed	Customer Access Strategy wider project	Outline Business Case rejected by the Strategic Change Programme Board (18/10/2011).

## Corporate Plan Performance Indicators

The table below sets out:

- Performance against the Indicators measuring achievement against delivering the goals within this theme
- Direction of travel to show whether, when compared to the same period for 2010/11, performance has improved, deteriorated or maintained its performance
- The target for 12/13, for the indicators that will continue to be used to measure performance against the 2012/13 Corporate Plan

Direction of Travel

			2.5% of previous year's performance
Improved by more than	Deteriorated by more than	Stayed within +/-	

Key: (P) - Provisional (E) - Estimate

PI No.	Title	2010/11 Actual	2011/2012		On Target	*Direction of Travel	12/13 Target
			Actual	Target			
DEPT 8	Increase the number of Wirral residents participating in sport and physical activities	25.2%	26.2% (P)	26.2%	Green		27.2% (inc by 1%)

PI No.	Title	2010/11 Actual	2011/2012		On Target	*Direction of Travel	12/13 Target
			Actual	Target			
NI 32	Repeat incidents of domestic violence	7.53	11.55 (Lower is Better)	7.53	Red	↓	12%
DEPT 47	Reduce the number of people killed or seriously injured in road traffic accidents	108	126 (Lower is Better)	106	Red	↓	104
LOCAL 140	Provide people with advice and support to prevent homelessness	New Indicator for 11/12	798	450	Over Performing	n/a	600
Former NI 185	CO2 reduction from local authority operations (carbon budget)	7.37%	4.91% (Provisional)	5.00%	Green	n/a	5%
DEPT 191	Residual household waste per household	527.31	520 (E) (Lower is Better)	530	Green	↔	510
DEPT 192	Increase the proportion of household waste recycled.	40%	40% (E)	38%	Green	↔	40%
DEPT 195b	Maintain street and environmental cleanliness (combined levels of litter and detritus)	9%	4.33% (Lower is Better)	8%	Over Performing	↑	8%
DEPT 5180	Number of green flags for parks	12	12	12	Green	↔	13
DEPT 5184	Visits to the Williamson Art Gallery and Priory	New Indicator for 11/12	-13.54%	10%	Red	n/a	n/a
DEPT 5186	Missed bins collections	New Indicator for 11/12	13.75 (Lower is Better)	40	Over Performing	n/a	40
DEPT 5187	Review and exercise continuity plans	New Indicator for 11/12	15	12	Over Performing	n/a	n/a
LOCAL 7051	Increase levels of CRed take up by 500 people	New Indicator for 11/12	613	500	Over Performing	n/a	n/a

The table below shows the 2011/12 indicators no longer being monitored as part of the 2012/13 Corporate Plan.

Title	Outcome
Visits to the Williamson Art Gallery and Priory	Will continue to be monitored operationally
Review and exercise continuity plans	
Increase levels of CRed take up by 500 people	

Title	Target
Solar Photovoltaic arrays will be installed on the roofs of council-owned buildings in order to generate renewable energy by March 2013	30
A speed restriction programme	Implement programme during 2012/13
Parks and countryside modernisation programme for 2012/13	Deliver programme
E books service in every Library	Continue & expand
Collocation of libraries with one stop shops	Continue programme
Wirral Emergency Volunteer Scheme (WEVS)	Develop scheme
Ensure partners have agreed business continuity arrangements in place	Develop assurance measures
Assess clients with Learning Disabilities who are jointly funded to inform new contracts/personal budgets	Develop project plan with DASS by April 2013
Increase the percentage of care leavers in suitable accommodation	95%
Respond to under occupation in both the social and private rented	Develop action plan sector by Summer 2012
Full review of anti-social behaviour	Complete review

## Your ECONOMY

### Corporate Plan Projects

The table below sets out the Corporate Projects contributing to delivering the goals within this theme. The progress report section sets out the impact of these projects.

Portfolio	Culture Tourism & Leisure				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
Exceed £250 million in visitor economy spend (3% increase)	Green	Green	Green	Green	This will continue to be monitored as a Corporate priority for 2012/13 with 3% increase to £284 million in 2012/13.

Portfolio	Regeneration and Planning Strategy				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
Develop actions for inclusion in the Investment Strategy by June 2011	Green	Green	Green	Completed	No update reported.
Single touch point investor process in place by July 2011	Green	Green	Green	Completed	No update reported.

### Strategic Change Projects

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

### Corporate Plan Performance Indicators

The table below sets out:

- Performance against the Indicators measuring achievement against delivering the goals within this theme
- Direction of travel to show whether, when compared to the same period for 2010/11, performance has improved, deteriorated or maintained its performance
- The target for 12/13, for the indicators that will continue to be used to measure performance against the 2012/13 Corporate Plan

Direction of Travel

			2.5% of previous year's performance
Improved by more than	Deteriorated by more than	Stayed within +/-	

PI No.	Title	2010/11 Actual	2011/2012		On Target	*Direction of Travel	12/13 Target
			Actual	Target			
NI 152	Working age people on out of work benefits	17.8%	17.6% (Lower is Better)	17.2%	Green		17.2%
NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods	36.0%	34.1% (Lower is Better)	34.7%	Green		33.0%
LOCAL	Total Investment	£15414026	£19697192	£16000000	Over		£16m

PI No.	Title	2010/11 Actual	2011/2012		On Target	*Direction of Travel	12/13 Target
			Actual	Target			
6246	value £ via Invest Wirral				Performing		
LOCAL 6248	Number of jobs created or safeguarded via Invest Wirral	New Indicator for 11/12	927	925	Green	n/a	925
BVPI 6249	Membership of Wirral Business Forum	New Indicator for 11/12	1007	+1000	Green	n/a	Inc by 300
LOCAL 6282	GVA per capita	£11478	£10736	£11809	Amber		£12,102
LOCAL 6283	Business Assists	764	762	300	Over Performing		n/a
LOCAL 6306	Wirral Apprenticeship Programme	New Indicator for 11/12	313	313	Green	n/a	110

The table below shows the 2011/12 indicators no longer being monitored as part of the 2012/13 Corporate Plan.

Title	Outcome
Business Assists	Replaced with target on engaging with businesses

#### Corporate Plan Indicators introduced for 2012/13

Title	Target
Green Growth review undertaken by scrutiny	Deliver recommendations
Business floor space in 2012/13	Develop 15,000sqm
Speed restriction programme	Implement programme during 2012/13
Work in partnership with traders to complete up to 12 town centre action plans within 2012/13 as part of the Town Centre & Local District Study and Delivery Framework	Complete up to 12 town centre action plans
Engage with businesses	800

## Your COUNCIL

### Corporate Plan Projects

The table below sets out the Corporate Projects contributing to delivering the goals within this theme. The progress report section sets out the impact of these projects.

Portfolio	Children & Lifelong Learning				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
Agree a Wirral Child and Family Poverty Strategy and put an action plan in place by October 2011	Green	Green	Green	Completed	The delivery of the Wirral Child and Family Poverty Strategy and action plan will be monitored as a 2012/13 Corporate Plan priority.

Portfolio	Community & Customer Engagement				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
Put an annual budget consultation programme in place from April 2011	Green	Green	Green	Green	Putting in place an annual budget consultation programme will continue to be monitored as a 2012/13 Corporate Plan priority.
Publish specific and measurable equality objectives by April 2012	Green	Green	Green	Green	Publishing specific and measurable equality objectives will continue to be monitored as a 2012/13 Corporate Plan priority.
Develop local plans for each area forum in consultation with communities by December 2011	Green	Green	Green	Completed	Developing local plans for each area forum in consultation with communities will continue to be monitored as a 2012/13 Corporate Plan priority
Work with the voluntary, community and faith sector to Map sector activity and outcomes in Wirral by April 2011 to provide a baseline for future development	Green	Green	Amber	Red	The Strategy is under review and will continue to be monitored as a 2012/13 Corporate Plan priority.

Portfolio	Community & Customer Engagement				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
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	Amber	Amber	Red	The Strategy is under review and will continue to be monitored as a 2012/13 Corporate Plan priority.
Work with the voluntary, community and faith sector to review the Council's approach to engagement with the sector to put in place structures, and a clear policy framework by May 2011	Green	Green	Amber	Red	The Strategy is under review and will continue to be monitored as a 2012/13 Corporate Plan priority.
Work with the voluntary, community and faith sector to establish a 'Rights to Provide' policy framework by April 2012	Green	Green	Amber	Red	The Strategy is under review and will continue to be monitored as a 2012/13 Corporate Plan priority.

Portfolio	Corporate Resources				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
Put a People's Strategy and Organisational development plan in place by July 2011	Green	Green	Completed	Completed	The Strategy was put into place in 2010, for a three- year People Strategy 2010 – 2013. Implementation plans were then developed for each year. An implementation plan was reviewed and developed for 2011-12 and was agreed by the Council's Employment and Appointments Committee in September 2011
Publish workforce information as set out in the 2010 Equality Duty by July 2011	Green	Amber	Amber	Red	Data was to be collected with an employee survey. A plan is being developed to collect the data. It is envisaged that this data will be collected by September 2012.

Portfolio	Corporate Resources				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
Review HR policies by September 2012	Amber	Amber	Amber	Amber	Focus on other key projects has led to slippages in timescales, resources have been resourced and a plan put in place to deliver to timescales.
Implement Job Evaluation (Stage 3) by April 2012	Green	Amber	Amber	Amber	There have been some slippages in timescales, plan being developed to move this forward and implement by July 2012. This will continue to be monitored as a 2012/13 Corporate Plan priority.
Implement a Internal Communications Strategy by July 2011	Green	Green	Green	Not reported	No update reported.
Agree membership, form and function of Wirral's Local Strategic Partnership by June 2011	Green	Amber	Amber	Amber	The LSP Executive Board met in January 2012 to consider its form and function. The board agreed to establish a management group to meet on a more frequent basis and review the partnerships terms of reference.

Portfolio	Finance & Best Value				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
Deliver Strategic Change Programme (SCP) 2011-2012 projects to deliver agreed benefits to the agreed quality, on time and to budget	Amber	Amber	Red	Red	This project delivered £8.5m against a target of £10.725m. Cabinet agreed a revised programme on 21 <sup>st</sup> February 2012.  The delivery of the SCP will continue to be monitored as a 2012/13 Corporate Plan priority
Ensure all projects proposed to SCP during 2011-2012 have defined and achievable benefits to Council services, or budget	Green	Green	Red	Red	The projects proposed during 2011/12 did not have defined and achievable benefits and were therefore not added to the programme.

Portfolio	Social Care & Inclusion				
Project	Project Status				Year End Progress Report
	Q1	Q2	Q3	Year End	
In advance of full transfer of public health responsibilities and budget in April 2013: - Establish a Health and Wellbeing Board by October 2011	Green	Green	Green	Completed	This commenced in September 2011
In advance of full transfer of public health responsibilities and budget in April 2013: - Agree changes in Wirral Council organisational structures required by April 2012	Green	Green	Green	Amber	Papers have been prepared and were submitted to Cabinet. However, it was agreed not to discuss the paper in the Chief Executive's absence. A Report is due to be presented to Cabinet by July 2012.
In advance of full transfer of public health responsibilities and budget in April 2013: - Identify a programme of activities for 2012-13, in line with the Council's annual consultation process, to inform priorities for public health following transfer	Green	Green	Green	Green	It has been agreed to work with the Communications & Engagement team to ensure that issues relating to establishing priorities for Public Health are undertaken as part of the overall consultation process and will continue to be monitored in 2012/13

### Strategic Change Projects

The table below sets out the Strategic Change Projects (SCP) relating to this theme and the savings achieved during 2011/12.

Status				Project	Year End Progress Report
Q1	Q2	Q3	Q4		
Red	Red	Red	Red	Disposal of Assets	<p>£212,000 against a target of £481,000 has been achieved.</p> <p>A report for the lease of Hillcroft went to Cabinet 12/1/2012. With regard to the other transfers, legal agreements have been completed in respect of Grosvenor, Liscard, Hoylake, Greasby, Victoria Hall and Vale with the full transfer completing after building works have been finished. These works are scheduled to be completed in the June / July 2012.</p> <p>Delamere is on the verge of entering in to the legal agreement. Westbourne, Woodchurch, Kylemore and New Ferry Village Hall have been held back, as funding options still to be agreed.</p> <p>This project will be rolled forward to 2012/13.</p>

Status				Project	Year End Progress Report
Q1	Q2	Q3	Q4		
Red	Red	Red	Red	Office Rationalisation	<p>There has been considerable delay to this project. £110,000 against a target of £368,000 has been achieved.</p> <p>Willowtree has been vacated. Discussions are still underway about the proposed relocation of the Community Safety team from the Old Court House.</p> <p>A report on Phase 2 was submitted to Cabinet in February 2012. This project will be rolled forward to 2012/13.</p>
Amber	Amber	Red	Amber	Procurement	<p>The overall procurement savings (projects 1,44, 67) of £2.7m were achieved, however some elements were not according to plan.</p>
Amber	Red	Red	Red	Transforming Business Support	<p>No savings were formally agreed for this project.</p> <p>The roll out of HR Self Service was subject to a pause in the project to enable higher priority work to be delivered by the HR Project Team. The Team have now moved back onto the project and it is intended to roll out self serve car mileage claims, expenses and extended manager by October 2012 and follow this with annual leave, absences and other leave.</p> <p>The underlying status of the project against this new timescale is felt to be Green, however the project status is shown as red because the request to reschedule delivery has not been formally approved.</p>
Amber	Red	Red	Amber	Contract Review	<p>The overall procurement savings (projects 1,44, 67) of £2.7m were achieved, however some elements were not according to plan.</p>
Green	Red	Amber	Amber	Printing Review	<p>Activities are behind schedule, but savings of £250,000 have been released from the budget. This project continues into 2012/13.</p>
Amber	Amber	Red	Red	Facilities Management	<p>No savings were formally agreed for this project.</p> <p>There has been no progress on this project since agreeing temporary measures following Early Voluntary Retirement departures in June 2011. This project continues into 2012/13 with a target of £500k.</p>
Red	Red	Red	Amber	Procurement Back Office	<p>The overall procurement savings (projects 1,44, 67) of £2.7m were achieved, however some elements were not according to plan.</p>

Status				Project	Year End Progress Report
Q1	Q2	Q3	Q4		
Green	Green	Green	Amber	ICT Strategic Review	The project is behind schedule but savings of £400,000 have been released from the budget. This project will be rolled forward to 2012/13.
Green	Green	Green	Green	Revenues and Benefits	On target. Savings of £1.2m were delivered during 2011/12; these were declared outside of the SCP.
Not Reported	Not Reported	Not Reported	Red	Review of Employee pay costs	No savings were formally agreed for this project. This project has not moved beyond the conception stage during 2011/12. The project will continue into 2012/13 with a target of £300,000.
Not Reported	Not Reported	Not Reported	Closed	Balances and Reserves	No savings were formally agreed as part of the Change Programme. This project was closed as the activity is being undertaken as part of the budget process.
Not Reported	Not Reported	Not Reported	Closed	Voluntary, Community and Faith Sector Contracts	No savings were formally agreed as part of the Change Programme. Activities will be managed within the department's Business Plan for 2012/13.
Not Reported	Not Reported	Not Reported	Closed	Review of the Capital Programme	No savings were formally agreed as part of the Change Programme. This will be addressed through the budget process.
Not Reported	Not Reported	Not Reported	Closed	Fairer Charging Policy (Review of Fees & Charges)	No savings were formally agreed for this project. This will be addressed through the budget process.
Not Reported	Not Reported	Closed	Closed	Shared Services	No savings were formally agreed for this project. The Outline Business Case was rejected by the Strategic Change Programme Board (18/10/2011).
Not Reported	Not Reported	Not Reported	Closed	Value for money profiles	No savings were formally agreed for this project. This will now be addressed as part of the Corporate Governance and business planning.
Not Reported	Not Reported	Completed	Completed	General Restructure	The project related to the re-modelling of the organisation following Early Voluntary Retirement and was completed by 30/09/2011. Any savings as a result were not part of the SCP. There are currently no further plans to re-structure, if this position changes a new project will be initiated.

## Corporate Plan Performance Indicators

The table below sets out:

- Performance against the Indicators measuring achievement against delivering the goals within this theme
- Direction of travel to show whether, when compared to the same period for 2010/11, performance has improved, deteriorated or maintained its performance
- The target for 12/13, for the indicators that will continue to be used to measure performance against the 2012/13 Corporate Plan

Direction of Travel

 Improved by more than	 Deteriorated by more than	 Stayed within +/-	2.5% of previous year's performance
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PI No.	Title	2010/11 Actual	2011/2012		On Target	*Direction of Travel	12/13 Target
			Actual	Target			
DEPT 2098	Percentage of audits in the Internal Audit Plan completed in 2011/12.	New Indicator for 11/12	84%	100%	Red	n/a	n/a
DEPT 2099	Percentage financial assessments completed within 30 working days.	New Indicator for 11/12	40%	85%	Red	n/a	87%
DEPT 2101	Percentage recovery of Council Tax	New Indicator for 11/12	96.8%	97%	Green	n/a	97%
DEPT 2110	Percentage Council payments that are made via BACS.	New Indicator for 11/12	90.64%	90%	Green	n/a	n/a
DEPT 2111	Percentage of Council Invoices from all suppliers paid within 30 days.	New Indicator for 11/12	88.06%	95%	Amber	n/a	97%
DEPT 2112	Percentage of Council Invoices from SMEs paid within 10 days.	New Indicator for 11/12	46.43%	60%	Red	n/a	62%
LOCAL 7012	The number of working days/shifts lost due to sickness absence	10.22	9.02 (Lower is Better)	9.8	Green		9.5

The table below shows the 2011/12 indicators no longer being monitored as part of the 2012/13 Corporate Plan.

Title	Outcome
Percentage of audits in the Internal Audit Plan completed in 2011/12	Replaced with target on high risk audits
Percentage Council payments that are made via BACS	Will continue to be monitored operationally

## Corporate Plan Indicators introduced for 2012/13

Title	Target
Performance management arrangements	Review arrangements
Establish Business Delivery Board	Establish Board
Deliver services within 2012/13 approved budget	Deliver Services within approved 12/13 budget
Produce a 2013/14 budget, and proposals for 2014-16, that are sustainable, matched to agreed need and aligned to residents' priorities	Sustainable 13/14 budget and proposals for 14/16 budget
High risk audits in audit plan completed during 2012/13	100%
Develop and implement clear protocols	Develop and implement

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## FINANCIAL MONITORING SUMMARY

### REPORT OF THE DIRECTOR OF FINANCE

#### 1. EXECUTIVE SUMMARY

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

#### 2. FINANCIAL MONITORING

- 2.1 Cabinet on 14 April 2011 agreed that I would provide a financial summary to Cabinet and that the summary plus the departmental reports of Chief Officers would be placed in the Library. The Chief Officer reports provide an update on their departmental budget that includes references to growth items, savings, the impact of cabinet decisions and any variations from the approved budget.
- 2.2 All Members also receive the 1 page monthly Financial Monitoring Statement.

#### 3. FINANCIAL YEAR 2011/12

- 3.1 On 1 March 2011 Council agreed the budget for 2011/12. Council 1 March 2012 agreed a revised 2011/12 budget when setting the 2012/13 budget.

	Original Budget	Revised Budget	Forecast
	£000	£000	£000
<b>Expenditure</b>			
Adult Social Services	63,432	68,464	74,464
Children & Young People	74,753	74,477	75,477
Schools	0	190	190
Finance	26,638	26,061	21,561
Law, HR and Asset Management	16,225	15,839	15,839
Regeneration, Housing & Planning	25,407	25,455	24,955
Technical Services	59,972	63,179	63,179
Funding of EVR/VS Scheme	5,795	0	0
Merseytravel	28,817	28,817	28,817
Local Pay Review	956	218	218
Potential Overspends Funded	0	2,000	In above
Contribution (from) balances	(7,166)	(9,688)	(9,688)
	<b>294,829</b>	<b>295,012</b>	<b>295,012</b>
<b>Income</b>			
Government Grants	158,810	160,293	160,293
Council Tax	132,734	131,434	131,434
Council Tax Freeze Grant	3,285	3,285	3,285
	<b>294,829</b>	<b>295,012</b>	<b>295,012</b>
<b>Variation Expenditure &amp; Income</b>			<b>NIL</b>

- 3.2 The revised 2011/12 budget agreed by Cabinet on 1 March included funding for a potential £2 million of net overspends. The latest projections indicate no change to the net £2 million variation
- 3.3 Cabinet has agreed a number of budget changes during the year. Additional income has also been received relating to the New Homes Bonus and Local Services grant. The Collection Fund surplus distribution will now take place in the 2012/13 financial year. These changes are reflected within the above table.

#### **4. FINANCIAL MONITORING 2011/12**

##### **4.1 Progress on implementing Policy Options**

- 4.1.1 The 2011/12 budget contained £2.8 million of policy options.
- 4.1.2 The most significant by budget include £500,000 for business support initiatives to be utilized in 2011/12 and 2012/13, £500,000 for the 'keeping it local/deep clean' street cleansing initiative which is being progressed, £482,000 for the free after three car parking initiative which has been introduced, £290,000 funding for the anti-social behaviour team and £250,000 for the retention of the Pacific Road Theatre during 2011/12.

##### **4.2 Progress on delivering savings**

- 4.2.1 Adult Social Services have reported throughout the year pressures of £3 million arising from delays in the implementation of savings relating to market management (contract negotiations) and EVR/VS implementation.
- 4.2.2 Children and Young People have experiencing pressures in achieving savings targets due to delayed EVR/VS court fees and car allowances. Capitalisation of redundancy costs has helped to reduce these pressures.

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

- 4.3.1 On 17 March Cabinet allocated £480,000 to retain Fernleigh House.
- 4.3.2 Cabinet on 2 June allocated £933,000 to departmental budgets and added £550,000 to balances. This related to the receipt of additional funding from the New Homes Bonus and Local Services grant.
- 4.3.3 On 23 June agreed a report of the financial out-turn for 2010/11 following the completion of the year-end accounts. This resulted in a decrease in the projected balance at 31 March 2011 of £0.3 million due to departmental outturns. Balances however benefitted from the release of £947,000 from the Insurance Fund.
- 4.3.4 The outturn report of 23 June also reported that the release of the Connexions Reserve which was no longer required had allowed for £4.4 million of EVR costs to be funded in 2010/11. Funding for this was originally to come from

balances in 2011/12. This increases balances which may be required if the current pressures result in overspends

- 4.3.5 Cabinet 23 June agreed additional funding of £340,000 for the integrated transport unit within the Children and Young People Department.
- 4.3.6 On 21 July Cabinet agreed a number of budget variations. Adult Social Services received £3.5 million towards service re-provision costs, a further £1 million was built into budgets for increased national insurance costs and £190,000 was awarded to in support of the school's budget.
- 4.3.7 Cabinet 22 September approved the use of £300,000 from balances to fund the Independent Governance Review.
- 4.3.8 The DCLG granted permission for Wirral to capitalise £4 million of statutory redundancy payments of which £1 million related to schools). Cabinet 13 October approved the capitalisation and associated additional borrowing. The impact on the General Fund net of additional borrowing costs is £2.7 million.
- 4.3.9 The Director of Finance reported to Cabinet 12 January 2012 a projected 31 March 2012 Collection Fund surplus. This will result in £1.4 million being receiveable from 1 April 2012, £1.3 million of which was in the original 2011/12 balances projections.
- 4.3.10 Cabinet 21 February agreed to the release of £9.8 million from reserves. This will not impact on the 2011/12 revenue budget but will support activities within the 2012/13 budget.

#### 4.4 Variations from the approved budget

4.4.1 The departmental monitoring focuses on those areas of the budget that are identified as key risks in delivering the objectives of the department within the available resources. All are subject to closer monitoring because of the volatile nature of either demand or cost or because in recent years they have experienced pressures in keeping to the agreed budget. The summary from each department is as follows:-

##### 4.4.2. Adult Social Services

There are underlying pressures of £2.6 million relating to increased demand particularly for older peoples services and learning disabilities. A further £3 million of pressures relate to the delayed achievement of savings including EVR/VS savings and market review (contract negotiations) and £1.2 million relates to pressures on Community Care Services. This has been partly offset by receipt of winter pressure monies.

##### 4.4.3. Children and Young People

By use of one-off balances and uncommitted funds the department has been able to further reduce the pressures reported to £1million. Significant

underlying pressures on the budget however still exist, particularly those relating to care services, transport and savings implementation.

#### 4.4.4 Finance

Housing benefit and treasury management activities (including both borrowing costs and investment returns) remain the key areas for potential variation. Treasury Management activities are likely to produce a surplus of £2.5 million. The underutilisation of the Efficiency Fund resulted in £2 million being released in 2011/12 to support the general fund budget.

#### 4.4.5 Law, Human Resources and Asset Management

In terms of the financial position there are no issues to be raised although volatile areas are those associated with buildings including the transfer and disposal of assets, rationalisation of office accommodation and facilities management.

#### 4.4.6 Regeneration, Housing and Planning

Areas for potential variances at this stage relate to planning and building control income which now fall within the departmental budget and account for £500,000 of budget pressures. The re-phasing of the broadband scheme will release £1 million back to balances resulting in a likely net underspend of £0.5 million.

#### 4.4.7 Technical Services

Car parking income is currently projected to be £300,000 below budget, whilst an under recovery of Cultural Services income of a further £300,000 is likely. A series of one off savings and use of reserves will cover the above shortfalls. Winter maintenance is a variable with limited control over expenditure caused by adverse conditions although the winter was relatively mild. The overall departmental position is forecast to be on budget.

### 4.5. **Issues affecting future financial years**

4.5.1 The main pressures remain in respect of care services and income across a range of activities. The Directors involved will continue to update Cabinet on progress in these areas.

4.5.2 The Provisional Local Government Finance Settlement covering 2011/13 was confirmed on 31 January 2011 and further information concerning a number of Government Grants followed this announcement. A provisional settlement covering 2012/13 was made on 8 December and finalised on 31 January 2012. This confirmed the previous settlement figures which as announced reduced central government grant by £14 million.

4.5.3 The Medium Term Financial Strategy is reported annually to Cabinet and the Budget Projections continue to be regularly updated and reported to Cabinet.

- 4.5.4 The Director of Finance reported to 15 March Cabinet of future funding pressures of £68 million for 2013-2015. The gap between anticipated requirements and funding is estimated to be £27.8 million in 2013/14 and £40.5 million in 2014/15
- 4.5.5 Central Government is currently undertaking a Local Government Resources Review. This could have a significant impact on future funding levels.
- 4.5.6 The general economic climate remains poor. The Chancellor's Budget of 21 March and accompanying forecasts detailed a slightly better growth forecast for 2012 however later years forecasts were still low. The deficit reduction process would therefore require expenditure constraints to continue into 2015/16 and 2016/17. This will impact upon local authorities in terms of future funding levels but also through increased demands on services caused by economic hardship and pressures on local authority income budgets through reductions in demand.

## 5. FINANCIAL AND STAFFING IMPLICATIONS

- 5.1 When setting the 2011/12 budget the projected balance at 31 March 2012 was £6.9 million. The latest position reflects the Cabinet decisions detailed in this report including the out-turn for 2010/11, the funding of 2011/12 EVR/VS costs from the release of reserves in 2010/11, the decisions when setting the 2011/12 Budget as well as the departmental projections and is as follows:-

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
2 June – New Homes Bonus/ Local Services Grant		+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
21 July – Social Services Reprovision		-3.5
21 July – Support for School Pay		-0.2
22 September – Independent Review		-0.3
13 October - Capitalisation of Statutory Redundancy Payments		+2.7
12 January – Collection Fund Surplus release April 2012		-1.3
21 February – EVRs self funded release of reserve		+1.4
21 February – release of reserves and provisions		+9.9
<b>Projected variances / potential overspends</b>		
None declared although pressures identified at the end of March 2011 within:		£ millions

- Adult Social Services	6.0		
-Children and Young People	1.0		
- Finance	-4.5		
- Regeneration, Housing and Planning	-0.5		-2.0
<b>General Fund balance at 31 March 2012 based upon the latest projections</b>			<b>18.7</b>
Balances to be utilised to support 2012/13 budget			-9.6
General Fund balance at 31 March 2013 based upon the latest projections			9.1

5.2 When setting the Council Budget for 2011/12 this included the use of £7.2 million of the projected General Fund balance at 31 March 2011. £4.4 million of this has now been funded in 2010/11 through the release of the connexions reserve

5.3 There are no additional staffing implications arising from this report.

**ADULT SOCIAL SERVICES DEPARTMENT  
FINANCIAL MONITORING 2011/12**

**POSITION AS AT 31 MARCH 2012**

**SUMMARY**

Policy Options	Savings Target	Agreed Budget	Changes Agreed	Changes Not Agreed
£000	£000	£000	£000	£000
-	16,907	63,411	+4,280	Pressure of £6.0 million

The anticipated deficit remains at £6.0m from an underlying overspend in 2010/11, potential 'one-off' slippage of approximately £3.0 million against some savings targets as identified below and £1.2m shortfall in funding for the re-provision of services following the release of staff under the EVR/VS scheme. However, further work is required to assess the financial impact of movements in activity levels during March.

**POLICY OPTIONS FOR 2011/12 ONLY**

Details	£000	Comments / progress on implementation
Armed Forces Veterans Support		Transferred to Technical Services who are progressing this initiative.

**SAVINGS TARGETS**

Details	£000	Comments / progress on implementation
Employees under EVR/VS	10,550	At risk of slippage : Savings from the re-provision of Supported Living started to accrue from 1 July when the service transfers to the Independent sector (£765k). People withdrawing request for EVR/VS or date of leaving delayed beyond 31 March 2011 (£585k)
Market Management Review	5,368	At risk of slippage due primarily to homes that have not accepted new rates. (£1.6m)
Respite & Interim Care	488	Respite and intermediate care re-commissioned from Independent sector. Savings achieved.
Area Based Grant	50	Saving achieved through vacant post
Transport	130	Relates to year 2 Strategic Change Programme (SCP) savings in respect of the Integrated Transport Unit. Responsibility for the Unit has now transferred to CYPD.
Car allowances, supplies, etc	321	Some slippage against car allowance saving but anticipated that other savings will be achieved (£50k)

**CABINET – CHANGES AGREED**

Date	Details	£
17.03.2011	Retention of Fernleigh during 2011/12	+480
21.07.2011	Re-provision costs identified as part of budget preparation	+3,500
13.10.2011	Departmental Staffing Restructure	+300

**VOLATILE AREAS/POTENTIAL VARIATIONS - CHANGES NOT AGREED**

Details	£000	Comments / actions to address any issues
Community Care	1,800	Underlying pressure from increased demand particularly older peoples services / learning disabilities. Pressures have been partly offset by NHS funding for winter pressures
EVR / VS savings	1,350	Potential slippage as identified above
Market Review savings	1,600	Potential slippage as identified above
Car Allowances, supplies etc	50	Potential slippage as identified above
Community Care	1,200	Re-provision shortfall following EVR/VS scheme

**CHILDREN & YOUNG PEOPLE'S DEPARTMENT  
FINANCIAL MONITORING 2011/12**

**POSITION AS AT 31st MARCH 2012**

**SUMMARY**

Policy Options	Savings Target	Agreed Budget	Changes Agreed	Changes Not Agreed
£000	£000	£000	£000	£000
392	7,954	74,753	840	1,000

The main pressures are identified in the volatile areas below. There are additional demands placed on services, particularly looked after children and residential care, where numbers continue to exceed target levels. The forecast position this month is the same as previously report at £1.0m.

**POLICY OPTIONS FOR 2011/12 ONLY**

Details	£000	Comments / progress on implementation
Sure Start	32	Children's Centre equipment budgets have been increased.
Children In Care conference	20	Marketing, communication and training plans have been agreed.
Youth Hub	50	There are continuing discussions with Onside and the Merseyside Fire and Rescue Service
Anti-Social Behaviour Team	290	The budget has been updated and included as part of the Integrated Youth Service

**SAVINGS TARGETS**

Details	£000	Comments / progress on implementation
Employees under EVR/VS	5,100	The final phase of staff leaving has been implemented. The restructure of the department has been agreed.
Area Based / Early Intervention Grant	2,390	Programme areas have reduced / ceased.
Extended / Healthy Schools	181	Contributions to programmes have reduced.
Family group conferencing	70	Posts have been recruited enabling the programme to be fully operational.
Car allowances, supplies, etc	213	Budgets have been reduced.

**CABINET – CHANGES AGREED**

Date	Details	£000
2.6.2011	Local Services Grant – Extended Rights to Free Transport	200
23.6.2011	Transfer of ITU and tender for Adult Transport services	340
13.10.2011	Departmental reprovion / restructuring costs	300

**VOLATILE AREAS/POTENTIAL VARIATIONS - CHANGES NOT AGREED**

Details	£000	Comments / actions to address any issues
Residential Care	1,200	There are 43 places in residential care; in addition there is 1 placement to be made from Rosclare. The target is for 39 in total.
Foster Care	1,800	There are currently 24 agency placements. In addition there are 776 children who we pay allowances for (725 at the start of the year).
Children's Homes and disability	550	This represents the part year costs of Brookfield Children's home (until closure) and additional Home Care costs (shared with Health).

Vacancy Control and Pensions strain	150	Vacancy control targets are being exceeded; however there are part year costs (up to June) of staff that have left as a result of EVR. Pension costs may also exceed the overall budget provision
Transport	1,060	There are significant cost pressures in SEN £660k and vulnerable adults transport £400k, although there has been some reduction as a result of re-routing. Budgets have been increased for re-provision costs following EVR savings.
School Redundancy Costs	120cr	There are redundancy costs in the region of £1m in schools. Capitalisation of statutory redundancy costs has offset this pressure. In addition the Schools Forum has agreed to contribute the School Closure budget.
Social Care Car Allowances	350	Car allowance budgets are not sufficient to meet the demands that are placed on them.
Court, Legal and Medical Fees	350	It is assumed that the increase in court applications will continue in 2011-12.
Instrumental Music Service	100	The service has not met staffing or income targets in recent years. It was restructured at the start of the new academic year.
Children's Centre income	1,200cr	Children's Centre income targets have been exceeded over a number of years and the accumulated surplus balances have been carried forward. In 2011-12 these are used to offset other departmental pressures; however this is a one-off saving.
Wirral Wise	0	A projected underspend of £400k was previously included, but has been withdrawn whilst the original grant conditions are reviewed. This was a 3 year programme to support targeted young people who might underperform and to support their re-entry into learning, training and employment. The outcomes within the programme have been achieved.
Connexions	250cr	The new contract for Connexions has been agreed, resulting in a budget saving in 2011-12
Expenditure controls	700cr	
Early Intervention Grant	1,000cr	EIG allocations totalling £17.9m have not been fully committed.
School Improvement	350cr	Uncommitted expenditure
Planned Preventative Maintenance(PPM)	650cr	Schools Forum on the 24 <sup>th</sup> January agreed to fund this expenditure from the schools budget.
Reserves	330cr	There are a few minor uncommitted reserves including PPM, Youth offending and transport
<b>Total</b>	<b>960</b>	

**SUMMARY**

Policy Options	Savings Target	Agreed Budget	Changes Agreed	Changes Not Agreed
£000	£000	£000	£000	£000
250	7,811	26,638	-933.1	-4.5 million before efficiency fund adj'ment

The main area of spend is Housing Benefit where applicant numbers and caseload continue to increase. The Council's cash flow is closely monitored; there are no issues at this stage.

The Efficiency Fund has been reduced to fund departments reprovisioning costs as approved by Cabinet on 13<sup>th</sup> October, to fund a Handypersons Service for Older People and, £2m approved by Budget Council on 1<sup>st</sup> March was treated as non-departmental saving producing £2.5 million net underspend mainly from Treasury Management activities.

**POLICY OPTIONS FOR 2011/12 ONLY**

Details	£000	Comments / progress on implementation
Library Engagement	20	This initiative has been implemented through the year.
Library Equipment	120	Equipment to facilitate closer working between Libraries and One Stop Shops and progress the e-book service.
Get Into Reading	100	The scheme progressed throughout the year.
Fair Trade	10	This initiative has been implemented as contracts were let.

**SAVINGS TARGETS**

Details	£000	Comments / progress on implementation
Employees EVR/VS	3,510	Reduced staffing budgets reflect EVR savings. Services have been adapted to lower staffing levels.
Procurement contracts	2,000	Some Corporate savings were allocated to Departments following February Cabinet report. Most corporate savings are unallocated, not achievable this year.
Contracts Review	500	Savings have been allocated to Departments following February Cabinet report on contracts.
Printing Review	250	Saving is unachievable this year, but remains a target.
Electronic Payments	200	Target saving unachievable, implementation of this technology has been abandoned.
Discretionary Rate Relief	337	Achieved through liaison with Schools.
Insurances	526	Achieved and within the agreed budget.
Capital Financing	370	Achieved and within the agreed budget.
Car allowances, supplies, etc	118	Budgets have been reduced.

**CABINET – CHANGES AGREED**

Date	Details	£000
21.02.2011	Personal Finance Unit transferred from DASS in June (£338k)	
23.06.2011	Radio Frequency ID of Library Books to be funded from reserve (£1m)	-
23.06.2011	Electronic Document Management system upgrade funded from existing budgets (£80k)	-
21.07.2011	Lump Sum payment to all staff earning less than £21,000 pa	
13.10.2011	Reprovision/ restructuring allocated from Efficiency Fund	-1,712

**VOLATILE AREAS/POTENTIAL VARIATIONS - CHANGES NOT AGREED**

Details	£000	Comments / actions to address any issues
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Housing & Council Tax Benefit	-	Applicant numbers are 580 per week more than the same period last year. Spend is as predicted
Investment Income	500	The income target reflects current low interest rates.
Borrowing – interest paid	-	The budget reflects the capital programme commitments; management of cash flow minimises the need to borrow.

**SUMMARY**

Policy Options	Savings Target	Agreed Budget	Changes Agreed	Changes Not Agreed
£000	£000	£000	£000	£000
364	2,658	16,275	+337	-

The potential volatile areas remain as those associated with buildings, particularly in terms of the transfer and disposal of assets, rationalising office accommodation and facilities management.

**POLICY OPTIONS FOR 2011/12 ONLY**

Details	£000	Comments / progress on implementation
Pacific Road Theatre	250	This is to enable the retention of the facility whilst a review of the options is undertaken. A report went to Cabinet on 22 September authorising the retender of the premises. The outcome of the remarketing exercise will be reported to a future cabinet meeting.
Community Energy Efficiency Fund	57	This is a top up to the 2010/11 policy option to provide a fund to support community groups. To date there have been 27 applicants of which 14 have been approved and 5 have completed and been paid. The criteria for attracting new applications have been amended and are pending approval.
Dog Kennels	7	Two schemes have been identified. A dog run to improve welfare and the introduction of dogs to new owners has been built at a cost of £4,200 and costs are being sought to upgrade the water supply to the Kennels to prevent freezing pipes in the Winter.
Allotments Improvements (previously to Tech Services)	50	Funding available for new and existing sites to bid into to invest in improvement works.

**SAVINGS TARGETS**

Details	£000	Comments / progress on implementation
Employees EVR/VS	1,652	This has been achieved and budgets reduced.
Transfer / disposal of assets	479	The programme of disposal and transfer is ongoing and progress has been made. It is anticipated to meet the target in 2012/13, whilst being covered within the Department for 2011/12.
Office rationalisation	369	A review of the administrative accommodation is being undertaken to achieve the savings identified within 2012/13. It is anticipated that the saving will be met within current resources.
Energy efficiency	80	Schemes are being introduced at various sites to save energy and reduce costs however only £30,000 will be achieved this year, the remainder will be contained within this department's budget.
Area Based Grant	2	Budget reduced to reflect this reduction in grant.
Car allowances, supplies, etc	76	Budgets reduced to reflect these savings.

**CABINET – CHANGES AGREED**

Date	Details	£
22.09.2011	Independent Review	+250
13.10.2011	Reprovision/Restructuring Costs	+415
08.12.2011	Carbon Reduction Commitment – contribution from outside General Fund	-284

08.12.2011	Carbon Reduction Commitment – reduction in budget provision	-44
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**VOLATILE AREAS/POTENTIAL VARIATIONS - CHANGES NOT AGREED**

Details	£000	Comments / actions to address any issues
Asset Management	-	The income generating assets such as industrial units continue to be closely monitored. Transfer and disposal of assets and office realisation to realise savings is ongoing.

**SUMMARY**

Policy Options	Savings Target	Agreed Budget	Changes Agreed	Changes Not Agreed
£000	£000	£000	£000	£000
757	3,726	25,407	+904	Pressure of £0.5 million

The transfer of activities, including planning and building control, brings challenges in terms of meeting income targets. Otherwise at this stage of the financial year there have been no issues identified and there are no anticipated variations from the resources allocated.

**POLICY OPTIONS FOR 2011/12 ONLY**

Details	£000	Comments / progress on implementation
Child Poverty Action Plan	10	To engage Wirral organisations and local communities to develop an action plan for Wirral. A project has been commissioned to evaluate 'what works' in supporting family members into sustainable employment. The findings will be reported to Wirral's Child and Family Poverty Working Group and will inform an action plan to address these challenges in Wirral. An initial findings report is expected by end of April 2012.
Empty Shops	192	16 projects have been approved, the majority of which require planning consent for "Change of Use". These projects are expected to formally commence by the end of March. Additional applications were sought in five specific areas of the borough where take up was low. As a result a further 7 projects have now been approved. Similarly planning consent for a number of these will be required with projects expected to be implemented from June onwards. Should some of the projects approved not proceed any resources remaining unallocated thereafter will be returned to the respective Area Forums and made available to support emerging neighbourhood plan priorities.
Business Support	500	£250,000 for 2011/12 and 2012/13 to provide a programme of dedicated business support initiatives. Invest Wirral continue to support projects from companies, to safeguard/create jobs.
Area Forum Plans	55	To assist each Area Forum to develop their own Local Plan through community consultation. A comprehensive consultation programme was conducted with local communities during the summer of 2011, with initial findings presented to the area forums during October 2011. Findings continue to be discussed with Council departments and partners to agree actions in response to the issues raised. Each round of forum meetings are looking at specific issues raised by the consultation with the February meeting focused on Your Neighbourhood.

**SAVINGS TARGETS**

Details	£000	Comments / progress on implementation
Employees EVR/VS	892	This has been achieved and budgets reduced.
Area Based Grant	2,483	Budgets reduced to reflect this reduction in grant.
Wkg Neighbourhood Fund	239	Budgets have been reduced.

Car allowances, supplies, etc	112	Budgets have been reduced to reflect these savings.
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**CABINET – CHANGES AGREED**

Date	Details	£000
02.06.2011	Tranmere £350 k added to agreed budget (Local Services Grant) New Homes Bonus £260k added to agreed budget (new general Grant)	+350 +260
13.10.11	Reprovision/Restructuring Costs	+294

**VOLATILE AREAS/POTENTIAL VARIATIONS - CHANGES NOT AGREED**

Details	£000	Comments / actions to address any issues
Planning / building control income targets	550	The current pressure will be funded by one off savings identified with the departments' budget.

**SUMMARY**

Policy Options	Savings Target	Agreed Budget	Changes Agreed	Changes Not Agreed
£000	£000	£000	£000	£000
1,002	2,664	63,179		-

Income from car parking and cultural services activities continue to be closely monitored as they remain challenging in the current economic climate.

**POLICY OPTIONS FOR 2011/12 ONLY**

Details	£000	Comments / progress on implementation
Car Parking	482	Continuation of the free after three initiative.
Armed Forces Veterans Initiative (from Adults)	20	This Policy Option is being progressed
Street Cleansing	500	The "Keeping it Local / Deep Clean" Initiative is being progressed.

**SAVINGS TARGETS**

Details	£000	Comments / progress on implementation
Employees EVR/VS	2,096	
Traffic Management	150	All these savings targets other than Procurement have been
Street Lighting	50	incorporated into operational areas
Area Based Grant	66	areas and are being monitored
Car allowances and supplies, etc	151	

**CABINET – CHANGES AGREED**

Date	Details	£
20.02.2012	Final Estimate 2011-2012 agreed.	+2,822

**VOLATILE AREAS/POTENTIAL VARIATIONS - CHANGES NOT AGREED**

Details	£000	Comments / actions to address any issues
Car parking income	-	The projected under recovery for the year is in the region of £300,000.
Winter maintenance	-	The position will be reported on at the end of the gritting season
Income targets	-	Due to the continuing recession, areas of concern are within golf, leisure centres and the Floral Pavilion/Pacific Road Arts Centre. The delayed sale of the centre is likely to contribute significantly to an under recovery of £300,000 within Theatre, Arts and Culture
Compensatory Savings/ Use of Reserves		A series of one off savings and use of reserves should compensate for the above shortfalls and result in a balanced budget at the year end. This will be dependent on JE regradings including back pay being fully funded
Roads and Streetworks Act		Reduced activity in relation to RASWA has led to reduced income. Associated litigation is due to conclude in March and a favourable result will compensate for any shortfall

## CAPITAL MONITORING SUMMARY

### REPORT OF THE DIRECTOR OF FINANCE

#### 1. EXECUTIVE SUMMARY

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

#### 2. BACKGROUND

- 2.1. Cabinet on 14 April 2011 agreed that I would provide a capital summary to Cabinet and that the summary plus the departmental reports of Chief Officers would be placed within the Council Library. The Chief Officer reports provide an update on progress against the approved programme. To support this each Chief Officer provides an update on their elements of the programme including references to the approval, any variations, progress (including implications for future years) and funding.

#### 3. CAPITAL PROGRAMME

- 3.1. The current 2011/12 programme was confirmed as part of the budget for 2011/12 by Council on 1 March 2011. The Capital Programme 2012/15 was approved by Council on 1 March 2012. Other than the impact of decisions by Council / Cabinet the revisions relate to slippage resulting in both the spend and resources being slipped.

#### 4. COUNCIL / CABINET DECISIONS

- 4.1. On 17 March 2011 the Local Transport Capital Funding and the Integrated Transport Block (ITB) Programme 2011/12 were approved by Cabinet and a small increase in the grant allocation confirmed.
- 4.2. On 17 March 2011 Cabinet also approved the CYPD Capital Programme for 2011/12.
- 4.3. On 21 July 2011 Cabinet approved a consultation exercise to explore revisions to the Council's Private Sector Housing and Regeneration Assistance Policy.
- 4.4. On 13 October 2011 Cabinet acknowledged that permission had been granted by DCLG to capitalise £4 million of statutory redundancy costs. Cabinet approved that this £4 million would be utilised and requested that it be added to the capital programmes of Finance (£3 million) and CYPD (£1 million).
- 4.5. On 3 November 2011 Cabinet approved an update to the CYPD capital programme. This update added new schemes to the programme as well as amending the allocations of previously approved schemes.
- 4.6. On 24 November 2011 Cabinet noted that Wirral Council had been allocated £2.7 million of grant funding to help with Housing Market Renewal Areas affected by the removal of the previous HMRI funding. There was also notification of future New Homes Bonus funding to help bring long term empty properties back into use.
- 4.7. On 8 December 2011 Cabinet approved the Capital Programme and Financing 2012-15. This report contained variations to the current programme as well as setting out the plans for capital expenditure over the next three years.

- 4.8 On 12 January 2012 Cabinet approved the proposed breakdown of highway maintenance funding between Bridges, Lighting and Roads/Footway elements into £400k, £1.1m and £1.4m respectively. Cabinet also approved the proposed Highway Structural Maintenance Programme 2012/13, which now includes £2m funded from council resources, as approved on 12 December 2011.
- 4.9 On 12 January 2012 Cabinet approved the use of £500k for the acquisition of equipment to deliver the Highways Grounds Maintenance Service, from 1<sup>st</sup> February 2012 onwards. This is to be funded from existing resources for Cultural Services Assets.
- 4.10 On 2 February 2012 Cabinet approved use of the additional funding from Merseytravel, as proposed. The £193k will be used to convert ZEBRA crossings into PUFFIN type crossing facilities in four locations across the borough.
- 4.11 On 15<sup>th</sup> March 2012 Cabinet noted the award of £218k from the Homes and Communities Agency and agreed to match this funding with up to £380k carried over from Housing Market Renewal (HMR). Including the £60k already approved from New Homes Bonus, the total scheme pot is £658k. This enables 10 long term empty properties to be brought back into use and sold through the council's HOUSED programme, as well as 3 properties in Wallasey to be brought back into use.
- 4.12 On 15<sup>th</sup> March 2012 Cabinet approved the proposed allocation of £1,835,000 across the 5 areas detailed in the Local Transport Plan Capital Programme 2012/13 Integrated Transport Block.

## 5. CAPITAL PROGRAMME SUMMARY

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

Spend	Original	Revised	Forecast	Forecast
	Approval	Approval	Dec	Mar
	£000	£000	£000	£000
Adult Social Services	1,154	2,943	2,943	921
Children & Young People	25,889	32,805	22,953	24,370
Finance	1,000	6,671	6,728	3,435
Law, HR and Asset Mgt	8,163	8,280	8,879	2,827
Regeneration, Housing & Planning	5,181	18,169	12,571	6,718
Technical Services	7,872	12,568	11,564	9,245
<b>Total Programme</b>	<b>49,259</b>	<b>81,436</b>	<b>65,638</b>	<b>47,516</b>

- 5.2. The resources table similarly compares the developing programme and reflects the agreed changes, including slippage of spend from 2010/11. The generation of capital receipts through the sale of assets is used to fund the programme and at this stage £3 million is included for use in 2011/12. Income from sales, whilst uncertain in the exact timing of receipt, offers flexibility in the timing of its use and can be used to balance the current programme.

Resources	Original	Revised	Forecast	Forecast
	Approval	Approval	Dec	Mar
	£000	£000	£000	£000
Borrowing	15,905	34,464	27,337	13,790
Capital Receipts	3,000	3,000	3,000	3,000
Revenue, reserves, contributions	300	2,393	1,434	2,024
Grants - Education	23,441	21,103	19,084	18,850
Grants - Integrated Transport	1,155	1,348	1,155	1,348
Grants - Local Transport Plan	3,095	3,095	3,095	3,095
Grants - Other	2,363	16,033	10,533	5,409
<b>Total resources</b>	<b>49,259</b>	<b>81,436</b>	<b>65,638</b>	<b>47,516</b>

## 6. KEY AREAS OF PROGRESS ON THE PROGRAMME

- 6.1 The Primary Capital Programme (PCP) scheme to rebuild Pensby Primary School is scheduled for handover on the 25 April 2012. Phase 2 Stanley Special School will start on site upon demolition of the current Primary school with the new school expected to be completed by June 2013.
- 6.2 The £1,800,000 scheme at Cathcart Street Primary School is nearing completion, with external works due for completion early May. Both the out of hours & holiday children's club and the co-located Children's Centre activities have now been transferred to its new location.
- 6.3 The scheme at the Woodlands Primary (valued at £500,000) has started on site and due for completion in early July. The scheme involves refurbishment works and the consolidation of teaching accommodation. Overchurch Infant School (valued at £850,000), is also now on site and due for completion in mid October. This scheme involves the replacement of the final HORSAs kitchen, re-provide a classroom and 'before and after' facilities within the main school building.
- 6.4 The scheme and estimate for the replacement and refurbishment of St Anselm's 6<sup>th</sup> Form was approved by Cabinet on 15 March. Tenders are due to be submitted to the Governing Body at the end of April, with an anticipated start on site in June.
- 6.5 The Landican Crematorium Mercury Abatement building works programme has now been handed over with an extension of time for additional works. The Williamson Art Gallery and Birkenhead Priory schemes have now completed work on site and are expected to fully complete in November and September respectively. The Solar PV Project is due to be tendered at the end of April.
- 6.6 Works on the Bidston Viaduct are fully complete and a final payment will be made in the first quarter of 2012-13. Other bridge works, including the Dock bridges and Leasowe Road are progressing well but it has been necessary to slip some of the expenditure on these schemes into the new year.
- 6.7 The Department for Communities and Local Government (DCLG) has given Wirral permission to treat statutory redundancy payments as capital spend, rather than revenue spend, in 2011/12. The Capital Programme has, therefore been increased for the Finance Department by £3million and for the Children and Young People Department by £1 million.
- 6.8 For further details on capital scheme progress please refer to the Departmental details below.

## 7. FINANCIAL AND STAFFING IMPLICATIONS

- 7.1 The Capital Programme for 2011/12 reflects the programme reported.
- 7.2 There are no additional staffing implications arising directly from this report.

**ADULT SOCIAL SERVICES DEPARTMENT  
CAPITAL MONITORING 2011/12**

**POSITION AS AT 31 MARCH 2012**

**SUMMARY**

The most significant scheme has been the Extra Care Housing facility at the former Mendell Lodge site which was completed March 2011. The final instalment was paid in 2011/12.

There is new overall capital grant allocation in 2011/12 of £941,000 replacing the Information Management, Mental Health Single Capital and Social Care Single Capital allocations. The grant is designed to support three key areas Personalisation, Reform and Efficiency with priorities including innovative alternatives to residential care and service re-design to the care infrastructure – supporting the community based approach. It is anticipated that funding on a number of schemes will slip into 2012/13 and support the Day care and reform transformation projects.

The Consultation exercise of 2010/11 led to an assessment of Day Care Services and it is anticipated that there will be requirements to develop the centres during the next year which were detailed in the Business Case (£1.25m) approved in December 2011.

A Further Business Case was also approved in December 2011 outlining the proposals for an Integrated IT system (£1.5m). These will be implemented during 2012/13.

**APPROVED PROGRAMME**

<b>PROGRAMME</b>	<b>Original Approved Programme 2011/12 £000</b>	<b>Approved Adjustments 2011/12 £000</b>	<b>Total Approved Programme 2011/12 £000</b>	<b>Actual to Date £000</b>	<b>Projected Outturn 2011/12 £000</b>	<b>Approved 2012/13 £000</b>	<b>Approved 2013/14 £000</b>
Information Management	141	-141	0		0	0	0
Mental Health Single Capital Pot	521		521	0	0	0	0
Social Care Single Capital Pot	492	-192	300	0	0	0	0
Development of Ward 41 Star Team	0	80	80	77	77	0	0
Information Management/IT	0	112	112	112	112	0	0
Extra Care Housing	0	732	732	732	732	0	0
Social Care Capital Reform	0	257	257	0	0	0	0
PSS Capital	0	941	941	0	0	0	0
Transformation of Day Service	0	0	0	0	0	1250	0
Integrated IT	0	0	0	0	0	1500	0
<b>TOTAL PROGRAMME</b>	<b>1,154</b>	<b>1,789</b>	<b>2,943</b>	<b>921</b>	<b>921</b>	<b>2,750</b>	<b>0</b>
<b>FUNDING</b>							
General Capital Resources	141	-141	0	0	0	0	0
Grants - Other	1,013	1,930	2,943	921	921	2750	0
Revenue/ Reserve contributions	0	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>1,154</b>	<b>1,789</b>	<b>2,943</b>	<b>921</b>	<b>921</b>	<b>2,750</b>	<b>0</b>

**APPROVED BY COUNCIL / CABINET - DECISIONS TO VARY THE PROGRAMME**

<b>Date</b>	<b>Details</b>	<b>£000</b>
23 June 2011	Agreed the slippage from 2010/11 capital programme	989
	Information Management funding replaced by new PSS grant £941k	-141
Pending Approval	PSS Social Care Grant – New grant for 2011/12 with £956,000 provisional allocation for 2012/13.	941
	<b>Total</b>	<b>1,789</b>

**SUMMARY**

The 2011/12 programme includes previously approved schemes, as well as slippage identified in previous Capital Outturn reports.

The Primary Capital Programme (PCP) scheme to rebuild Pensby Primary School is scheduled for handover on the 25 April 2012. Phase 2 Stanley Special School will start on site upon demolition of the current Primary school with the new school expected to be completed by June 2013. There are some additional anticipated costs for Phase 1 which are still being assessed. A series of value engineering savings are being explored to ensure that overall there remain adequate resources in the budget to deliver both phases.

The £1,800,000 scheme at Cathcart Street Primary School is nearing completion, with external works due for completion early May. Both the out of hours & holiday children's club and the co-located Children's Centre activities have now been transferred to its new location.

The two large schemes at the Woodlands Primary (valued at £500,000) and Overchurch Infant School (valued at £850,000), are now on site and due for completion in early July (Woodlands) and mid October (Overchurch). The project to remove mobile accommodation at Mosslands School has been partially completed; the final phase will be undertaken in the summer. Design work is continuing for the replacement of a double mobile and internal refurbishment at St Georges Primary school, this work will be completed over the next two months following which tenders will be invited.

The scheme and estimate for the replacement and refurbishment of St Anselm's 6<sup>th</sup> Form was approved by Cabinet on 15 March. Tenders are due to be submitted to the Governing Body at the end of April, with an anticipated start on site in June.

Other notable schemes which have been completed are Townfield Primary School (hearing support base and link corridor), Gayton Primary (entrance, offices, toilets and learning base) and Woodchurch High (former Engineering block refurbishment). Many smaller projects have also been completed during the school holiday period, minimising any disruption during term time.

Birkenhead High School for Girls Academy is progressing well however negotiations are continuing with the contractor (Willmott Dixon), Partnerships for Schools and the council's legal team in respect of claims of additional costs due to asbestos and dry rot. Weekly site meetings and monthly progress meetings are taking place with the contractors, LA's technical advisors (Mott Macdonald), academy and nominated CYPD officer. An invoice for £811289 was received in April relating to work carried out in 2011/12, this has been accrued for and is reflected in the table above. The sixth form block was handed back to the school in September in addition to science, art and technology faculties. Significant areas of the Primary school after extensive refurbishment and new build have also been completed. The facilities have been well received by pupils and staff.

Feasibility studies have been undertaken at Somerville Primary and Hoylake Holy Trinity Primary School and scheme and estimate reports will be presented to Cabinet in June for approval. A smaller feasibility was undertaken at Egremont Primary school and a modest re-modelling project of the foundation area is planned for the summer period.

The Capital Programme 2012/13 will be presented to Cabinet on 31<sup>st</sup> May including detailed Capital Maintenance and Basic Need schemes for approval.

## APPROVED PROGRAMME

	Original Approved Programme 2011/12	Approved Adjustments 2011/12	Total Approved Programme 2011/12	Actual to Date	Projected Outturn 2011/12	Approved 2012/13	Approved 2013/14
PROGRAMME	£000	£000	£000	£000		£000	
Children's Centres	0	413	413	143	143	0	
City Learning Centres	0	259	259	255	263	0	
Early Years Quality & Access	0	78	78	75	78	0	
Aiming Higher for Disabled Children	0	356	356	116	116	0	
Condition / Modernisation	8,470	-457	8,013	2,656	3,300	5,165	
Family Support Scheme	50	144	194	79	79	100	
Rosclare Children's Hotel	0	565	565	499	607	0	0
Formula Capital	4,370	853	5,223	1,300	1,300	718	
Extended Schools	0	48	48	47	48	0	
Schools - Access Initiative	0	489	489	464	489	0	
Schools - Harness Technology	0	624	624	385	385	0	
Woodchurch One School Pathfinder	900	189	1,089	415	415	0	
Birkenhead High Girls Academy	7,489	-1,846	5,643	7,412	7,412	3,200	
Private Finance Initiative	115	589	704	436	572	0	
Primary Reorganisation - Surplus	250	-187	63	0	0	0	
Primary Schools Programme			0				
- Park Primary School	0	490	490	377	377	0	
- Pensby Primary School	2,500	1,025	3,525	4,977	4,977	7,576	
- Primary Schools Prog Other	0	48	48	0	48	0	0
School Meals Uptake	245	103	348	343	348	0	
Practical Cooking Spaces	0	93	93	93	93	0	
Co-Location Fund	0	686	686	583	583	0	
Youth Capital	0	95	95	32	46	0	0
SEN and Disabilities	0	100	100	29	100	967	
Cathcart Street Refurbishment	1,500	391	1,891	1,817	1,891	0	
University Academy of Birkenhead	0	768	768	0	0	0	
Statutory Redundancy Payments	0	1,000	1,000	700	700	0	0
Vehicle Procurement						160	
Wirral Youth Zone						200	2,400
<b>TOTAL PROGRAMME</b>	<b>25,889</b>	<b>6,916</b>	<b>32,805</b>	<b>23,233</b>	<b>24,370</b>	<b>18,086</b>	<b>0</b>
<b>FUNDING</b>							
General Capital Resources	1,965	3,613	5,578	3,453	3,633	300	2,400
Supported Borrowing	483	4,573	5,056	454	675	0	
Grant – Education	23,441	-2,338	21,103	18,531	18,850	17,626	
Revenue, Reserves, Contributions	0	1,068	1,068	795	1,212	160	
<b>TOTAL FUNDING</b>	<b>25,889</b>	<b>6,916</b>	<b>32,805</b>	<b>23,233</b>	<b>24,370</b>	<b>18,086</b>	<b>2,400</b>

**CHILDREN & YOUNG PEOPLE DEPARTMENT / SCHOOLS  
APPROVED BY COUNCIL / CABINET - DECISIONS TO VARY THE PROGRAMME**

<b>Date</b>	<b>Details</b>	<b>£000</b>
	Children's Centres 11/12 programme funding	413
	City Learning Centre 11/12 programme funding	259
	Early Years 11/12 programme funding	78
	Aiming Higher for Disabled Children 11/12 programme funding	356
	Modernisation Slippage and 11/12 allocation	-457
	Family Support Scheme Slippage from 10/11	144
	Rosclare Children's Hotel	565
	Formula Capital 11/12 grant allocation & slippage	853
	Extended Schools 10/11 slippage	48
	Schools Access slippage and 11/12 funding	489
	Harnessing Technology 11/12 funding and transfer from CLCs	624
	Re-profile Woodchurch One School Pathfinder	189
	Re-profile Birkenhead Girls Academy	-1,846
	PFI Slippage from 10/11 and transfer from formula capital	589
	Primary Reorganisation Surplus reduction in funding	-187
	Re-profile PCP	1563
	School Meals slippage	103
	Practical Cooking slippage	93
	Co-Location slippage & match funding and unallocated modernisation	686
	Youth Capital	95
	SEN Schemes identified	100
	Cathcart Street funding increase	391
	University Academy of Birkenhead 11/12 funding	768
	Early Voluntary Retirement/Voluntary Severance Costs	1,000
	<b>TOTAL</b>	<b>6,916</b>

**SUMMARY**

The Strategic Asset Review - IT investment programme was deferred for further consideration of the options, in particular the external review of office accommodation. The costs of the Early Voluntary Retirement/ Voluntary Severance scheme are shown following formal approval from the Government confirming that £4m of these costs can be capitalised, the projection assumes the recent EVRs will be capitalised as part of the 11/12 closure of accounts.

**APPROVED PROGRAMME**

<b>PROGRAMME</b>	<b>Original Approved Programme 2011/12 £000</b>	<b>Approved Adjustments 2011/12 £000</b>	<b>Total Approved Programme 2011/12 £000</b>	<b>Actual to Date £000</b>	<b>Projected Outturn 2011/12 £000</b>	<b>Approved 2012/13 £000</b>	<b>Approved 2013/14 £000</b>
Information Technology	1,000	2,506	3,506	378	378	1,000	1,000
Invoice Automation	0	165	165	0	0	0	0
Statutory Redundancy Payments	0	3,000	3,000	3,057	3,057	0	0
<b>TOTAL PROGRAMME</b>	<b>1,000</b>	<b>5,671</b>	<b>6,671</b>	<b>3,435</b>	<b>3,435</b>	<b>1,000</b>	<b>1,000</b>
<b>FUNDING</b>							
General Capital Resources	1,000	5,671	6,671	3,435	3,435	1,000	1,000
Grants	0	0	0	0	0	0	0
Revenue/ Reserve contributions	0	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>1,000</b>	<b>5,671</b>	<b>6,671</b>	<b>3,435</b>	<b>3,435</b>	<b>1,000</b>	<b>1,000</b>

**APPROVED BY COUNCIL / CABINET - DECISIONS TO VARY THE PROGRAMME**

<b>Date</b>	<b>Details</b>	<b>£</b>
23 Jun 2011	Agreed the slippage from 2010/11 capital programme	2,671
13 Oct 2011	Capitalisation of statutory redundancy payments	3,000
	<b>TOTAL</b>	<b>5,671</b>

**SUMMARY**

The Landican Crematorium Mercury Abatement building works programme has now been handed over with an extension of time for additional works. There is a priority of works in place for the Cultural Assets programme, with £500k being allocated for the Parks within Technical Services. The Williamson Art Gallery and Birkenhead Priory have completed work on site and are expected to be completed in November and September respectively. Bebington Civic Centre works are on hold whilst further discussions take place. The Rock Ferry Centre has been approved at Scheme and Estimate with Planning and Building Regulations approvals being sought in May and work is continuing on the tender to allow a start on site in August. The Solar PV Project is due to be tendered at the end of April. A grant has been received from the Lawn Tennis Association as part of the Cultural Services project to fund improvements to the surface. There has been slippage approved in relation to works on Wallasey Town Hall of £830k.

**APPROVED PROGRAMME**

<b>PROGRAMME</b>	<b>Original Approved Programme 2011/12 £000</b>	<b>Approved Adjustments 2011/12 £000</b>	<b>Total Approved Programme 2011/12 £000</b>	<b>Actual to Date £000</b>	<b>Projected Outturn 2011/12 £000</b>	<b>Approved 2012/13 £000</b>	<b>Approved 2013/14 £000</b>
Microregeneration	0	100	100	0	0	0	0
Landican Mercury Abatement	1,000	203	1,203	1,190	1,190	0	0
Europa Pool - Improved heating	0	199	199	1	1	0	0
Cultural Service Assets	2,500	-399	2,101	938	938	1,500	4,000
Williamson Art Gallery	1,000	114	1,114	464	464	0	0
The Priory	738	0	738	109	109	0	0
CCTV / IT Project	0	530	530	0	0	0	0
Bebington Civic Centre	1,300	0	1,300	0	0	0	0
Rock Ferry Centre	630	0	630	0	0	0	0
Wallasey Town Hall	830	-830	0	0	0	300	1,325
North and South Annexes	165	0	165	0	0	1,200	300
Solar Photovoltaic Project	0	200	200	125	125	2,200	400
<b>TOTAL PROGRAMME</b>	<b>8,163</b>	<b>117</b>	<b>8,280</b>	<b>2,827</b>	<b>2,827</b>	<b>5,200</b>	<b>6,025</b>
<b>FUNDING</b>							
General Capital Resources	8,163	-44	8,119	2,726	2,726	5,200	6,025
Grant – Other	0	161	161	101	101	0	0
Revenue/ Reserve Contributions	0	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>8,163</b>	<b>117</b>	<b>8,280</b>	<b>2,827</b>	<b>2,827</b>	<b>5,200</b>	<b>6,025</b>

<b>Date</b>	<b>Details</b>	<b>£</b>
23 Jun 11	Slippage - Microregeneration	100
	Slippage - Landican Mercury Abatement Scheme	203
	Slippage – Europa Pools – improved heating	199
	Slippage – Williamson Art Gallery	114
01 Sep 11	Inclusion of previously approved scheme for Solar PV project	100
21 Feb 12	Inclusion of previously approved scheme for CCTV / IT Project	530
21 Feb 12	Slippage – Wallasey Town Hall	-830
21 Feb 12	Re-profiling – Solar PV Project	100
	Transfer to Technical Services - Parks	-500
	Cultural Services Assets - Grant	101
	<b>TOTAL</b>	<b>117</b>

**REGENERATION, HOUSING AND PLANNING DEPARTMENT**

**CAPITAL MONITORING 2011/12**

**POSITION AS AT 31 MARCH 2012**

**SUMMARY**

Progress continues in delivering support for businesses through the Think Big Investment Fund, with grants to four companies being paid out in the fourth quarter. The Destination West Kirby and the Wirral Country Park schemes remain in the programme as grant funding continues to be sought and this slippage is reflected in the programme. Progress has been made towards delivering the Mersey Heartlands New Growth Point scheme. The Improvements to Stock scheme continues with £2.8m of expenditure seen so far and a further £4.2m committed. Adjustments to the funding of this area are made up of slippage from Regional Housing Pot grant, Capital receipts, Growth Point Funding and reserves.

## APPROVED PROGRAMME

PROGRAMME	Original Approved Programme 2011/12 £000	Approved Adjustments 2011/12 £000	Total Approved Programme 2011/12 £000	Actual to Date £000	Projected Outturn 2011/12 £000	Approved 2012/13 £000	Approved 2013/14 £000
Think Big Investment Fund	400	209	609	100	100	300	300
West Wirral Schemes	206	0	206	0	0	0	0
Destination West Kirby	1,100	0	1,100	0	0	0	1,250
Wirral Country Park	0	0	0	0	0	0	1,600
WITB Primary Sub Station	0	111	111	111	111	0	0
Ministry of Food Project	0	0	0	0	0	0	0
Mersey Heartlands New Growth Point	0	954	954	0	0	0	0
Improvements to Stock	850	7,027	7,877	2,897	2897	800	950
Housing Market Renewal Residual	0	0	0	0	0	970	865
Disabled Facilities - Adaptions	1,550	2,346	3,896	1,612	1612	2,929	2,929
New Homes Bonus	0	260	260	0	0	0	0
Quarry Bank Affordable Housing	345	0	345	187	187	0	0
Wirral Healthy Homes	105	0	105	6	6	105	105
Cosy Homes Heating	250	0	250	157	157	250	250
Empty Property Interventions	125	0	125	37	37	125	125
Power Solutions Strategic Investment	250	0	250	0	0	0	5,000
Challenge Fund	0	2,060	2,060	1,590	1590	0	0
IT Software	0	21	21	21	21	0	0
<b>TOTAL PROGRAMME</b>	<b>5,181</b>	<b>12,988</b>	<b>18,169</b>	<b>6,718</b>	<b>6,718</b>	<b>5,479</b>	<b>13,374</b>
<b>FUNDING</b>							
General Capital Resources	3,531	2,304	5,835	1791	1791	2,580	8,230
Grant - H M R	0	2,700	2,700	969	969	0	0
Grant - Regional Housing Pot	0	1,609	1,609	606	606	0	0
Grant - Other	1,350	5,350	6,700	2540	2540	2,599	4,844
Revenue/ Reserve Contributions	300	1,025	1,325	812	812	300	300
<b>TOTAL FUNDING</b>	<b>5,181</b>	<b>12,988</b>	<b>18,169</b>	<b>6,718</b>	<b>6,718</b>	<b>5,479</b>	<b>13,374</b>

**APPROVED BY COUNCIL / CABINET - DECISIONS TO VARY THE PROGRAMME**

<b>Date</b>	<b>Details</b>	<b>£000</b>
23 June 2011	Agreed the slippage from 2010/11 to 2011/12 capital programme	9,896
21 July 2012	New Homes Bonus	260
16 Jan 2012	Housing Market Renewal Transitional Fund	2,700
	WITB Primary Sub Station Grant	111
	IT Software	21
	<b>TOTAL</b>	<b>12,988</b>

**TECHNICAL SERVICES DEPARTMENT  
CAPITAL MONITORING 2011/12**

**POSITION AS AT 31 MARCH 2012**

**SUMMARY**

Works on the Bidston Viaduct are fully complete and a final payment will be made in the first quarter of 2012-13. Other bridge works, including the Dock bridges and Leasowe Road are progressing well but it has been necessary to slip some of the expenditure on these schemes into the new year.

The £193k additional funding granted by Merseytravel in the last quarter of 2011-12 has been allocated to projects to convert existing ZEBRA and PELICAN crossings to signal-controlled PUFFIN crossings.

Following the agreed transfer of capital allocation from Law HR & Asset Management to fund the purchase of Highways Grounds Maintenance Equipment, orders for equipment have been placed. As at 31 March 2012 half of the orders had been delivered with the remainder expected early in 2012-13.

**APPROVED PROGRAMME**

<b>PROGRAMME</b>	<b>Original Approved Programme 2011/12 £000</b>	<b>Approved Adjustments 2011/12 £000</b>	<b>Total Approved Programme 2011/12 £000</b>	<b>Actual to Date £000</b>	<b>Projected Outturn 2011/12 £000</b>	<b>Approved 2012/13 £000</b>	<b>Approved 2013/14 £000</b>
Congestion	100	302	402	420	420	0	0
Road Safety	710	17	727	532	532	650	0
Maintenance	5,062	2,578	7,640	5,774	5,774	5,113	4,019
Air Quality	610	294	904	503	503	0	0
Accessibility	65	21	86	43	43	0	0
Transportation	270	0	270	267	267	0	0
Capitalised Highways Maintenance	1,000	0	1,000	1000	1,000	1,000	1,000
Waste Initiatives	0	206	206	148	148	0	0
Coast Protection	55	327	382	147	147	55	55
Highways Grounds Maintenance Equip.	0	500	500	249	249		
Leisure Schemes	0	367	367	162	162	0	0
Landican Cemetery	0	84	84	0	0	0	0
Floral Pavilion Stage & Orchestra Pit	0	0	0	0	0	250	0
New Brighton Development	0	0	0	0	0	600	600
<b>TOTAL PROGRAMME</b>	<b>7,872</b>	<b>4,696</b>	<b>12,568</b>	<b>9,245</b>	<b>9,245</b>	<b>7,668</b>	<b>5,674</b>
<b>FUNDING</b>							
General Capital Resources	3,622	2583	6,205	4,530	4,530	3,555	1,655
Grants - Integrated Transport	1,155	193	1,348	1,348	1,348	1,155	1,155
Grants - Local Transport Plan	3,095	0	3,095	3,095	3,095	2,958	2,864
Grant – Other	0	1920	1,920	272	272	0	0
Revenue, Reserves and Contributions	0	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>7,872</b>	<b>4,696</b>	<b>12,568</b>	<b>9,245</b>	<b>9,245</b>	<b>7,668</b>	<b>5,674</b>

**APPROVED BY COUNCIL / CABINET - DECISIONS TO VARY THE PROGRAMME**

<b>Date</b>	<b>Details</b>	<b>£000</b>
23 Jun 2011	Agreed slippage from the 2010/11 capital programme	3,662
12 Jan 2012	Agreed transfer of Cultural Services Assets capital allocation from Law HR & Asset Management to fund the purchase of Highways Grounds Maintenance Equipment	500
2 Feb 2012	Agreed additional funding: Integrated Transport Block	193
	PCT contribution to work at The Warrens	98
	Additional Coast Protection Grant	90
	Additional various leisure grants	77
	Additional Sustrans grant: Promoting active travel & health	45
	Additional Access Grant	11
	Additional Land Drainage and Flooding grant	10
	Additional Young Peoples Scooter Scheme	10
	<b>TOTAL</b>	<b>4,696</b>

**CORPORATE RISK MONITORING SUMMARY**

**REPORT OF THE DIRECTOR OF FINANCE**

**1. EXECUTIVE SUMMARY**

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

**2. BACKGROUND**

- 2.1. Cabinet on 14 April 2011 agreed that I would provide a risk summary to Cabinet and that the summary plus the departmental reports of Chief Officers would be placed within the Virtual Members Room. The Chief Officer reports provide an update on their actions to address the identified risks and any 'new' risks which merit consideration for inclusion in the Corporate Risk Register.

**3. CORPORATE RISK REGISTER**

- 3.1 The Corporate Risk Register has recently been revised by the Executive Team to take account of the new Corporate Plan. It was considered and approved by Cabinet on 2 February and will be reviewed each quarter in line with the performance management cycle with highlights and exceptions being reported to Members.

**4. PROGRESS ON THE ACTIONS BEING TAKEN**

- 4.1 As well as recording the existing key controls and contingencies the Register also indicates those additional actions which need to be implemented in order to manage the most significant risks down to acceptable levels.
- 4.2 The Council is developing key performance indicators for each of the revised Corporate Risks.
- 4.3 This report confirms the revised Corporate Risks and highlights progress with key control actions taken in the final quarter of 2011/12 with any relevant performance information:-
- 4.3.1 If we do not manage health and safety effectively then death or serious injury could result to service users, employees or members of the public.
- A further IOSH 'Managing Safely' course was delivered during the quarter.
  - The programme of Health & Safety audits has continued.
  - The second annual review of surveillance for Parks & Open Spaces was completed in February.
- 4.3.2. If safeguarding arrangements are inadequate children might be exposed to greater risk of abuse or exploitation

- The comprehensive review of services / outcomes for children which responds to Professor Munro's review of Child Protection remains on schedule.
- 4.3.3. If safeguarding arrangements are inadequate vulnerable adults could be exposed to greater risk of abuse or exploitation.
- Preparations have been made for the Peer Review in May which will focus strongly on safeguarding issues.
- 4.3.4 Not having plans in place could compromise delivery of essential services in the event of a major public emergency
- During the quarter all outstanding business continuity plans were reviewed and tested.
  - The audit of business continuity arrangements for key external partners in critical service areas was completed in March.
- 4.3.5 If the Council does not maintain the trust and confidence of citizens in the conduct of its duties this could result in significant damage to the authority's reputation and undermine the level of engagement with residents.
- On 29<sup>th</sup> March Cabinet approved a revised approach to business planning which includes a 12 week comprehensive consultation programme.
  - Additional funding has been allocated to the area forums to support activity which will address the issues raised through the neighbourhood plan consultation.
  - The development of Neighbourhood Plans has continued.
  - The press office continues to take a proactive approach to media, both in issuing statements and in monitoring and evaluating local, regional and national media coverage.
- 4.3.6 A serious failure in corporate governance could result in breaches of legislation and/or significant damage to the authority's reputation.
- The Council is working with the Local Government Association at both officer and Member level to address the issues raised by the AKA report.
  - An Improvement Board has been established to support delivery of the Council's 5 improvement priorities.
  - £300,000 of additional resource was allocated in the 2012/13 budget for improving standards and practice.
  - On 29<sup>th</sup> March Cabinet approved the establishment of a cross party Business Delivery Board and Strategic Change Programme Board
  - At the same meeting proposals for a corporate Performance Appraisal process and for improving organisational culture were also approved
  - The Annual Governance Statement 2011/12 was considered and endorsed by Audit & Risk Management Committee on 13<sup>th</sup> March.

4.3.7 If we do not use the available resources to meet the priorities set out in the Corporate Plan the services we provide might not be appropriate.

- On 29th March Cabinet approved a revised approach to business planning. This will ensure that the future prioritisation process for the Council both in terms of objectives and the allocation of resources is based on a robust evidence base and analysis of need.
- At the same meeting Cabinet also gave its support to the development of a Corporate Performance Appraisal process

The agreed performance information for this risk is the forecast against the agreed budget and the capital programme forecast against the original approval. Members are referred to the Financial Monitoring summary appendix.

4.3.8 Insufficient growth in the borough's economy could make it difficult for the Council to deliver its vision of a more prosperous and equal Wirral

- Significant work has been undertaken to develop a number of new initiatives including support for Micro Businesses and Social Enterprises and the implementation of the Green Growth Strategy.
- Work with respect to securing international investment from China has continued with further discussions for the International Trade Centre. Additional work has also been undertaken in relation to the development of international links.
- Progress has also been made towards the implementation of the Investment strategy and significant work has and continues to be done in support of bids for funding such as the Regional Growth Fund Round 3.

4.3.9 If we do not engage sufficiently with the workforce it could lead to demotivation, a negative culture and a focus on short term rather than long term considerations.

- During the quarter an Employee Opinion Survey was undertaken by IPSOS MORI.
- On 29<sup>th</sup> March Cabinet gave its support to proposals for series of measures aimed at addressing employee concerns including the establishment of an Independent External Ombudsman.

4.3.10 If do not have the right people with the right skills in the right posts it will be difficult to deliver the corporate priorities.

- At Cabinet on 12<sup>th</sup> January proposals to join the Merseyside Collaborative Contract for externally provided training were approved.
- On 15<sup>th</sup> March Cabinet approved the award of the contract for the Council's MBA programme.
- On 29<sup>th</sup> March Cabinet gave its support to the development of a Corporate Performance Appraisal process

4.3.11 If we do not learn about changes to the legislative and policy environment it could impede our ability to understand and respond to them.

- Proposals to strengthen the Chief Executive's office including the establishment of a Policy Unit have been developed.

4.3.12 If we do not ensure that the policies and practices being introduced by the Council reflect a thorough understanding of the wants and needs of our citizens and businesses the services we provide might not be appropriate

- On 29th March Cabinet approved a revised approach to business planning which includes a 12 week comprehensive consultation programme.
- This approach will also ensure that the future prioritisation process for the Council both in terms of objectives and the allocation of resources is based on a robust evidence base and analysis of need.
- At the same meeting Cabinet approved the development of a Corporate Commissioning Strategy Framework

4.3.13 In an era of increasingly scarce resources, if the Council does not collaborate effectively with partners we may not make the best use of the collective resource available to meet citizens' needs.

- On 29<sup>th</sup> March Cabinet approved the development of a Corporate Commissioning Strategy Framework

4.4.1 Business failure from a supplier to the Council, including major private sector suppliers and the voluntary, community and faith sector providers, leading to interruption of service.

- The audit of business continuity arrangements for key external partners in critical service areas was completed in March.
- On 15<sup>th</sup> March Cabinet approved the award of a contract for the provision of support to the Voluntary, Community and Faith Sector.

## **5. VARIATIONS TO THE RISK REGISTER**

5.1 A number of new risks of potential corporate significance have been reported:-

5.1.1 The first concerns issues of capacity. The Director of Children & Young People has identified potential difficulties in recruiting adequately qualified and experienced staff in a number of key areas. In addition the absence of key officers at a senior level is placing pressure on others for example the Director of Finance/Deputy Chief Executive. This is being mitigated by the provision of additional resource.

5.1.2 The Director of Children & Young People has also identified two areas of potential pressure. One is that a rise in exclusions could exhaust existing

specialist provision and that increased statementing of children and more out-of-borough placements could lead to a significant increase in costs.

5.1.2 Members may also be aware of a planned shutdown of power to the Treasury Building in early June. Should the planned works overrun there could be significant disruption to service delivery. However there is sufficient time within the schedule to accommodate this. As a further precaution contingency plans are being developed.

IAN COLEMAN  
DIRECTOR OF FINANCE

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## WIRRAL COUNCIL

### CABINET

21 JUNE 2012

<b>SUBJECT:</b>	<b>ANNUAL GOVERNANCE STATEMENT (AGS) 2011/12</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>ACTING CHIEF FINANCE OFFICER</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR ANN MCLACHLAN</b>
<b>KEY DECISION?</b>	<b>YES</b>

### 1.0 EXECUTIVE SUMMARY

- 1.1 The preparation and publication of an Annual Governance Statement is necessary to meet the statutory requirement set out in the Accounts and Audit Regulations 2003 (amended 2006 and 2011).
- 1.2 This report explains the requirement for the Authority to produce an Annual Governance Statement declaring the degree to which it meets the Governance Framework.
- 1.3 Attached at Appendix A is a draft Annual Governance Statement for 2011/12. It was agreed by the Audit and Risk Management Committee on 13 March 2012 and endorsed by the Improvement Board on 27 April 2012.

### 2.0 BACKGROUND AND KEY ISSUES

#### 2.1 Regulatory Framework

- 2.1.1 Regulation 4 of the Accounts and Audit Regulations 2003 required councils to review the “effectiveness of their system of internal control” and to publish a Statement on Internal Control (SIC) with the Financial Statements of the Local Authority each year. It also requires the findings of the review to be considered by a Committee of the Council.
- 2.1.2 The Accounts and Audit Regulations 2003 were amended in 2006, and CIPFA/SOLACE produced the Delivering Good Governance in Local Government Framework (“the Framework”). This required the production and publication of an Annual Governance Statement by the Council to replace and subsume the Statement on Internal Control from 2008.

## 2.2 Governance

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

2.2.2 Effective governance arrangements ensure that:

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

2.2.3 The Framework identifies six core principles of good governance:

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

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

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

## **2.3 Process**

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

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

2.3.3 The process includes:

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

## **3.0 RELEVANT RISKS**

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

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

## **4.0 OTHER OPTIONS CONSIDERED**

4.1 No other options considered.

## **5.0 CONSULTATION**

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

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

6.1 There are none arising from this report.

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

7.1 There are none arising from this report.

## **8.0 LEGAL IMPLICATIONS**

8.1 There are none arising from this report.

## **9.0 EQUALITIES IMPLICATIONS**

9.1 There are none arising from this report.

## **10.0 CARBON REDUCTION IMPLICATIONS**

10.1 There are none arising from this report.

## **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

11.1 There are none arising from this report.

## **12.0 RECOMMENDATION**

12.1 That subject to any material changes to the control environment or corporate governance arrangements of the Council, the Annual Governance Statement for 2011/12 be appended to the Statement of Accounts 2011/12.

## **13.0 REASON FOR RECOMMENDATION**

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

FNCE/92/12

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## **APPENDICES**

Appendix A – Draft Annual Governance Statement 2011/12

## **REFERENCE MATERIAL**

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

**SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
Improvement Board	27 April 2012
Audit and Risk Management Committee	13 March 2012
Cabinet	13 October 2011
Audit and Risk Management Committee	28 September 2011
Cabinet	14 April 2011
Audit and Risk Management Committee	28 March 2011
Cabinet	4 November 2010
Audit and Risk Management Committee	28 September 2010
Cabinet	22 July 2010
Audit and Risk Management Committee	30 June 2010
Cabinet	15 April 2010
Audit and Risk Management Committee	24 March 2010

## **1. Scope of Responsibility**

- 1.1 Wirral Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for and used economically, efficiently and effectively. Wirral Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 1.2 In discharging this overall responsibility, Wirral Council is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, which includes arrangements for the management of risk.
- 1.3 Wirral Council has approved and adopted a Code of Corporate Governance, which is consistent with the principles of the CIPFA/SOLACE Framework 'Delivering Good Governance in Local Government'. A copy of the code is on our website at [www.wirral.gov.uk](http://www.wirral.gov.uk). This statement explains how Wirral Council meets the requirements of Regulation 4 of the Accounts and Audit Regulations 2006 (amended 2011) in relation to the publication of a statement on internal control.
- 1.4 Following an independent report, undertaken and produced by AKA (the trading name of Anna Klonowski Associates Ltd.) during the year, the Council reported and acknowledged that serious weaknesses within its corporate governance framework exist. As such action plans have been put in place and steps have been taken to begin addressing the recommendations outlined within the report. (This is highlighted within section 5.1.1 of this report)

## **2. The Purpose of the Governance Framework**

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

### **3. The Governance Framework**

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

### **3.2 Developing and Communicating our Purpose and Vision**

- The development of the Authority's purpose and vision is undertaken through corporate and business planning, linked to wider community planning for Wirral.
- Four key themes make up and provide the foundation for the Corporate Plan:  
Your FAMILY  
Your NEIGHBOURHOOD  
Your ECONOMY  
Your COUNCIL
- The Leader of the Council has changed on a number of occasions during the financial year. Initially Councillor Jeff Green (Conservative) led the Council; however, following the local elections in May 2011, he was replaced by Councillor Steve Foulkes (Labour). The leadership then reverted to Councillor Jeff Green following a vote of no confidence in February 2012. It should be noted that no one party has a majority rule within Wirral.
- Following the recent change in leadership the proposed Draft Corporate Plan 2012/13 has been rejected and Council has instructed officers to continue to work to the goals and targets set out in the existing Corporate Plan. Council has also requested that Officers report back to Cabinet on any adjustments that have been made to Departmental plans predicated on the now rejected Draft Corporate Plan.  
Council further instructed officers to prepare a report that sets out a process and timetable that will deliver an updated Plan within 6 months that:
  - Captures any work done to date, particularly focussing on comments provided by Overview and Scrutiny Committees and partner organisations.
  - Leads to the preparation of an updated draft plan by the middle of May.
  - Builds in a 6 week policy public consultation period.
  - Reports back to Council at the end of August.
  - Informs the Budget Planning process and enables publication of a draft Budget to December Council.

- Wirral's Local Strategic Partnership (LSP) Executive Board is in place to lead and develop the vision for the Borough of Wirral set out in the Sustainable Community Strategy.  
The LSP Executive Board provides strategic guidance to partner organisations and relevant partnerships operating within Wirral's Strategic Partnership and works collaboratively to remove any barriers that hinder or otherwise prevent the vision for the Borough of Wirral being achieved.

### **3.3 Ensuring that users receive a high quality of service**

- The Council's Customer Access Strategy, which was updated during 2011, provides the direction and focus for all services to work together in achieving cost-effective and excellent services for the customer through specific actions and projects. The overall objectives of the Strategy are to improve the quality of life of Wirral people, working with our partners to deliver the best services we can, in the most efficient and effective way. It directly supports the Corporate Plan's aim of engaging and empowering individuals and communities in the design and delivery of council services.
- The Council has an objective performance management framework. The system is driven by the Corporate Plan, which focuses attention on corporate priorities. This is cascaded through departmental service plans, individual employee key issue exchanges and action plans. It is clearly laid out in the annual service and financial planning and performance management cycle.
- All performance indicators and projects contained within departmental plans are reported to the relevant scrutiny committee.

### **3.4 Measuring performance and value for money**

- The Council has in place a Medium Term Financial Strategy, updated annually to support the medium term aims of the Corporate Plan. This ensures the economical, efficient and effective use of resources, and secures continuous improvement in the way in which its functions are exercised.
- A clear budget timetable is in place with regular monitoring meetings and liaison with the external auditors regarding the publication of the Council's accounts.

### **3.5 Roles and Responsibilities**

- Policy and decision making is facilitated via a Cabinet Structure with Cabinet Member portfolios.
- Roles and responsibilities of the Executive members and all councillors, along with remuneration details, are clearly defined in the Constitution.

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

### **3.6 Member/Officer Relations**

- The responsibility of the Chief Executive for all aspects of operational management is clearly stated in the Constitution.
- Protocol on Member and Officer relations is clearly stated within the Codes and Protocols of the Constitution.
- The Constitution includes the delegation of functions to individual cabinet members.
- A full Scheme of Delegation is included in the Constitution.

### **3.7 Partnership Arrangements**

- Clear terms of reference are available for specific partnerships setting out the roles and responsibilities of the partnership board along with its purpose.
- A Partnership Framework and Toolkit has been developed and approved, however, it is yet to be publicised throughout the Authority.
- The Council has reviewed and updated its local Code of Corporate Governance detailing how the Authority complies with the principles of good governance as part of the work programme agreed by Cabinet following the AKA report. The amended Code has been agreed by the Corporate Governance Committee and its adoption has been recommended to Council.

### **3.8 Standards of Conduct**

- The Standards Committee has a number of roles and functions, which include promoting and maintaining high standards of conduct by councillors and employees.
- Steps are being taken to ensure appropriate action is taken to ensure the Council is in a position to discharge its duties and responsibilities in respect of Member standards as from 1 July 2012 arising under the Localism Act.
- There is a corporate conflict of interest form for completion by Members and Officers. Members' Conflict of Interest forms are available to the public online which adds to transparency.
- Financial Regulations and Contract Procedure Rules are contained within the Council Constitution.

### **3.9 Demonstrating the Values of Good Governance**

- The transparency of the decision making process is served through the publication of agendas and minutes of all Council Committees, other than exempt items.
- The Chair of the Standards Committee is an independent member of the public. The number of independent members is three which meets the statutory requirement for 25% of the Committee to be independent.
- Council call-in procedure allows members to 'call-in' decisions made by committees of the Council for further consideration by the relevant review committee.

### **3.10 Transparency of the Decision Making Process**

- The Cabinet takes the Council's key decisions, but these are then subject to scrutiny.
- The public has access to all meeting minutes with the exception of exempt items.
- An Audit and Risk Management Committee provides independent assurance on risk management and control and the effectiveness of the arrangements the Council has for these matters.
- A corporate complaints procedure is in place.
- Codes of Conduct for Members and employees are in place.

### **3.11 Quality of Reporting**

- All committee reports require the following sections to be completed: Implications for voluntary, community and faith groups / Resource implications: Financial; IT; Staffing; and Assets / Legal implications / Equalities implications / Carbon reduction implications / Planning and community safety implications.
- For ease of reference details of the 'Subject History' (for the last 3 years) are also required.

### **3.12 Risk Management**

- A Corporate Risk Register is in place, which is monitored and reviewed on an ongoing basis, and the Authority has in place a Risk and Insurance Team. The Executive Team also review the Register on a regular basis.
- The Council has systems for identifying and evaluating all significant corporate risks, developed and maintained with the participation of those involved in planning and delivering services.

- The Council's Risk Management Strategy was updated in 2011. This document explains the methodology for the management of risk throughout the Authority.
- A Confidential Reporting (Whistleblowing) Policy is in place along with a Grievance procedure for employees.

### **3.13 Use of legal powers to benefit citizens and communities**

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

### **3.14 Development of members and officers**

- All members receive an induction and attend a specifically organised event to introduce them to the Council and its departments.
- All employees are invited to a corporate and departmental induction.
- A 'Skills for Wirral' training and development programme is available tailored to both managers and employees.  
There are also currently three 'e-learning' courses which are mandatory for all staff: Equality and Diversity; Stress Awareness; and Fraud Awareness. In addition to these, Attendance management e-learning is also mandatory for all managers.

### **3.15 Developing the capacity of people with governance responsibilities**

- The Audit and Risk Management Committee undertakes an annual self assessment exercise, utilising CIPFA's checklist, in order to assess its role and effectiveness.
- The Key Issues Exchange (KIE) process for all Council employees helps to highlight the requirement to develop skills and improve performance. It should be noted that the proposed performance appraisal system is in the process of being reviewed.

### **3.16 Encouraging involvement in the membership of the authority**

- The Council engages with communities through eleven Area Forums, providing an opportunity to shape services in their neighbourhood. Consultation has recently taken place to enable residents to influence and contribute to Neighbourhood Plans.

- There are a number of different ways in which young people can have their voices heard and make a difference to the communities in which they live:  
Executive Youth Board  
Youth Voice Conference and Youth Parliament  
United Kingdom Youth Parliament (UKYP)  
Youth Forums
- Wirral's Older People's Parliament provides a forum for older people to voice their opinions, inform the Council and influence its decisions. It is made up of 44 elected members, four from each of Wirral's eleven Area Forums.

### **3.17 Stakeholder Engagement and Scrutiny**

- Wirral's Local Strategic Partnership (LSP) Executive Board is in place to lead and develop the vision for the Borough of Wirral set out in the Sustainable Community Strategy.
- In addition to the eleven area forums, which provide a means to engage with communities, exercises such as the 'You Choose' budget simulator have taken place to engage Wirral citizens. The exercise had the second highest number of responses in the country, and an outcome from which was confirmation there will be no increase in Council Tax Bills for the next financial year.

### **3.18 Public dialogue and accountability**

- The Authority's commitment to openness can be demonstrated in, for example, the Constitution, the approach to the Freedom of Information Act, the Customer Access Strategy, the availability of committee minutes to the public apart from exempt areas, and the Area Forums that give local people a voice.
- Wirral Council's Equality Impact Assessment (EIA) toolkit has been updated to reflect the legal requirements under the Public Sector Equality Duty, which is part of the Equality Act 2010. As part of the Equality Duty 2010, which came into full force in April 2011, the Council has a legal requirement to give due regard to the impact of its policies and decisions on people who share protected characteristics (race, gender, disability, sexual orientation, age, religion / belief, gender re-assignment, marriage / civil partnership, pregnancy / maternity).
- The use of the electronic tendering portal has been firmly established across the authority and contracts are being advertised via this system.
- An Annual Performance and Financial report is produced following the end of the financial year.

### **3.19 Responsibility to staff**

- The Consultation and Negotiation Policy dealing with the role of unions; One Brief; the Staff Suggestion Scheme; and the One Council magazine; all aim to promote open communication processes.
- The Chief Executive has met with a number of staff via departmental visits.

### **3.20 Role of the Chief Financial Officer**

- The financial management arrangements in place comply with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010). The amended Wirral Code of Corporate Governance has been updated to reflect these arrangements and has been agreed by the Corporate Governance Committee and its adoption has been recommended to Council.

## **4. Review of Effectiveness**

### **4.1 Introduction**

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

### **4.2 Corporate Review**

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

### **4.3 Statutory Officer Responsibilities**

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

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

- 4.3.2 The Council has designated the Director of Law, HR and Asset Management as the Monitoring Officer. The Monitoring Officer has a duty to monitor and review the operation of the Constitution to ensure its aims and principles operate effectively and an annual report is submitted to Cabinet.
- 4.3.3 The Council has designated the Director of Finance as Chief Finance Officer in accordance with Section 151 of the Local Government Act 1972. The financial management of the Authority is conducted in accordance with the Financial Procedure Rules set out in the Constitution.
- 4.3.4 The Council continues to assess how its overall corporate governance responsibilities are discharged. In particular the Council has adopted the CIPFA/Solace Delivering Good Governance Framework, has developed a local Code of Corporate Governance and therefore is working towards the National Good Governance Standard.

#### **4.4 Audit and Risk Management Committee**

- 4.4.1 The Council has an Audit and Risk Management Committee, which oversees various financial matters, the terms of reference for which comply with latest CIPFA guidelines.
- 4.4.2 ARMC plays a fundamental role in underpinning the governance of the Authority. The Chief Internal Auditor (CIA) reports independently to ARMC, and, in addition to considering the CIA's Annual Report, the committee produces its own Annual Report demonstrating how it (the ARMC) has fulfilled its terms of reference and improved the Council's governance and control environments.

#### **4.5 Standards Committee**

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

#### **4.6 Internal Control**

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

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

## **4.7 Internal Audit**

- 4.7.1 The arrangements for the provision of internal audit are contained within the Financial Regulations included within the Constitution. The Director of Finance is responsible for ensuring that there is an adequate and effective system of internal audit of the accounting and other systems of internal control as required by the Accounts and Audit Regulations 2006 (amended 2011). The internal audit provision is managed by the Chief Internal Auditor and, as verified by the Audit Commission, operates in accordance with the CIPFA Code of Practice for Internal Audit in Local Government 2006.
- 4.7.2 From the work undertaken in 2011/12 the Chief Internal Auditor was able to provide 'reasonable assurance' on the key areas of risk management, corporate governance and financial control, subject to the timely implementation of a number of actions to address outstanding issues of a governance nature.

## **4.8 External Audit**

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

## **5. Significant Governance Issues**

### **5.1 Summary**

Internal Audit has concluded that, based on the work undertaken, and subject to the timely implementation of a number of actions to address outstanding issues of a governance nature, overall throughout the Council there are sound systems of internal control in place although non-compliance is an issue. However, improvements in the internal control environment can always be made and reports have been produced and discussed with Chief Officers and Members during the year that recommend appropriate actions to be taken within an agreed timescale to address weaknesses and improve systems of control in key areas.

The following areas are highlighted:

#### **5.1.1 Governance – Independent Report**

A report by AKA (the trading name of Anna Klonowski Associates Ltd.), entitled '*Wirral Borough Council's Corporate Governance Arrangements: Refresh and Renew*', was presented to Cabinet on 22 September 2011, and identified examples of Corporate Governance failures/weaknesses:

- a) Inadequate systems to manage performance and spot failures.
- b) Being unable to understand and implement fees and charges properly.

- c) Not being able to commission, manage and, where necessary, dismiss failing contractors and suppliers.
- d) Shortfalls in the way the Council evaluates the impact of its policies both prior to execution and in response to evidence about the impact.
- e) A reluctance to listen to and support Wirral Council staff when they have tried to raise and resolve issues on the Council's behalf.
- f) The reluctance of some staff to speak out because of the perceived impact this might have on them and/or their career at Wirral.

It was stated that failure to address the issues detailed in The Corporate Governance Report had led to:

- a) A Public Interest Report,
- b) Two reports under the Public Interest Disclosure Act (PIDA),
- c) A "red flag" raised by the Audit Commission in relation to Adult Social Services Data,
- d) A Care Quality Commission (CQC) Report relating to issues raised by the "red flag",
- e) Concerns raised by the Council's external auditors, and
- f) A number of issues raised by the Director of Finance in the Council's own corporate governance statements.

It should also be noted that a further Audit Commission report is anticipated to be issued in relation to the PIDA report on the Highways and Engineering Services Procurement Exercise (HESPE)

AKA recommended a number of actions. In response, a Corporate Governance Committee (with executive powers) was established, a team created and a comprehensive work programme, to address a range of priority areas of improvement in relation to corporate governance was developed. It was anticipated that this group would operate on a short term basis (it was decommissioned following its meeting on 8 February 2012) and would provide the appropriate building blocks for a wider Improvement Plan.

The Council is working in partnership with the Local Government Association (LGA) and has established an Improvement Board (without executive powers), chaired independently by the LGA to continue and progress its work (the Board first met on 3 February 2012 and is due to operate in the longer term – two years). The initial work programme was based around a number of 'Key Lines Of Enquiry' (KLOEs) as follows:

**KLOE: 1 - Alignment of Corporate Planning & Budget Process**

To develop and implement a process which delivers a legal budget to meet Council Objectives by March 2012.

**KLOE: 2 - Review Code of Corporate Governance**

- To develop and implement a Code of Corporate Governance which is fit for purpose – enforceable, enforced, communicated, understood and which underpins the workings of a modern organisation – by April 2012.
- Ensure issues raised in the Annual Governance Statement are addressed within this process.

- From April 2012 develop and implement a review process.

**KLOE: 3 - Review of relationship between devolved and centralised functions**

To identify and implement a model which defines roles, responsibilities and accountabilities of functions which are provided corporately and functions which are devolved. The revised model, aiming at consistency and flexibility, will be in place by April 2012.

**KLOE: 4 - Review of Internal Audit**

To provide a fit for purpose Internal Audit Service - both in terms of planned work and skills availability, to which management responds, thereby strengthening the corporate governance of the Council, and consequently enhancing service delivery.

**KLOE: 5 - Review of Policy**

To identify a model for a Council Policy Unit and take the necessary steps for implementation by April 2012.

**KLOE: 6 - Review of Committee Services**

- To implement transparent decision making based on appropriate information, in a timely manner.
- To provide the most appropriate committee services support to the democratic process of the Council.

**KLOE: 7 - Review of Performance**

- Develop, implement and embed an effective, measurable corporate performance management process and culture which integrates service and financial outcomes, is consistent with corporate objectives, and which enables responsible Members and officers to be held to account.
- Identify and implement an effective corporate performance management framework which enables responsible Members and officers to be held to account.

**KLOE: 8 - Review of Equalities**

To ensure that the Council meets best practice in respect of equalities and diversity legislation, in all areas of activities including policy development, service delivery, community needs and recruitment.

**KLOE: 9 - Fees & Charges**

- To implement a comprehensive schedule of fees and charges for all appropriate Council services commensurate with law, the Council's Constitution, accepted best practice and Council objectives.
- To review the schedule on an annual basis.

**KLOE: 10 - Member development and capacity**

To ensure that elected Members:

- Understand the roles and responsibilities of Members and officers
- Are equipped to undertake their roles and responsibilities effectively; this includes as individual portfolio holders and as collective executive authority.

There were four additional areas identified in the Comprehensive Work Programme and these are to be the subject of further work from April 2012: KLOE 11 – Review of committee reports over the last 3 months. This is dependent upon work being undertaken around KLOE 6 (Review of Committee Services) and KLOE 2 (Review and refresh the ‘Code of Corporate Governance’) in order that the review may use the information and frameworks developed.

KLOE 12 – Review of Performance (Departmental). This is dependent on the development of KLOE 7 (Review of Performance - Corporate) and the Corporate Plan.

KLOE 13 – Change Team/Programme. This is dependent upon work currently being undertaken in KLOE 1 (Alignment of corporate planning and budget making process), KLOE 7 (Review of Performance - Corporate) and the development of the Corporate Plan.

KLOE 14 – How does the Council learn from past experience? This KLOE is dependent upon developing a better understanding of the new requirement for Self Regulation encompasses Self Assessment, Peer Challenge and Peer Review and links with KLOE 7 (Review of Performance).

### **5.1.2 Job Evaluation**

The Council has partially completed the ‘Job Evaluation’ Review and the Council must ensure the review it is completed during the forthcoming financial year to fulfil the National Joint Council (NJC) Agreement and the local collective agreement agreed via ballot in July 2008. In 1997 the Single Status Agreement set out a framework, which included a National Joint Council (NJC) Job Evaluation scheme that would allow local authorities to ‘harmonise terms and conditions for manual workers and APT (Administrative, Professional and Technical) staff and develop a pay and grading structure that is fair, transparent and equal’.

### **5.1.3 Council Policies**

It is imperative the ownership of all the Council’s core policies (e.g. Conflicts of Interest and Gifts and Hospitality) are confirmed and documented so as to ensure transparency, accountability and ease of resolution regarding any queries. This should also help to ensure policies are kept up to date, remain fit for purpose and are disseminated accordingly.

### **5.1.4 I-procurement System**

The i-procurement system must be utilised and adherence to the Contract Procedure Rules ensured across the Council so as to assist in streamlining orders, securing the most economically advantageous contracts, whilst being undertaken in an open and transparent manner and reducing the possibility of legal challenge.

### **5.1.5 Council Constitution**

A clear timetable must be established, and adhered to, for reviewing and updating the Constitution, so as to ensure the document is kept relevant and up to date and thus provides the appropriate and necessary rules and guidance to officers and Members when required.

### **5.1.6 Performance Management System**

It will be essential that the replacement performance management system is utilised across the Authority for all corporate and service plan indicators and projects to enable objective assessment of the Council's performance at a corporate level.

### **5.1.7 Information Management**

Information assurance and information governance must continue to be strengthened across the Authority, ensuring that roles and responsibilities are clearly understood and performed consistently.

### **5.1.8 Risk Management Responsibilities**

Clearly defined responsibilities for risk management at departmental level must be established, with ongoing assessment and monitoring co-ordinated through the Risk And Insurance Team.

### **5.1.9 Benchmarking**

The use of benchmarking across Council services with peer groups should be undertaken - it is anticipated this will form part of the wider 'Review of Performance' (KLOE: 7).

### **5.1.10 Partnership Register**

The Partnership Register requires updating to ensure it is relevant and fit for purpose, and must be reviewed on a continuous basis, with the effectiveness of the Partnership Framework and Toolkit appraised.

### **5.1.11 Whistleblowing Policy**

The Whistleblowing Policy and the Grievance Policy should be subject to continuous review and communication across the Council and relevant partners.

### **5.1.12 Suspensions Details**

Suspensions details should be incorporated within the proposed Employee Relations report every quarter, including timescales and current position.

### **5.1.13 Member/Officer Training**

Policies and procedures for member and officer training and development must be prioritised ensuring needs assessments are undertaken and addressed where appropriate, thus helping to enhance the challenge and scrutiny functions.

## **6. Conclusion**

We have considered assurance from a range of sources including the work of Audit and Risk Management Committee, Internal Audit and external agencies. Significant issues of Governance were reported during the year by an independent review, outlined above.

We propose over the coming year to take all necessary steps to ensure that all of the above matters are addressed as appropriate to strengthen our governance arrangements. A significant step is the creation of an Improvement Board in partnership with the LGA. Many improvement actions represent work already in progress. We are satisfied that these steps will address the need for improvements which were identified and will monitor their implementation.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Chief Executive

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Leader of the Council

### Action Points

**Action Points:**

Date action agreed	Action	Action owner	Update or completion
27.4.12	In attendance: Joyce Redfearn ( Chair) Cllr Jeff Green, Cllr Tom Harney, Cllr Phil Davies, Gill Taylor, Mike Thomas, Graham Burgess, Liz McCue, Cllr Glen Sanderson, Cllr Paul Rowen, Cllr Steve Houghton, Ian Coleman, Michael Frater, Bill Norman, David Taylor-Smith, Anna Klonowski		
	<p>Action Tracker- all actions from the previous meeting are already on this agenda. Show them as 'completed' ( 'greyed out') in action tracker and review any outstanding items from previous meetings</p> <p>Only action outstanding is resolution of issue of whether Deputy Leader should be standing member of the Steering Group- agreed to defer until more time to consider.</p>	<p>Gillian Connolly</p> <p>Joyce Redfearn</p>	
	<p>Agenda item 2. HESPE report.</p> <p>Mike Thomas explained that this was not ready to publish as further comments had been requested from parties involved and he now hopes to publish this before the end of May.</p> <p>Bring forward item to next meeting.</p>	Mike Thomas/Gillian Connolly	
	<p>Agenda item 3 Member Development.</p> <p>The Board commended work undertaken by Wirral's Member Steering Group and noted more work to be carried out between it and a sub group of the Improvement Board to enhance it further. This to include considering 'mandatory' aspects of training linked to continuous personal development of Members (including for Portfolio holders and other lead Members) and other ways of learning eg site visits. mentoring and buddying.</p> <p>Bring back further report to the next meeting to include delivery plan.</p>	<p>Tom Harney/Liz McCue</p> <p>Gillian Connolly</p>	
	<p>Item 4 Corporate Peer Challenge</p> <p>The date for the Peer Challenge is now week commencing <b>9 July</b>.</p> <p>A further report on the detail of this to be brought to the next meeting including the internal and external communications plan to ensure this is shown as a positive opportunity for the authority.</p>	Ian Coleman/Michael Frater	

	The Director of Adult Services to be invited to present a report to the next meeting outlining the plans for the Peer Review and Peer Challenge for Adults Services which is programmed for June.	Gillian Connolly	
	Agenda Item 5 Code of Corporate Governance The Board noted the report and commented it contained little information on implementation. A more substantial report to be brought to the next meeting following help from colleagues at Blackburn with Darwen council.	Bill Norman  Gillian Connolly	
	Agenda Item 6 Forward Plan Add as a routine item to all future Board agendas. Wirral to improve this and ensure it develops into a valuable working document. This work needs to consider what good looks like from other authorities, who is consulted and how the plan is to be used in practice to assist Members and the public.	Bill Norman/Gillian C	
	Agenda Item 7 Local Democracy Working Party The all party agreement to take a further year to consider in detail the most appropriate democratic structures for Wirral was welcomed by the Board and the LGA's offer of assistance to support the Working Party was reiterated. Bill Norman to ensure this offer is communicated to the Working Group. The Board to receive regular updates on progress.	Bill Norman	
	Agenda Item 8 Improvement Planning Michael Frater shared his initial perceptions of Wirral's corporate governance and culture focusing on leadership and on rebuilding trust and confidence and a constructive discussion took place. MF to bring back a report to the Board following the work of the Executive Team on drafting a strategic vision for improvement for discussion with Members.	Michael Frater	
	Agenda Item 9 Reports referred from Wirral The Board endorsed the Annual Governance Statement. Agreed to bring a report to the next meeting on options for using the £250k fund for corporate governance agreed in the budget.	Ian Coleman/ Michael Frater	
	Agenda Item 10 Key Communication Messages. These were agreed as: <ul style="list-style-type: none"> <li>• Member Development</li> <li>• Corporate Peer Challenge</li> <li>• Forward Plan</li> <li>• Democratic arrangements</li> <li>• Improvement Planning</li> </ul>	Gill Taylor and Group Leaders	
	Agenda Item 11 Additional Agenda Items for the Next Meeting. <ul style="list-style-type: none"> <li>• HESPE</li> <li>• Corporate Peer Challenge</li> </ul>	Gillian Connolly/ Ian Coleman	

	<ul style="list-style-type: none"> <li>• Adults Peer Review and Peer Challenge</li> <li>• Review of outstanding Action Tracker items</li> <li>• Update from Member Development Steering Group</li> <li>• Code of Corporate Governance Implementation</li> <li>• Improvement Planning update including use of dedicated resource</li> </ul>		
	<p>Agenda Item 12 Date of Next Meeting  Improvement Board Meeting <b>25 May Cancelled</b>  Next Meeting <b>15 June</b>  Note new time for Board meetings is <b>10.30 to 12.30</b></p>	Ian Coleman	

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## **Wirral Improvement Board 27 April 2012**

### **Key Communication Messages**

#### **1. Member Development**

The Improvement Board welcomed the work of the Member Training Steering Group in developing plans for Member Training and linking these to the five agreed priorities for the Improvement Board. It acknowledged that training and development of Members is a key issue at the heart of improvement planning in Wirral. The Board agreed a small sub group to work with the Steering Group and develop the proposals further. This work will in particular consider other ways in which Members can learn eg through site visits to other councils and through mentoring and buddying in addition to formal training sessions. Consideration will also be given to developing an accreditation programme for Member Training to demonstrate this is high quality. It will also consider using Members from other councils ( including the LGA Member Peers) to deliver sessions as well as identifying core issues on which Members would be required to complete training especially if they have leading roles ( eg Safeguarding). A further, detailed report will be brought back to the next meeting.

#### **2. Corporate Peer Challenge**

Wirral has commissioned a Corporate Peer Challenge from the LGA and this is due to take place week commencing 9 July. This is a really positive opportunity for the authority to obtain 'critical friend' feedback from senior colleagues ( Members and officers) from the local government family and help shape the key priorities for the council's improvement journey over the next two year period. It is not an inspection and has a very different ethos and approach and this is something the authority has decided to commission rather than it being imposed. The report of the peer challenge will be published by the authority so it is transparent. The Peer Challenge team will be engaging widely with Members and groups of officers across the council as well as with key partner organisations.

#### **3. Forward Plan**

All councils have to have a Forward Plan which is published to show everyone which key decisions are coming up over the coming months so that anyone interested can plan ahead and ensure they can get the information they need. Wirral's Forward Plan is going to be improved and developed so it becomes a useful document for Members, staff and the public alike. The Forward Plan will in future routinely be considered by the Improvement Board.

#### **4. Changing Wirral's Governance Arrangements**

Wirral is considering changing its governance arrangements and has an all party Member Democracy Working Party overseeing this work on options. The Working Party has agreed to work with the Improvement Board over the

coming year to look at works well in other local authorities and to ensure that any future proposals are fully thought through and represent best practice in governance.

## **5. Improvement Planning**

The Board welcomed Michael Frater as senior interim support to the Acting Chief Executive who is bringing additional expertise and capacity to support improvement. Michael outlined the work programme for the next few weeks where he will be speaking to all elected Members and engaging with groups of staff to ensure he captures accurately the perceptions of those involved with Wirral council across the board. The Executive Team has also held an away day and is working up proposals for an improvement strategy to improve culture and ways of working. The three Group Leaders are all committed to this and will be working together with the officers over the coming months to refine this approach further.

## WIRRAL COUNCIL

### CABINET

21 JUNE 2012

<b>SUBJECT:</b>	<b>Corporate Governance KLOE 6 – Committee Services (Proposals for Improvement)</b>
<b>WARD/S AFFECTED:</b>	<b>All</b>
<b>CABINET PORTFOLIO:</b>	<b>Councillor Ann McLachlan Governance and Improvement</b>
<b>REPORT OF:</b>	<b>Director of Law, HR and Asset Management</b>

#### 1.0 EXECUTIVE SUMMARY

- 1.1 This report provides details of the work undertaken by KLOE 6 and its conclusions and proposals for improvement as part of the governance work programme agreed by Cabinet on 16<sup>th</sup> November 2011.
- 1.2 A number of the proposals and initiatives outlined/proposed are linked and must be considered as a whole. The objectives are KLOE 6 impact upon a number of working arrangements/methods. Accordingly, there is no one specific initiative or proposal that achieves a KLOE 6 objective.
- 1.3 The proposals and initiatives detailed within this report were developed by a cross-party working group supported by Officers from Legal & Member Services. The Members of the KLOE 6 Working Group were (at the material time):

Councillor Ann McLaughlin (Chairperson)  
Councillor George Davies  
Councillor Dave Mitchell  
Councillor Steve Williams

Councillor Brian Kenny  
Councillor Tom Harney  
Councillor Ian Lewis

- 1.4 This report was considered by the Improvement Board 30 March 2012.

#### 2.0 BACKGROUND AND KEY ISSUES

- 2.1 The Director of Law, HR and Asset Management was appointed as the project manager to undertake the review of committee services and a project team was established in November 2011.
- 2.2 As part of this review, a KLOE 6 cross party working group was established to consider, explore and develop proposals to meet the objectives of KLOE 6.
- 2.3 The objectives of the KLOE 6 review into committee services focused specifically upon the need to:

- i. Implement transparent decision making based on appropriate information, in a timely manner; and
- ii. Provide the most appropriate committee services support to the democratic process of the Council.

2.4 The remit of KLOE 6 included:

- i. Competence of committee reports placed before Members for consideration;
- ii. Delegation to Members and Officers; and
- iii. Appraisal of the forward planning process.

2.5 KLOE 6 was not required to consider the Council's democratic structure as that is being considered by the Council's Democracy Working Group. However, it was acknowledged that KLOE 6 could provide observations to the Democracy Working Group as it deemed appropriate.

## **2.0 The Review**

2.1 Members of the KLOE 6 Working Group recognised that for the Council to achieve transparent decision making based on appropriate information, in a timely manner, and provide the most appropriate committee services support to the democratic process of the Council, a number of improvements and measures would be required.

2.2 There are many variables and factors that impact upon and influence the objectives of KLOE 6. As such, it is recognised that it is only through the introduction of a series of specific improvements and measures can the objectives of KLOE 6 be achieved.

2.3 During the review it became quickly apparent that to achieve the objectives there were a number of underlying issues that needed to be considered and addressed. It also became clear that not all the changes that were required to achieve the objectives could be evaluated and implemented within the limited timescale afforded. The key issues identified requiring consideration were:

- i. Improving the information provided to members (and the public);
- ii. Utilising modern technology in disseminating information to members;
- iii. Ensuring greater involvement by Committee Chairpersons in the running of their respective Committees;
- iv. A need to instil greater confidence in Cabinet Members when making decisions under delegation by encouraging a more open and transparent approach;
- v. The need to ensure more effective use of Officer delegations by promoting greater use and accountability.
- vi. Improving decision making by Cabinet and Committees through the use of ICT and a more focused approach.

## 2.4 KLOE 6 Objective: Transparent Decision Making

2.5 The KLOE 6 Working Group identified the following six critical factors that it considered determined whether a decision made by a Council Committee was transparent, informed and effective:

- (1) Quality;
- (2) Explanation;
- (3) Presentation;
- (4) Distribution;
- (5) Time; and
- (6) Opportunity.

2.6 Transparent, informed and effective decision making requires the information upon which decisions are made to be:

‘...of high quality; properly and fully explained; presented in an appropriate and ‘user friendly’ manner; distributed effectively and efficiently; provided in good time; and properly considered and debated.

2.7 Exploration of the above key issues and critical factors led the review to specifically focus upon the following:

### i. **Committee reports**

Consideration was given to the current committee report layout, structure, level and quality of content, the manner in which information was provided, and volume.

The Committee report layout was revised to include:

- a new section that requires details of previous actions to be provided (see paragraph iv. below);
- Environmental implications to be confirmed along with Carbon Reduction Implications;
- Identification of relevant Council Strategies and Policies within the report;
- Briefing Notes History (see below); and
- Hyperlinks to all key documents referred to in the report (not just EIAs);

The above changes are considered necessary to improve the information provided to Members (and the public) and help them better appreciate and understand the matters and issues raised within the report.

As part of the changes proposed by the KLOE 6 Working Group, Members will not receive hardcopies of full Committee Reports. Instead Members will receive a hardcopy of Summary Reports (see below). The rationale behind this change is explained below.

The revised Committee Report template is set out at Appendix 1 (which includes the revised EIA issued in May 2012 for use in Committee Reports).

## Summary Reports

There was consensus amongst Members of the KLOE 6 Working Group that the volume of Committee reports distributed to all Members was excessive; and that a more efficient and cost effective solution was required.

The review led the KLOE 6 Working Group to recommend the introduction of a Summary Report.

The Summary Report Template will not exceed more than two A4 pages and its purpose is to provide Members with an overview of all salient issues and matters contained within a full Committee Report. The Summary Report will include a hyperlink to the full Committee Report and hyperlinks to relevant documents referred to throughout the Report (such as EIA, Strategies, policies etc).

The Summary Report template is set out at Appendix 2.

Hardcopies of Summary Reports will be provided with every Committee Agenda instead of full Committee Reports. Members will be required to access the full Committee Reports electronically. In the event of an ICT failure, hardcopies of the full Committee Reports will be provided to Members as necessary.

It is envisaged that Members will bring Summary Reports to Committee meetings, having read the full report (together with all appendices and other relevant documents) using the ICT facilities provided to them. Members will of course be able to print off any specific reports (or any part thereof) that they require for a Committee meeting. At Committee meetings, the projector will be used to follow reports and highlight any specific paragraphs referred to within the full Committee Report (or any relevant appendix or other document).

## Briefing Notes

The review also highlighted the common practice of Committee Reports simply being used as a vehicle to provide updates and general information to a Committee (albeit in relation to relevant and legitimate matters). The Committee in such cases is often simply invited to "Note the contents of the Report". A Committee Agenda can often include several Committee Reports 'for noting'. The KLOE 6 Working Group considered that this practice was not the most effective method of providing updates or general information to members, particularly when many reports rehearsed the same background information contained in previous reports. Such reports therefore contained a significant amount of duplication leading to unnecessarily lengthy reports.

As alternative to this practice, a Briefing Note would be used that would be distributed to all members electronically. The Briefing Note will not exceed one A4 page and would include details of its purpose, a summary of the matter/issues and key documents and future reporting plans. The intention is to provide a more focused and targeted communication that achieves the

same outcome as the current reports that are provided to Committees 'for noting'.

The Briefing Note template is set out at Appendix 3.

To ensure that a clear audit trail exists, the new Committee Report template has been amended to include details of all Briefing Notes (access to which will be by hyperlink). This enables Briefing Notes to be referred to at Committee meetings if required.

Importantly, this change will help reduce the number of items appearing on Committee Agendas (particularly for Cabinet) and facilitate more focused and effective debates at Committee meetings.

Guidance and Training: New guidance will be provided to report authors on the new arrangements and assistance with regards the level of information and detail that needs to be included within reports. Specific training will be provided to report authors and key administrative support staff on the Mod.Gov System.

## ii. **Preparation of Committee Reports**

Pivotal to the Council's administration of Committees is use of the Modern.Gov system. This is an electronic committee management system designed specifically for local authorities. The Council uses many of its functions effectively and is the vehicle used to distribute Committee Agendas, Reports and related information to Members and the public.

A preliminary review of the Modern.Gov System has been undertaken and it is recommended that all Committee Reports should be generated within the Modern.Gov System. This enables the timely production of Committee Reports and ensures that all requisite Access to Information Rules are satisfied. This change will also impose an important discipline upon both Members and Officers to ensure that issues and matters are discussed in sufficient time to allow reports to be generated and published within the relevant timescales. This approach will also avoid the need for 'Supplemental Agendas' which are not considered consistent with effective decision making.

In addition to this, a new report guidance to report authors will be prepared that provides helpful assistance in relation to the nature, detail and extent of information that should be included. One specific obligation that will be included in the guidance will be for Chief Officers to critically appraise reports to ensure that they are clear and concise, comprehensive and focused.

A protocol has been devised which outlines how the Committee Reports should be prepared and is set out at Appendix 4.

### **iii. Cabinet/Committee Agendas**

An assessment was undertaken with regards to the approach adopted in generating/compiling Cabinet/Committee Agendas, the role of the Committee chairperson in that process and the distribution of agendas.

The review revealed that there was a patchy approach to how Committee Agendas were compiled and approved. One significant issue raised in the AKA Report related to the number of items appearing on Cabinet Agendas and whether it was good practice for the Cabinet (and other Committees) to endeavour to consider, digest, debate and decide matters where the Agenda contains many items for debate that were often complex, significant and/or voluminous.

The KLOE 6 Working Group concluded that the Chairperson must play a more pro-active role in determining and approving his/her Committee Agendas. To assist in achieving this outcome, a 'Setting Cabinet/Committee Agendas Protocol' has been devised which it is hoped will prompt Chairpersons to critically appraise the inclusion of items on a Committee Agenda and consider alternatives options.

The protocol is intended to assist the Chairperson focus specifically on the purpose and business of his/her Committee and scrutinise whether the item in question warrants the Committee's time and attention. It is not intended to undermine a particular issue but rather encourage Chairpersons and Chief Officers to recognise the need to ensure that the Committee's time is utilised fully and address those factors which could lead to ineffective decision making.

This aspect of the review also led the KLOE 6 Working Group to consider the duration of Committee meetings. It was acknowledged that lengthy Committee Meetings were not consistent with good practice and effective decision making. Accordingly, it is recommended that Chairpersons should endeavour to manage the duration of Committee Meetings to no more than two (2) hours (unless there is good reason to extend this time). This change will ensure Committee Agendas are focused and include necessary items and importantly allow for improved debates and decision making.

The KLOE 6 Working Group also considered whether certain Council meetings should be scheduled at a different time, namely during the working day rather than evening. It was recognised that certain Council meetings, such as Council, often continued until late into the evening. In order to enable Council more time to discuss significant issues (such as setting the Council's Budget), consideration was given to meetings of Council being held during the day. This suggestion was referred to the Democracy Working Group for consideration.

The Setting Cabinet/Committee Agendas Protocol is set out at Appendix 5.

#### **iv. Use of Delegated Powers by Members/Officers**

The use of delegated powers by Cabinet Portfolio Members was reviewed and consideration given to how such powers could be used more effectively.

(It is of course recognise that such delegations will not be in issue should the Council decide to change its governance arrangements).

The review highlighted that whilst delegated powers were available to Cabinet Members, many powers were either not exercised at all, or if they were, they were infrequently used. Officer delegations were used more widely; however a review was required to ensure that Officer delegations were relevant and accountability embedded. Whilst the review of these delegated powers was not within the remit of KLOE 6, in the context of reducing the number of items on Cabinet Agendas, the need to encourage Cabinet Members and Officers to use such powers was considered important.

One material factor that was identified as having a significant impact upon whether Cabinet Member delegated powers were used was the perceived concern of adverse representations being made by Ward Councillors, who often found out about such decisions after they were made. Whilst the nature of the adverse comments may not have changed the decision itself, the level of disquiet expressed was often due to the lack of engagement.

Accordingly, it is recommended that to improve engagement and confidence, a Cabinet Portfolio (when contemplating making a decision that relates to a specific Ward or Wards (but not the whole Borough)) should consult all members in the relevant Ward/s before making that decision.

The Cabinet member will determine which Ward/s are relevant in terms of those members to be consulted and how that consultation should take place.

To assist Cabinet members further, a protocol would be developed, which is agreed by all three Group Leaders, so that there is both clarity and transparency around when and how Cabinet Member would use their respective delegated powers. (This protocol will be developed depending on the decision of Council with regards its future governance arrangements).

The Scheme of Delegation of Functions to Cabinet Members has been amended to reflect this change and is set out at Appendix 6.

With regards Officer delegations, it was not possible to undertake a review of these delegations and therefore has been included in the Further Improvements Action Plan at Appendix 10.

#### **v. Monitoring Arrangements of Committee Actions/Recommendations**

An assessment was undertaken with regards the current monitoring arrangements and the measures needed to ensure that more robust procedures and practices were adopted to enable the effective monitoring of committee actions/recommendations.

Whilst improvements have been made to the monitoring of Cabinet/Committee actions and recommendations, the review highlighted the need for more robust arrangements to be adopted.

It was recognised that it is in fact *both* Members and Officers who have an obligation to ensure that Cabinet/Committee actions and recommendations are undertaken in a timely manner. To help ensure such actions and recommendations are not overlooked and potential exposure to unnecessary risk and challenge mitigated, a 'Cabinet/Committee Actions – Monitoring Arrangements' Protocol has been devised.

Under the protocol the Committee Report template is to be amended to enable details of any outstanding actions to be disclosed and an explanation provided as to why those actions have not been undertaken. The Summary Report template also requires this detail to be provided.

It is envisaged that disclosure of outstanding actions within Committee Reports (and Summary reports) will provide the opportunity for Members to effectively scrutinise the explanation and reasons given for why an action has not been undertaken.

With regards the arrangements for Officers, the Modern.Gov System provides for actions to be logged, communicated and monitored by exception. Although this facility is being used, it needs to be refined (with some input required by the software manufacturer to maximise its use) and be applied more consistently. It is therefore recommended that the facility is fully utilised by Chief Officers who must monitor actions within their respective directorates. In addition, the Chief Executive will regularly review all actions by exception and take action, as considered necessary, to address any non-compliances/inaction. The input required by the software provider is not expected to exceed £7,000. Training would be required for key officers, who would become 'super-users'. The objective is to ensure there are at least two officers within each directorate who are 'super-users'. Those officers will then be capable of training other staff members and deal with any queries other users may have. The costs of training are not expected to exceed £3,000.

The Cabinet/Committee Actions – Monitoring Arrangements Protocol is set out at Appendix 7.

**vi. Members' ICT**

A preliminary analysis was undertaken with regards both the Council's ICT infrastructure and ICT provision to Members. Particular consideration was given to future ICT projects and how ICT could be utilised more effectively to achieve the objectives of KLOE 6.

The review highlighted the need to ensure that the ICT facilities provided to Members and aligned to agreed ICT needs. For the avoidance of doubt, training would be provided to meet identified Member training needs. Such

training is anticipated to be delivered in-house; however, this would be subject to the needs identified and the level of support required.

It is fundamental that Members' ICT needs are identified and met so that ALL Members feel confident in engaging with and using ICT. The use and integration of ICT in committee administration, communication and decision making in Members' work and role is considered a critical pre-requisite to the necessary improvements required to achieve the objective of KLOE 6.

The Council will shortly be embarking upon a tender exercise to renew Members' ICT. The KLOE 6 Working Group strongly recommends that the Members' ICT Panel be convened as soon as possible so that Members ICT needs can be properly assessed and defined.

The review further revealed a desire amongst the KLOE 6 Working Members for greater use of both ICT generally and the integration of recent developments in modern technology (such as iPads and the like) to assist Members in their role. One particular area of interest was the use of laptops or iPads (or their equivalent) to access reports and information at Committee meetings. Such use would dispense with the need for any hardcopy reports/information and would enable considerable information (including previous reports and library information) to be more readily available to Members during Committee debates thereby improving decision making.

The KLOE 6 Working Group recognised that the introduction of innovative ICT solutions was dependent upon not just cost, but the Council's ICT infrastructure. It is therefore recommended that a review also be undertaken to ascertain the current state of the Council's ICT infrastructure and what improvements are needed to enable more effective and innovative ICT options to be developed.

Given the limited time available, it was not possible for the requisite reviews and assessments mentioned above to be undertaken. Accordingly, these actions have been included within the 'Further Improvements' Action Plan (see below).

#### **vii. Number of Committee Meetings**

A statistical analysis and benchmarking exercise was undertaken with regards to the number of Council committee meetings held and an investigation carried out to gauge an understanding as to the reasons for significant fluctuations in the number of committee meetings held.

A benchmarking exercise was undertaken with neighbouring local authorities.

Details of the benchmarking exercise are set out at Appendix 8.

The results showed that Wirral Council, over the last Municipal Year, held the highest number of Committee meetings and considered the most number of reports. Wirral Council had considerably greater number of reports being considered by its Cabinet, Audit & Risk Management Committee and

Licensing Act 2003 Committee (including Licensing Sub). The total duration of Wirral Council's meetings were also much greater – in fact twice as much as the closest neighbouring Council.

It is anticipated that the measures and initiatives mentioned above will reduce both the number of reports considered by Committees and reduce the duration of Committees. However, with regards the Licensing Act 2003 Committee, it was recognised that in order to properly consider what improvements can be made, a more detailed analysis was required. This analysis could not be undertaken in the limited timescale, however has been included within the 'Further Improvements' Action Plan (see below).

To ensure good practice is adopted and the Council is able to effectively monitor the performance of its committee services, it is recommended that the Council joins the Cipfa Committee Services Benchmarking Club. The annual cost of the subscription is £650.00.

#### **viii. Training**

Consideration was given to requisite training needs for Members in relation to the recommendations of the KLOE 6 Working Group.

It is recognised that in order to assist Members implement and embrace the above recommendations, specific training will be required. Accordingly, training needs have been identified which should be considered by the Council's Members' Training Steering Group (subject to approval of the above recommendations).

The identified Training Needs Schedule has been set out at Appendix 9.

#### **ix. Further Improvements**

Given the timetable within which this project is required to be completed, it was recognised that a number of key recommendations would require more time and resource to complete. These recommendations need to be progressed following the conclusion of this project.

One critical area that requires improvement, which will also be impacted by the recommendations proposed, is the level of resources required by Legal and Member Services to deliver the services demanded and meet the needs of the Council. The resources available are under pressure and need to be enhanced. In order for this to be achieved, a full review of the service is required. However, decisions in relation to the recommendations contained within this report will impact upon the level of resources required and so decisions concerning the recommendations outlined in this report should be made as soon as possible. Furthermore, the work of the Democracy Working Group could also have a significant impact upon resources. It was therefore considered prudent to undertake a full review once all changes had been identified and their impact understood.

The Improvement Plan identified the following actions that need to be progressed as soon as possible:

- Review of Members' ICT Needs
- Review of Council's ICT Infrastructure
- Request for Members Training Steering Group (MTSG) to develop an ICT training programme for members
- Explore use of iPads (or similar) with Mod.Gov
- Review resources within Legal and Member Services to enable Corporate Governance needs to be met.

The Further Improvement Plan is set out at Appendix 10.

### **3.0 RELEVANT RISKS**

3.1 The relevant risks have been outlined within the report

### **4.0 OTHER OPTIONS CONSIDERED**

4.1 No other options have been considered save for those outlined within the report.

### **5.0 CONSULTATION**

5.1 The KLOE 6 Working Group is a cross-party working group which serves as a consultative forum for the purposes of KLOE 6.

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

6.1 There are no such implications arising.

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

7.1 The resource and financial implications are detailed within the report. Further analysis will need to be undertaken if certain actions are progressed.

### **8.0 LEGAL IMPLICATIONS**

8.1 The Council is under an obligation to ensure all decision making is effective so as to avoid potential challenge. The Council's decision making must stand up to legal scrutiny and be reasonable and proportionate. The recommendation set out within the report improve the Council's Corporate Governance arrangements and decision making arrangements

### **9.0 EQUALITIES IMPLICATIONS**

9.1 No because there is no relevance to equality.

### **10.0 CARBON REDUCTION IMPLICATIONS**

10.1 There are no such obligation arising.

### **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

11.1 There are no such obligation arising.

## 12.0 RECOMMENDATION/S

### 12.1 That Cabinet:

- i. Approves the proposals and action plan detailed within this report and the appendices; and
- ii. Agrees that the Director of Law, HR and Asset Management, in consultation with the three Group Leaders (or their nominees) and/or relevant Officers (as necessary), undertakes all necessary steps to ensure the prompt and effective delivery and implementation of the proposals and actions (subject to any minor amendments as considered necessary) referred to this report and the appendices.

## 13.0 REASON/S FOR RECOMMENDATION/S

13.1 The recommendations will improve the Council Corporate Governance arrangements and enable other important initiatives to be developed and implemented; and enable continuous development.

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## APPENDICES

<b>Appendix 1</b>	<b>Summary of Proposal &amp; Initiatives</b>
<b>Appendix 2</b>	<b>Revised Committee report template</b>
<b>Appendix 3</b>	<b>Proposed Summary Report Template</b>
<b>Appendix 4</b>	<b>Proposed Briefing Note Template</b>
<b>Appendix 5</b>	<b>Protocol for the generation and distribution of Agendas</b>
<b>Appendix 6</b>	<b>Protocol for Setting Agendas</b>
<b>Appendix 7</b>	<b>Proposed Amended Scheme of Delegation to Cabinet Members</b>
<b>Appendix 8</b>	<b>Monitoring Arrangements of Committee Actions</b>
<b>Appendix 9</b>	<b>Benchmarking Data – Committee Meetings</b>
<b>Appendix 10</b>	<b>Benchmarking Data – Printing costs of Committee Agendas</b>
<b>Appendix 11</b>	<b>Identified Training Needs</b>
<b>Appendix 12</b>	<b>Further Improvements Action Plan</b>

## REFERENCE MATERIAL

Cipfa benchmarking information  
Cipfa guidance  
Mod.Gov guidance

## SUBJECT HISTORY (last 3 years)

<b>Council Meeting</b>	<b>Date</b>
<b>Improvement Board</b>	<b>30 March 2012</b>

Key Line of Enquiry	Objective	Action taken	Output
<p><b>KLOE 6:</b> Review of Committee Services</p>	<p><i>1. To improve the manner in which information is disseminated; help members and the public better understand the information within reports; and reduce the need for large hardcopy agendas.</i></p>	<p>Reviewed and revised current report template.</p> <p>Reviewed the distribution lists of hardcopy agendas.</p> <p>Consider statistical data re: committee meetings and items on agendas.</p>	<p>1. New Report Template</p> <p>2. New Summary Report Template.</p> <p>3. New Briefing Note Template.</p>
	<p><i>2. To encourage the greater use of delegated powers by members, increase member confidence in using delegated powers; and reduce the number of items on Committee (particularly Cabinet) Agendas.</i></p>	<p>Reviewed briefly the Council's Scheme of Delegations to Members.</p> <p>Identified possible underlying reason for lack of use of delegations by Cabinet Members.</p>	<p>Inclusion of additional provisions that encourage consultation with Ward and other relevant members before decisions are made.</p>
	<p><i>3. To encourage greater review and control by Committee Chairs in order to reduce the number of items on Committee (particularly Cabinet) Agendas.</i></p>	<p>Reviewed agenda setting arrangements for all Committees.</p>	<p>Established new protocol for Generating and Distributing Agendas.</p>
	<p><i>4. To ensure Committee decisions are implemented in a timely manner and that appropriate safeguards are in place to avoid actions being missed thereby mitigating the risks and exposure of liability to the Council.</i></p>	<p>Considered current arrangements for implementing and monitoring committee actions.</p> <p>Identified need for consistent approach and need for pro-active monitoring by both Members and Chief Officers</p>	<p>Established clear processes and procedures to monitor the timely implementation of Committee approved actions.</p>
	<p><i>5. To assist with ensuring the performance of the Committee Services team can be monitored and areas of good practice and weakness identified promptly and any necessary action for improvement agreed and implemented</i></p>	<p>Considered how the Council kept itself informed of good practice and new initiatives to ensure continuous improvement.</p>	<p>Council to join the CIPFA Committee Services Benchmarking Club.</p>

	<p>6. <i>To improve efficiencies, reduce the need for licensing committee meetings, streamline the manner in which licensing committee meetings are conducted. (Wirral Council has a disproportionately high number of Licensing Act 2003 Committee meetings which also take considerably longer to conclude thereby expended considerable Member and Officer time).</i></p>	<p>Reviewed briefly the process for administering Licensing Act 2003 applications.</p> <p>The main reason for the number of committee meeting increasing over the last 10 years is primarily due to the number of Licensing 2003 Committee meetings (including sub-committees).</p> <p>Greater use of delegated powers and a more streamlined approach to the committee process was considered necessary.</p>	<p>A detailed review be undertaken of the Licensing Act 2003 practices and procedures.</p> <p>This will take longer than the time available to KLOE 6 and therefore is a further action in the Further Improvements Plan.</p>
	<p>7. <i>To identify improvements that are recognised to require a longer lead in time.</i></p>	<p>Identified areas of improvement that are necessary to achieve all the objectives of KLOE 6.</p> <p>Identified further actions required which are necessary but could be achieved within the limited timescale available to KLOE 6 working group.</p> <p>Further action includes:</p> <ul style="list-style-type: none"> <li>Review of members ICT</li> <li>Review of Council's ICT Infrastructure</li> <li>Exploration of the use of iPads etc</li> <li>Develop a Members ICT programme</li> <li>Review resources within Legal &amp; Member Services</li> <li>Review the administration of Licensing Act 2003 applications.</li> </ul>	<p>A framework and timetable for further improvements to Legal and Member Services including IT development and use</p>

**WIRRAL COUNCIL**

**APPENDIX 2**

**(NAME OF MEETING)**

**(DATE OF MEETING)**

*(Note: Please delete all prompts (in red italics) from the final report)*

<b>SUBJECT:</b>	<i>(TITLE OF REPORT)</i>
<b>WARD/S AFFECTED:</b>	<i>(LIST, BUT IF ALL PUT 'ALL')</i>
<b>REPORT OF:</b>	<i>(RELEVANT DIRECTOR)</i>
<i>Complete in respect of Cabinet Reports only. Delete this entire row if the report is not for Cabinet</i> <b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<i>(RELEVANT CABINET MEMBER)</i>
<b>KEY DECISION?</b> <i>(Defined in paragraph 13.3 of Article 13 'Decision Making' in the Council's Constitution.)</i>	<b>YES/NO</b> <i>(delete as applicable)</i>

**1.0 EXECUTIVE SUMMARY**

- 1.1 *(What is the purpose of this report?)  
(Will it promote the Council's Corporate Priorities?)  
(Will it save money?)  
(Is it a statutory duty?)  
(Identify relevant Council Strategy and/or Policy) (Include hyperlinks to relevant Council Strategies/Policies – you must include full link i.e. "http://www. ...")*
- 1.2 *(If a report (or an appendix) contains Exempt Information, set out the relevant paragraph/s of Schedule 12A of the Local Government Act 1972. State the reason/s why it is in the public interest to exclude the press and public.)*

**2.0 BACKGROUND AND KEY ISSUES**

2.1

*(Include hyperlinks to key documents i.e. Risk Assessment/Registers, etc as relevant – you must include full link i.e. "http://www. ...")*

**3.0 RELEVANT RISKS**

3.1

**4.0 OTHER OPTIONS CONSIDERED**

4.1

**5.0 CONSULTATION**

- 5.1 *(Describe consultation undertaken, or proposed and any implications for partner organisations.)*

**6.0 OUTSTANDING PREVIOUSLY APPROVED ACTIONS**

6.1 *(Detail all outstanding actions previously approved by this Committee that have not been implemented (including any partially implemented). Provide an explanation/reasons for why the actions have not been implemented (or why only partially)).*

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

7.1 *(Are there opportunities to involve voluntary, community and faith organisations? Is this report COMPACT compliant?)*

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

8.1

**9.0 LEGAL IMPLICATIONS**

9.1

**10.0 EQUALITIES IMPLICATIONS**

10.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

(a) Yes and impact review is attached.

(b) No because there is no relevance to equality.

(c) No because of another reason which is

-----  
-----  
-----

*\* Delete the two answers above which do not apply.  
(Include hyperlinks to relevant EIAs – you must include full link i.e. “http://www. ...”)*

**11.0 CARBON REDUCTION AND ENVIRONMENTAL IMPLICATIONS**

11.1 *(Carbon usage implications? Any other relevant environmental issues?)*

**12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

12.1 *(Is planning permission required?)*

**13.0 RECOMMENDATION/S**

13.1 *(NOTE: Any decision(s) made will not normally be implemented until after the expiry of five clear working days following the publication of the Minutes relating to this meeting; or until after conclusion of the Call-in process, if applicable.)*

## 14.0 REASON/S FOR RECOMMENDATION/S

14.1

**REPORT AUTHOR:**    **(Name)**  
                              **(Designation)**  
                              telephone: (0151)  
                              email: [xxxxx@wirral.gov.uk](mailto:xxxxx@wirral.gov.uk)

### APPENDICES

*(List and, if not attached, specify location – e.g. website and/or Group rooms.)  
(Include hyperlinks to Appendices – you must include full link i.e. “http://www. ...”)*

### BACKGROUND PAPERS/REFERENCE MATERIAL

*(Include background information referred to or relied upon when drafting this report, together with details of where the information can be found. There is no need to refer to publicly available material: e.g. Acts of Parliament or Government guidance.)*

*(Include hyperlinks to relevant Reference Material – you must include full link i.e. “http://www. ...”)*

### BRIEFING NOTES HISTORY

*(List all relevant Briefing Notes that have been prepared and made available to this Committee concerning the subject matter of this report)*

*(Include hyperlinks to Briefing Notes – you must include full link i.e. “http://www. ...”)*

Briefing Note	Date

### SUBJECT HISTORY (last 3 years)

Council Meeting	Date

*Report Author: Please see attached Equality Duty Briefing and Equality Impact Assessment Guidance overleaf. These both must be detached from the report before it is put on the server. The completed form must be sent to your Chief Officer for approval.*



## Equality Impact Toolkit (new version February 2012)

### **Section 1:** Your details

**Council officer:**

**Email address:**

**Head of Service:**

**Chief Officer:**

**Department:**

**Date:**

### **Section 2:** What Council function / proposal is being assessed?

#### **Section 2b:** Is this EIA being submitted to Cabinet or Overview & Scrutiny Committee?

**Yes / No**

**If 'yes' please state which meeting and what date**

.....

**And please add hyperlink to your published EIA on the Council's website**

.....

**Section 3: Will the Council function / proposal affect equality in .....?**  
(please tick relevant boxes)

- Services**
- The workforce**
- Communities**
- Other** (please state)

If you have ticked one or more of above, please go to section 4.

- None** (please stop here and email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for publishing)

**Section 4: Within the Equality Duty 2010, there are 3 legal requirements.**  
**Will the Council function / proposal support the way the Council**  
.....(please tick relevant boxes)

- Eliminates unlawful discrimination, harassment and victimisation
- Advances equality of opportunity
- Fosters good relations between groups of people

If you have ticked one or more of above, please go to section 5.

- None** (please stop here and email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for publishing)

**Section 5: Will the function / proposal have a positive or negative impact on any of the protected groups (race, gender, disability, gender reassignment, age, pregnancy and maternity, religion and belief, sexual orientation, marriage and civil partnership)?**

**You may also want to consider socio-economic status of individuals.**

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

Protected characteristic	Positive or negative impact	Action required to mitigate any negative impact	Lead person	Timescale	Resource implications

**Section 5a:** Where and how will the above actions be monitored?

**Section 5b:** If you think there is no negative impact, what is your reasoning behind this?

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

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

Yes / No – (please delete as appropriate)

If 'yes' please continue to section 8.

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

(please stop here and email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for publishing)

**Section 8: How will consultation take place?**

Before you complete your consultation, please email your 'incomplete' EIA to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) via your Chief Officer in order for the Council to ensure it is meeting its legal requirements. The EIA will be published with a note saying we are awaiting outcomes from a consultation exercise.

Once you have completed your consultation, please review your actions in section 5. Then email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for re-publishing.

**Section 9: Have you remembered to:**

- a) **Add a hyperlink to your published EIA on the Council website?** (section 2b)
- b) **Include any positive impacts as well as negative impacts?** (section 5)
- c) **Send this EIA to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) via your Chief Officer?**
- d) **Review section 5 once consultation has taken place and sent your completed EIA to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) via your Chief Officer for re-publishing?**

*Before you finalise this report, please delete section 9*

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## SUMMARY REPORT

*(NOT TO EXCEED TWO A4 SIDES)*

**WIRRAL COUNCIL**

**(NAME OF MEETING)**

**(DATE OF MEETING)**

*(Note: Please delete all prompts (in red italics) from the final report)*

<b>SUBJECT:</b>	<i>(TITLE OF REPORT)</i>
<b>REPORT OF:</b>	<i>(RELEVANT DIRECTOR)</i>
<b>CABINET MEMBER:</b>	<i>(RESPONSIBLE PORTFOLIO HOLDER)</i> <i>Delete this entire row if the report is not for Cabinet</i>

<p><b>Report Summary:</b> <i>(Summarise purpose of report and the salient facts and issues)</i></p> <p><i>(Include hyperlink to full report - include full link i.e. "http://www. ...")</i></p>	
<p><b>Key Risks</b> <i>(Detail risks being addressed)</i></p>	
<p><b>Key Documents:</b> <i>(List documents i.e. Risk Assessment/Registers, EIAs, Council Strategies/ Policies etc and include hyperlinks to each one – you must include full link i.e. "http://www. ...")</i></p>	
<p><b>Summary of Appendices</b> (if appropriate): <i>(Include full link to all Appendices i.e. "http://www. ...")</i></p>	

<p><b>Recommendations:</b></p>	
<p><b>Update on Previous Actions:</b>  <i>(Detail all outstanding actions previously approved by this Committee that have not been implemented (including any partially implemented). Provide an explanation/reasons for why the actions have not been implemented (or why only partially)).</i></p>	

**REPORT AUTHOR:**

*(Name)*

Telephone: (0151)

*(Designation)*

Email: [xxxxx@wirral.gov.uk](mailto:xxxxx@wirral.gov.uk)

**BRIEFING NOTE***(NOT TO EXCEED ONE A4 SIDE)**(Note: Please delete all prompts (in red italics) from the final briefing note)*

<b>SUBJECT:</b>	<i>(TITLE OF BRIEFING NOTE)</i>
<b>RELEVANT DIRECTOR:</b>	
<b>DATE PREPARED:</b>	

**Purpose:***(Summarise purpose of briefing note i.e for noting, to provide timely update on progress of a matter, a committee has requested an update for information etc).**(Purpose must not be to seek a decision on an issue).**(If an exemption applies, detail relevant exemption relied upon).***Summary:***(Provide update on subject matter, detailing the salient facts, issues and risks)***Future Reporting***(Detail planned future reporting intentions in relation to the subject matter i.e further briefing note, report to Cabinet/committee – and anticipated timescale)***Key Documents:***(List following documents - previous Briefing Notes, last Report to Cabinet/Committee, Risk Assessment/Registers and EIAs**(Include hyperlinks to each one – you must include full link i.e. “http://www. ...”)***BRIEFING NOTE AUTHOR:***(Name)*

Telephone: (0151)

*(Designation)*Email: [xxxxx@wirral.gov.uk](mailto:xxxxx@wirral.gov.uk)

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**KLOE 6**

**Generation and Distribution of  
Cabinet/Committee Agendas and Information**

It is recognised that the Council has provided Members and officers (or made available to them) IT resources that includes appropriate hardware and software to enable them undertake and discharge their respective duties and obligations.

It is important that the Council encourages and promotes the effective and efficient use of such resources. Accordingly, following a review of the arrangements for the distribution of Cabinet/Committee Agendas, the following procedure and practice is to be adopted.

The new procedures and practices are designed to:

- improve efficiency;
- improve the dissemination of Cabinet/Committee agendas;
- improve Council decision making;
- promote the greater use of the Council's IT infrastructure and facilities;
- encourage greater engagement with the Council IT facilities as a important support tool;
- improve IT awareness;
- increase user IT confidence;
- enable further IT solutions and options to be explored in due course.

The overarching aim is to introduce and operate a complete electronic system of Council/Cabinet/Committee Agenda generation, distribution and access.

**Generation of Cabinet/Committee Reports**

1. All Council, Cabinet and Committee reports shall be generated within the Mod.Gov System.
2. The approved full report template shall be configured within the Council's Mod.Gov System.
3. The generation of all full reports shall be managed through the Reports Management Facility within Mod.Gov System.
4. Reports must be finalised in a timely manner and be completed so that all requisite publication timescales can be complied with. It shall be the responsibility of the relevant Director to ensure reports are prepared and finalised for publication as required to meet requisite access to information rules.
5. Report authors (or authorised persons) will seek input in relation to relevant implications arising from key officers (i.e. within Finance, Legal, HR, Equalities) through the Reports Management Facility.

6. Any officer required to contribute to a full report must do so within Mod.Gov and provide their input within any specified timescales. Such timescales to be reasonable and appropriate.
7. Report authors shall ensure all supporting documents, (i.e. appendices, EIAs, risk register, policies, strategies, background papers, reference material etc) referred to in the full report are provided to the Committee Services team when the final report has been prepared.
8. The Council's Committee Services Team shall upon receipt of all final and complete full reports (which includes all supporting documents (see above)) publish the approved Agenda for the relevant Council, Cabinet or Committee meeting in accordance with the access to information rules.
9. Report authors shall also prepare a report summary (using the approved template) and deliver it to the Council's Committee Services team with any full report prepared.
10. No supplemental agendas are to be generated and published in relation to any Council, Cabinet or Committee meeting (unless agreed by the Chief Executive).

### **Distribution of Council/Cabinet/Committee Agendas**

1. Council/Cabinet/Committee Agendas shall be distributed to Members (as applicable) electronically using the Council's Mod.Gov System.
2. Members shall access Agendas using the IT facilities provided by the Council (unless alternative arrangements have been agreed with the Director of Law, HR and Asset Management).
3. In the event that a Member does not have access to their IT facility due to a system error, the Council's Committee Service team shall provide a hardcopy of the Agenda (which shall include all reports and supporting documents).
4. The Council's Committee Services team shall provide Members (as applicable) with a hardcopy of the summary Agenda and all report summaries only, which shall be distributed in accordance with the access to information rules.

### Setting Cabinet/Committee Agendas

#### Protocol

It is recognised that the setting of a Cabinet/Committee's agenda plays an important part in ensuring the effective running and operation of a Cabinet/Committee meeting.

Accordingly, this protocol seeks to promote and encourage:

- (i) healthy and informed debate;
- (ii) improved decision making; and
- (iii) efficient and effective committee administration,

by providing general guidance to Chairpersons of Cabinet/Committees and lead officers in setting and agreeing Agendas for a Cabinet/Committee meeting.

The general guidance is intended to assist Chairpersons and lead officers determine whether items proposed for inclusion on a Cabinet/Committee agenda should in fact be included on the agenda.

The guidance seeks to encourage the consideration and adoption of alternative options for making decisions and disseminating information to Cabinet/Committee (and Members generally) that are assessed to be more appropriate, effective and efficient.

Chairpersons and lead officers should have regard (but not exclusively) to the general guidance set out below.

#### General Guidance

1. It is important that the Chairperson remains focused on the purpose and business of Cabinet/the Committee.

The Chairperson should endeavour to manage Cabinet/the Committee by ensuring it expends its' time and energies in dealing with priorities and matters that justify Cabinet's/the Committee's time and effort.

To this end, the Chairperson should play an active role in managing and determining the Agenda of Cabinet/the Committee.

To promote greater accountability and public engagement, the Chairperson should, wherever possible, endeavour to manage the duration of Cabinet/the Committee to no more than two (2) hours. However, it is recognised that this will not always be possible for good reasons.

2. The Chairperson and lead officer(s) should satisfy themselves that the proposed agenda item falls within Cabinet/the Committee's Terms of Reference.
3. The Chairperson will determine whether the attendance by a Chief Officers or other Council Officers can be excused from a Committee Meeting. In the absence of any

express decision, all relevant Chief Officers/Council Officers will attend the Committee.

4. If the proposed agenda item consists of a report that recommends that Cabinet/the Committee merely “notes” the report, the Chairperson should consider whether the proposed agenda item could be more effectively dealt with by the preparation and circulation of a Briefing Note.

Briefing Notes should not be used where an exemption under the Access to Information Rules is to be relied upon. In such circumstances, a report must be prepared.

5. The Chairperson should enquire whether the relevant Director has delegated powers to achieve the outcome detailed in the proposed agenda item.

If so, the Chairperson should seek an explanation/reasons from the relevant Director as to why those powers are not being exercised before agreeing to the inclusion of the item on the Cabinet/Committee agenda.

6. Where the Cabinet is being asked to make a decision under a proposed agenda item, the Chairperson should consider whether the relevant Cabinet Portfolio Holder should exercise his/her delegated powers.

The Chairperson should seek an explanation as to why the item should be considered by the Cabinet before agreeing its inclusion.

7. The Chairperson should encourage report authors and the relevant Director to address and amend unnecessary verbose reports.
8. The Chairperson should hold pre-meetings with relevant officers to consider Agenda items and discuss operation issues. If necessary, Chairperson should speak to relevant officers when they receive Committee Reports and address any specific issues or concerns.
9. The Chairperson should consider whether a presentation on an item to be considered by Cabinet/the Committee would assist with and improve decision making by Cabinet/the Committee.

The Chairperson should however have regard to the time required and impact upon the duration of Cabinet/the Committee and accordingly manage the Agenda.

10. The Chairperson should consider the order of Agenda items. Where officers and external people are required, then it would seem appropriate that such items are considered first.

## PART 3

## SCHEDULE 5

## DELEGATION OF FUNCTIONS TO INDIVIDUAL CABINET MEMBERS

General

1. Unless otherwise stated in this Scheme, before a Cabinet Member makes a decision under this Scheme, the Cabinet Member shall, as soon as practicably possible, notify the relevant and/or affected Ward Members of the matter in respect of which the decision(s) will (or may) be made.
2. Upon notification of a matter under paragraph 1 above, the relevant and/or affected Ward Member(s) may make written or oral representations to the Cabinet Member for consideration before the decision is made. All representations made under this paragraph shall be communicated to the relevant Director dealing with the matter (or their confirmed representative).
3. The Cabinet Member shall determine the relevant and/or affected Ward Members for the purposes of paragraph 1 above and how consultation shall be undertaken.
4. No notification shall be required to be given under paragraph 1 above where the matter affects or is likely to affect the whole Borough or is deemed urgent thereby providing insufficient opportunity or time to notify the relevant or affected Ward Members.
5. In the event that a Cabinet Member is required to make an urgent decision, the relevant and/or affected Ward Members shall be notified of the decision made as soon as practicably possible and an explanation provided as to why the decision was considered urgent.

**All Cabinet Members within their own Portfolio**

- (i) Approval of those matters where the recommendation is simply to note the report.
- (ii) Approval of the appointment of consultants up to the value of £50,000.
- (iii) Approval of the Council's formal response to Government consultation documents.
- (iv) Approval of the extension of contracts for a maximum of up to 2 years, where such an extension was an option in the original contract in consultation with the departmental Director and the Director of Finance.
- (v) Acceptance of tenders below £750,000 for capital works, where the tender is the lowest price, the tender complies with all the price, quality, safety, sustainability and any other criteria set out in the tender document; and the tender value is below the figure set out in the relevant budget.
- (vi) Approval of additional or replacement items for the current year's Capital Programme, where the amount of the estimate does not exceed £100,000 and does not increase the overall total of the Departmental Capital Programme.
- (vii) The award of contracts of up to 3 years, where the contract value is less than £750,000, where the tender is the lowest price the tender complies

with all the price, quality, safety, sustainability and any other criteria set out in the tender document; and the tender value is below the figure set out in the relevant budget.

- (viii) Approve variations to contract values post-tender where the value of the variation, or series of variations exceeds £20,000.
- (ix) Approve all non-key decisions.

### **Finance and Best Value**

- (i) Power to write off debts up to £10,000, in consultation with the Director of Finance.

### **Corporate Resources**

- (i) The disposal of surplus land, buildings and other assets up to the value of £250,000 by sale or lease.
- (ii) The purchase or lease of land, buildings and other assets up to a value of £250,000.
- (iii) The removal of restrictive covenants on land, in consultation with the Director of Corporate Services, where the increase in land value as a result is less than £250,000.
- (iv) To designate attendances at conferences, training events, meetings and seminars as an approved duty.

### **Children's Services and Lifelong Learning**

- (i) Appointments to serve on the Parental Appeals Panel.
- (ii) Approval of applications to the Prudential Borrowing Financial Support Fund up to a maximum of £20,000.

### **Streetscene and Transport Services**

- (1) To approve the recommendation of the Streetscene and Transport Services Overview and Scrutiny Committee in connection with all proposed highway and traffic management matters, as set out below, to which objections have been lodged and where he/she agrees with the recommendation:-
  - (a) All highway and traffic management matters governed by the Road Traffic Regulation Act 1984, whether subject to a Traffic Regulation Order or otherwise, including (but not limited to) the following:-
    - i. waiting and parking restrictions;
    - ii. speed limits;
    - iii. one way traffic orders;
    - iv. weight limits;
    - v. prohibiting or restricting the use of heavy commercial vehicles;
    - vi. signalised and non signalised pedestrian/cycle/horse crossings;
    - vii. provision of off street parking and parking on roads ,footpaths, pavements and verges
    - viii. traffic signs and traffic signals.
    - ix. Bus lanes and taxi ranks
    - x. Siting of street furniture
- (2) To approve the recommendation of the Streetscene and Transport Services Overview and Scrutiny Committee in connection with all proposed highway and

traffic management matters, as set out below, to which objections have been lodged and where he/she agrees with the recommendation:-

- (a) All highway and traffic management matters governed by the Highways Act 1980 including (but not limited to) the following:-
  - i. road humps;
  - ii. traffic calming speed reducing measures;
  - iii. improvement lines for road widening;
  - iv. cycle tracks.
- (3) To approve the winter maintenance arrangements.

### **Regeneration and Planning Strategy**

- (i) Approval of the recommendations of the Mersey Waterfront Partnership Board up to the value of £250,000.
- (ii) Approval of requests for grants from the Wirral Investment Fund up to a value of £50,000.

### **Community and Customer Engagement**

- (i) Approval of the recommendations of Area Forums (other than the one which the Cabinet Member is also a member) for spending of CIF and other similar funds.

Where any Cabinet member is unable to make a decision on a matter within their delegation as a result of a prejudicial interest in the matter it can be referred to the Leader of the Council or, in his absence, the Deputy Leader, who will have the same power to make the decision as the Portfolio holder would have, if they did not have an interest.

Notwithstanding any of the above, Chief Officers may, if they believe it is in the Council's best interests, recommend to their portfolio holder that a report be taken out of delegation and placed on the Cabinet Agenda for approval or debate. Chief Officers should be mindful when doing so of the need to reduce the number of reports going to Cabinet.

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### Cabinet/Committee Actions

#### Monitoring Arrangements

The Council recognises the importance of ensuring that it has appropriate and necessary arrangements in place that enable informed and effective decision making by Cabinet and Committees.

It is however also recognised, that it is equally important that actions approved by Cabinet and Committees are undertaken either within agreed timescales or, in the absence of a timescale, within a reasonable period of time.

Accordingly, the following arrangements shall be implemented to ensure the effective monitoring of Cabinet and Committee approved actions. These arrangements are intended to:

1. Establish a central database of approved Cabinet/Committee actions;
2. Identify the Council officers responsible for each approved action;
3. Enable the effective monitoring of the status of approved actions by Cabinet/Committee and Senior Council officers;
4. Enable remedial steps to be taken promptly to mitigate potential risks/detriment to the Council caused by unexplained/unintended delays in approved actions being undertaken and completed; and
5. Assist with and improve Performance Management.

#### By Members

The Council's standard report template has been amended requiring report authors (and the relevant Chief Officer) to provide details of previously approved actions that remain outstanding (whether full or in part) relating to a subject matter being considered again by Cabinet or the same Committee.

Report authors (and the relevant Chief Officer) must provide an explanation in the report as to why any previously approved action(s) (whether all or in part) remains outstanding.

The Cabinet or relevant Committee should carefully consider any explanation provided in order that any learning necessary can be acted upon.

### By Council Officers

The Council uses the Mod.Gov System in order to assist with Committee Administration.

The functionality of the Mod.Gov System enables actions to be generated (following Cabinet/Committee meetings) and assign them to specific Council officers to undertake.

The functionality of the Mod.Gov System includes notification being sent to the nominated Council officer that a specific task(s) has been approved by Cabinet/ the Committee and assigned to them to progress and undertake.

The Mod.Gov System also enables audit reports to be created which can be utilised by Chief Officers to monitor and manage actions assigned either to them or officers within their management control.

This functionality is being used by many officers, however needs to be comprehensively applied.

Accordingly, all Chief Officers shall be required to utilise the Council's Mod.Gov System within their respective Directorates to monitor and manage all Cabinet and Committee approved actions.

The Chief Executive shall routinely and regularly review and monitor (with other Chief Officers whether individually or collectively) all outstanding Cabinet and Committee actions by utilising above functionality within Mod.Gov (or an alternative that is as effective, efficient and robust).

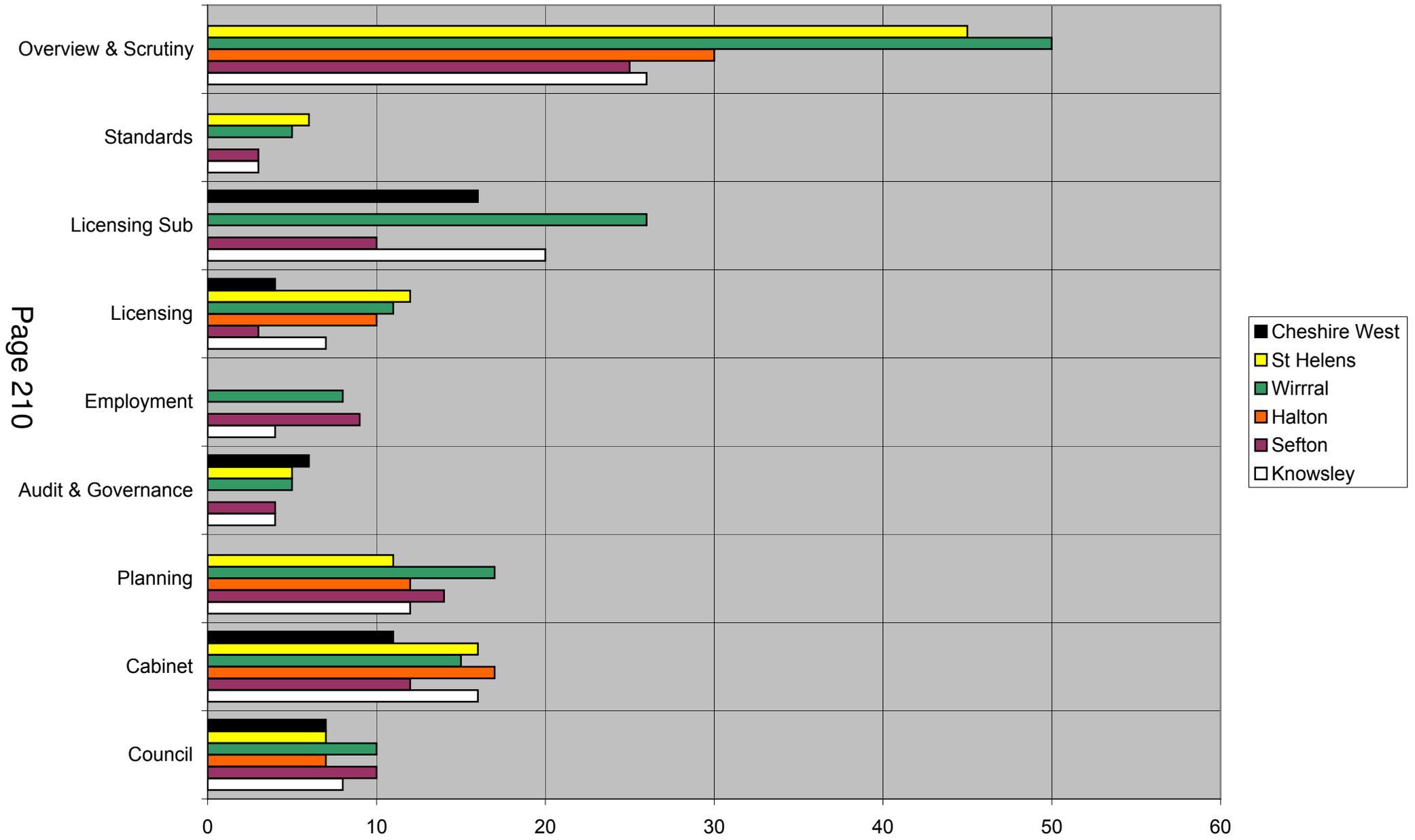
Adopting the above approach will help ensure Cabinet and Committee actions are undertaken in a timely manner and provide an effective safeguard to mitigate the likelihood of actions being inadvertently overlooked thereby exposing the Council to unacceptable risk, liability and reputational harm.

## Report &amp; Meeting Data from various Authorities

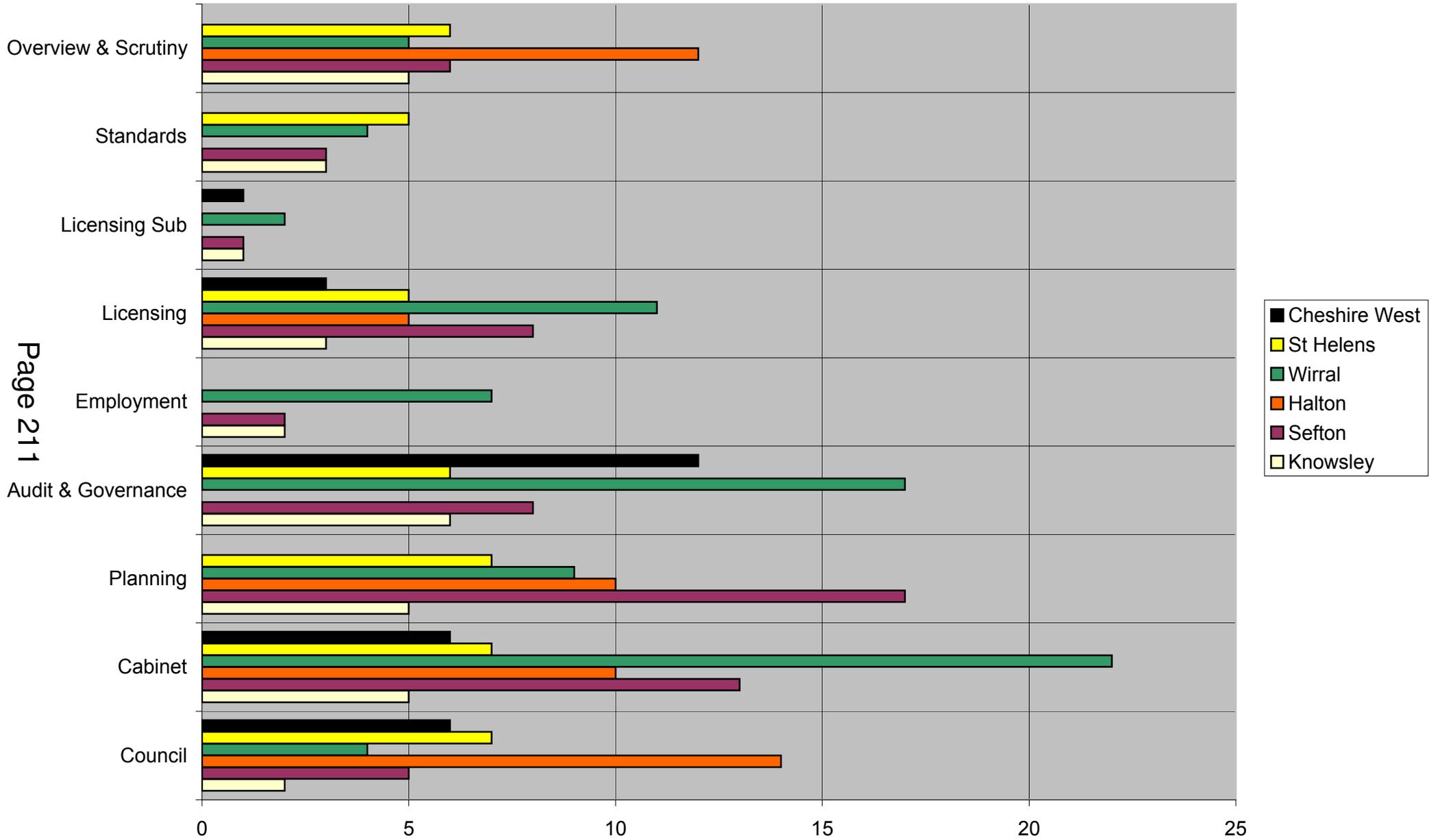
	Knowsley				Sefton				Halton				Wirral				St Helens				Cheshire West			
	Meetings per year	Total Number of Reports	Ave report per meeting	Total Duration of meetings	Meetings per year	Total Number of Reports	Ave report per meeting	Total Duration of meetings	Meetings per year	Total Number of Reports	Ave report per meeting	Total Duration of meetings	Meetings per year	Total Number of Reports	Ave report per meeting	Total Duration of meetings	Meetings per year	Total Number of Reports	Ave report per meeting	Total Duration of meetings	Meetings per year	Total Number of Reports	Ave report per meeting	Total Duration of meetings
Council	8	19	2	7.2	10	53	5	22.3	7	98	14	10.5	10	37	4	25	7	49	7		7	39	6	16.55
Cabinet	16	76	5	5.6	12	157	13	13.7	17	170	10	17	15	325	22	36	16	112	7		11	62	6	17.5
Planning	12	61	5	6.9	14	235	17	22.9	12	120	10	12	17	161	9	32.5	11	77	7					
Audit & Governance	4	25	6	2.2	4	32	8	5.7					5	83	17	10.5	5	30	6		6	70	12	10
Employment	4	7	2	1.4	9	15	2	21.5					8	58	7	10.5								
Licensing	7	22	3	3.3	3	25	8	2.5	10	50	5		11	118	11	42.5	12	60	5		4	11	3	10.1
Licensing Sub	20	24	1	27.6	10	14	1	19.3					26	51	2	82					16	23	1	30.1
Standards	3	10	3	2.8	3	8	3	1.9					5	21	4	5	6	30	5					
Overview & Scrutiny	26	131	5	36.3	25	159	6	47.2	30	360	12	90	50	264	5	79	45	270	6					
<b>TOTALS</b>	<b>100</b>	<b>375</b>	<b>32.92</b>	<b>93.3</b>	<b>90</b>	<b>698</b>	<b>63.6</b>	<b>157</b>	<b>76</b>	<b>798</b>	<b>51</b>	<b>129.5</b>	<b>147</b>	<b>1118</b>	<b>80.86</b>	<b>323</b>	<b>102</b>	<b>628</b>	<b>43</b>		<b>44</b>	<b>205</b>	<b>27</b>	<b>84.25</b>

Blank areas are due to no data being submitted at time of compiling.

# Number of Meetings



### Average No of Reports per Meeting



**Meetings (Totals)**

	Council	Cabinet	Planning	Audit & Governance	Employment	Licensing	Licensing Sub	Standards	Overview & Scrutiny
Knowsley	8	16	12	4	4	7	20	3	26
Sefton	10	12	14	4	9	3	10	3	25
Halton	7	17	12			10			30
Wirral	10	15	17	5	8	11	26	5	50
St Helens	7	16	11	5		12		6	45
Cheshire West	7	11		6		4	16		

**Average number of Reports per meeting**

	Council	Cabinet	Planning	Audit & Governance	Employment	Licensing	Licensing Sub	Standards	Overview & Scrutiny
Knowsley	2	5	5	6	2	3	1	3	5
Sefton	5	13	17	8	2	8	1	3	6
Halton	14	10	10			5			12
Wirral	4	22	9	17	7	11	2	4	5
St Helens	7	7	7	6		5		5	6
Cheshire West	6	6		12		3	1		

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# Agenda Distribution Costings

May 2010 - Aug 2011

Committee	No of Meetings	Copies	Total Pages	Total Cost	Average Copy Cost
Audit & Risk Management	6	30	53460	£ 1,069.20	£ 5.94
Council Excellence O & S	13	38	43472	£ 869.44	£ 1.76
Scrutiny Programme Board	10	37	21460	£ 429.20	£ 1.16
Sustainable Communities O & S	9	36	43416	£ 868.32	£ 2.68
Pensions	6	42	37296	£ 745.92	£ 2.96
Planning	20	60	122400	£ 2,448.00	£ 2.04
Licensing H & S & GP	7	40	14280	£ 285.60	£ 1.02
Licensing Panel	15	15	8100	£ 162.00	£ 0.72
Licensing Act 2003 Committee	4	34	3672	£ 73.44	£ 0.54
Licensing Act 2003 Sub Committee	31	15	14880	£ 297.60	£ 0.64
Cabinet	18	47	313866	£ 6,277.32	£ 7.42
Cabinet Briefing	16	23	122912	£ 2,458.24	£ 6.68
Employment & Appointments	10	32	23680	£ 473.60	£ 1.48
Appeals Sub	8	12	4800	£ 96.00	£ 1.00
CYP O & S	9	45	27540	£ 550.80	£ 1.36
HWB O & S	7	44	31416	£ 628.32	£ 2.04
Economy & Regeneration O & S	5	29	5655	£ 113.10	£ 0.78
<b>Totals</b>	<b>194</b>	<b>579</b>	<b>892305</b>	<b>£ 17,846.10</b>	

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KLOE 6

Identified Training Needs

As part of the work programme undertaken by the KLOE 6 Working Group, the following areas of training have been identified that will help Member gain a greater understanding of key issues/matters thereby assisting them to undertake and discharge their respective duties and obligations:

1. Role of a Chairperson and how to be an effective Chairperson.
2. Access to Information Rules (Refresher).
3. The Council's Rules of Debate (Refresher).
4. The Council's decision making arrangements (including the Schemes of Delegation/committee administration arrangements) (Refresher).
5. How to scrutinise matters and decisions (both prior to and post) more effectively.
6. The Council's Committee Administration Arrangements.

The KLOE 6 Working Group recommends that the above training needs are referred to the Council's Member Training Steering Group (MTSG) for consideration.

Member Induction

The KLOE 6 Working Group recognised that the Council's Member induction arrangements and 'Member Induction Pack' does not satisfactorily provide the requisite information and guidance required for newly Elected Members of the Council.

It is considered imperative that all newly Elected Members be provided with every opportunity to proactively engage in Council matters and promote good governance and sound decision making within the Council.

To help achieve this objective, the KLOE 6 Working Group recommends that the Member Training Steering Group reviews and evaluates the effectiveness of the Council's Member induction arrangements and critically appraises the 'Member Induction Pack' to ensure it is 'fit for purpose'.

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## KLOE 6 FURTHER IMPROVEMENTS PLAN

No.	Product	Issues	Objective	Proposed Action
1.	Review Member IT needs	<p>IT system may not meet all Member ICT needs satisfactorily.</p> <p>Need to identify Member ICT needs.</p> <p>Under utilisation of ICT facilities by Members.</p>	<p>To ensure Member IT needs are fully and properly investigated and captured.</p> <p>A Needs Assessment that clearly details current IT needs and those anticipated over the next 3-5 years.</p>	<p>A Member ICT Panel (consisting of 2 members from each group) be established to co-ordinate and oversee Member IT review.</p> <p>Produce clear IT needs assessment.</p>
2.	Review of Council IT infrastructure	<p>Lack of understanding and clarity around current and future IT infrastructure.</p> <p>Need for understanding of IT infrastructure to assist with development of options.</p>	<p>Clear understanding of the Council's IT infrastructure.</p> <p>Ability to develop new options.</p> <p>Greater understanding of likely costs of new initiatives.</p>	<p>Head of IT be requested to undertake IT infrastructure review and present findings to the Member IT Panel.</p> <p>Member IT Panel to consider It infrastructure improvements</p>
3.	Explore use of iPads with Mod.gov	<p>Need for improvement in disseminating reports to members and for Members to have better access to report at Committees.</p>	<p>Achieve a more sophisticated and intelligent method of disseminating information to Members.</p>	<p>Head of Legal &amp; Members Services to explore iPad option and provide a report to the</p>

			<p>Overcoming need for Members to carry significant papers agendas for Committees.</p> <p>Improve communication lines between the Members and the Council/Officers.</p>	<p>Member IT Panel for consideration.</p>
4.	<p>Request MTSG to develop IT training programme for Members</p>	<p>IT knowledge amongst members varies.</p> <p>Some Members may lack confidence is using the IT systems provided.</p> <p>May assist with increasing/improving Member capacity.</p>	<p>To assist Members gain a better understanding/confidence of IT and the systems provided.</p> <p>To provide practical training that will assist with Council and constituency work.</p>	<p>MTSG be requested to undertake skill and knowledge assessment of Members.</p> <p>MTSG to develop relevant training programme to meet any identified IT training needs</p>
5.	<p>Review resources within Legal &amp; Member Services to enable Corporate Governance needs to be met.</p>	<p>Insufficient resources to meet all necessary corporate governance needs following KLOE exercise/corporate governance review.</p> <p>Identified need to address key growth areas such as FOI matters.</p> <p>Enable more proactive action to be taken so as to ensure all relevant and necessary information is available to Members particularly in relation to decision making.</p>	<p>Ensure adequate resources needed meet the needs/demands placed on the service are in place.</p> <p>Enable a more proactive approach to be adopted so as to ensure continuous improvement and safeguarding obligations can be better satisfied.</p>	<p>Head of Legal &amp; Member to undertake review of resource needs and seek approval for additional resources that will enable the Council better meet its Corporate Governance aims and objectives and mitigate the risks identified.</p>
6.	<p>Review current arrangements in</p>	<p>Need to understand why the Council has so many committee meetings and why</p>	<p>Establish a more efficient and effective way of administering the Licensing</p>	<p>The Head of Legal &amp; Member Services and</p>

	relation to Licensing 2003 Committee (and its' sub-committees)	they take such a long time to undertake.	2003 Committee which includes revising the manner in which proceedings are conducted.	Head of Regulation to undertake a comprehensive review of the Licensing 2003 Committee and recommend changes to achieve greater efficient and effectiveness of the Committee and its' Sub-Committees
7.	Review Scheme of Delegation to Officers	<p>Delegations require updating.</p> <p>Need to ensure delegations are clear and balanced to ensure appropriate safeguards are embedded.</p> <p>Need to encourage Officers to use delegations more confidently.</p>	An effective Scheme of Delegation that meets the needs of the Council, promotes confidence and ensure appropriate safeguards are in place.	The Director of Law, HR and Asset Management, in consultation with the Group Leaders, to review and agree a new Scheme of Delegation to Officers for approval by Council.

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## WIRRAL COUNCIL

### CABINET

21 JUNE 2012

<b>SUBJECT:</b>	<b>PROUDMAN OCEANOGRAPHIC LABORATORY, BIDSTON HILL</b>
<b>WARD/S AFFECTED:</b>	<b>BIDSTON AND ST JAMES</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 seek approval to a request from the Natural Environment Research Council (NERC) to demolish the Proudman Oceanographic Laboratory on Bidston Hill.

### 2.0 BACKGROUND AND KEY ISSUES

- 2.1 NERC currently holds a leasehold interest from the Council of land, extending to 2,338 sqm (2,797 sqyds) on Bidston Hill as part of the Bidston Observatory Complex. The lease was granted in 1973 for a term of 99 years and NERC currently pay a rent of £1,800pa. NERC constructed a four storey building on the site, known as the Joseph Proudman Laboratory Building, which was used for research premises for the Proudman Oceanographic Laboratory until 2005, when the research establishment transferred to new purpose-built premises within the University of Liverpool complex. Since then, the property has remained largely empty, with the exception of resident security personnel.
- 2.2 Since vacating the premises, NERC has tried to sell its leasehold interest and has identified a couple of interested parties, although neither proceeded to completion. In both cases neither party intended to use the premises for commercial use, but did propose residential schemes. In light of planning restrictions on residential development, NERC has employed agents to market the building for its existing use, but has had no interest.
- 2.3 Due to the nature of the building and its construction for a very specific purpose, NERC is not confident that the property will sell in the foreseeable future. In the mean time the building is proving very expensive to maintain, both in terms of repair and maintenance costs. As a consequence NERC has resolved that the most effective course of action would be to demolish the building.
- 2.4 In accordance with the terms of the lease, NERC has submitted a formal request to the Council, in its capacity as freeholder, for demolition of the building. As part of its proposal, NERC will continue to meet all the obligations of the lease in so far as they are unaffected by the demolition, including the payment of rent and its repair obligation. It is therefore proposed that this request be approved.

- 2.5 Members are asked to note that the Bidston Preservation Trust has notified the Council, via Esther McVey MP, of its proposal to convert the Proudman Building for use as a Taiko Drumming Centre (TDC). The trust advises that the TDC is well established but in need of suitable premises. It also advises that TDC has received recognition for the therapeutic benefits of drumming, especially for deaf children and young adults with learning difficulties. The Trust has identified the Proudman Building as being suitable and has therefore requested a 'stay of execution' before demolition in order to give it time to acquire the necessary funding.
- 2.6 As the building is owned by NERC, the Trust has been directed to NERC's agents in order that they can explore the proposal in more detail. Consent for the demolition under the terms of the lease will not prevent these discussions taking place and is still considered appropriate.

### **3.0 RELEVANT RISKS**

- 3.1 There are no clear risks to the Council in consenting to the request to demolish the building in accordance with the terms of the lease.

### **4.0 OTHER OPTIONS CONSIDERED**

- 4.1 The only other option would be to refuse the request, although there are no obvious benefits in this course of action.

### **5.0 CONSULTATION**

- 5.1 No consultation has been undertaken following this request.

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

- 6.1 None

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

- 7.1 The Council will continue to be entitled to receive a rent for the site, currently £1,800 per annum, in accordance with the lease terms.

### **8.0 LEGAL IMPLICATIONS**

- 8.1 The terms of the lease require the tenant to erect and maintain the Proudman building. The lessee is required by the lease to obtain the landlord's consent to any alterations to the structure and such consent is not to be unreasonably withheld. Accordingly, the Council would need solid grounds for a refusal of this request.
- 8.2 The consent for the demolition will need to be documented in accordance with the terms of the lease agreement.

### **9.0 EQUALITIES IMPLICATIONS**

- 9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?
- No because there is no relevance to equality.

## 10.0 CARBON REDUCTION IMPLICATIONS

10.1 The demolition of the building will result in a reduction in carbon emissions.

## 11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

11.1 Demolition of the building will not require planning consent, but will need a 'Prior Notification' of demolition under the Building Act, which will give the authority some control over the manner of demolition and the aftercare of the site. The Proudman Building is in close proximity to the Lighthouse, cottages, former Observatory and adjoining house, which are all listed Grade 2. The perimeter wall to the Observatory complex is also listed Grade 2 and clearance and redevelopment of the Proudman Building would affect the setting of these listed buildings. In the past, redevelopment of the site of the Proudman Building has been seen as offering the potential for enabling development, should that have been needed to support works to the listed buildings on the site. New owners have occupied the lighthouse and cottage and the Observatory building, with a view to using them for residential purposes. They have not sought enabling development to assist with the costs of refurbishment.

11.2 Because of the site's location, close to listed buildings and the adjoining Bidston Hill Area of Special Landscape Value, it is important that any demolition proposed should be subject to an agreed scheme of site restoration.

## 12.0 RECOMMENDATION/S

12.1 That the Council, in its capacity as freeholder, gives consent in accordance with the terms of the lease to the demolition of the Proudman Laboratory building.

## 13.0 REASON/S FOR RECOMMENDATION/S

13.1 To enable NERC to reduce its maintenance liability and to remove a vacant facility which could attract anti social behaviour.

**REPORT AUTHOR:** *Steven McMorran*  
*Valuer*  
telephone: (0151 666 3891)  
email: [stevemcmorran@wirral.gov.uk](mailto:stevemcmorran@wirral.gov.uk)

## APPENDICES

None

## REFERENCE MATERIAL

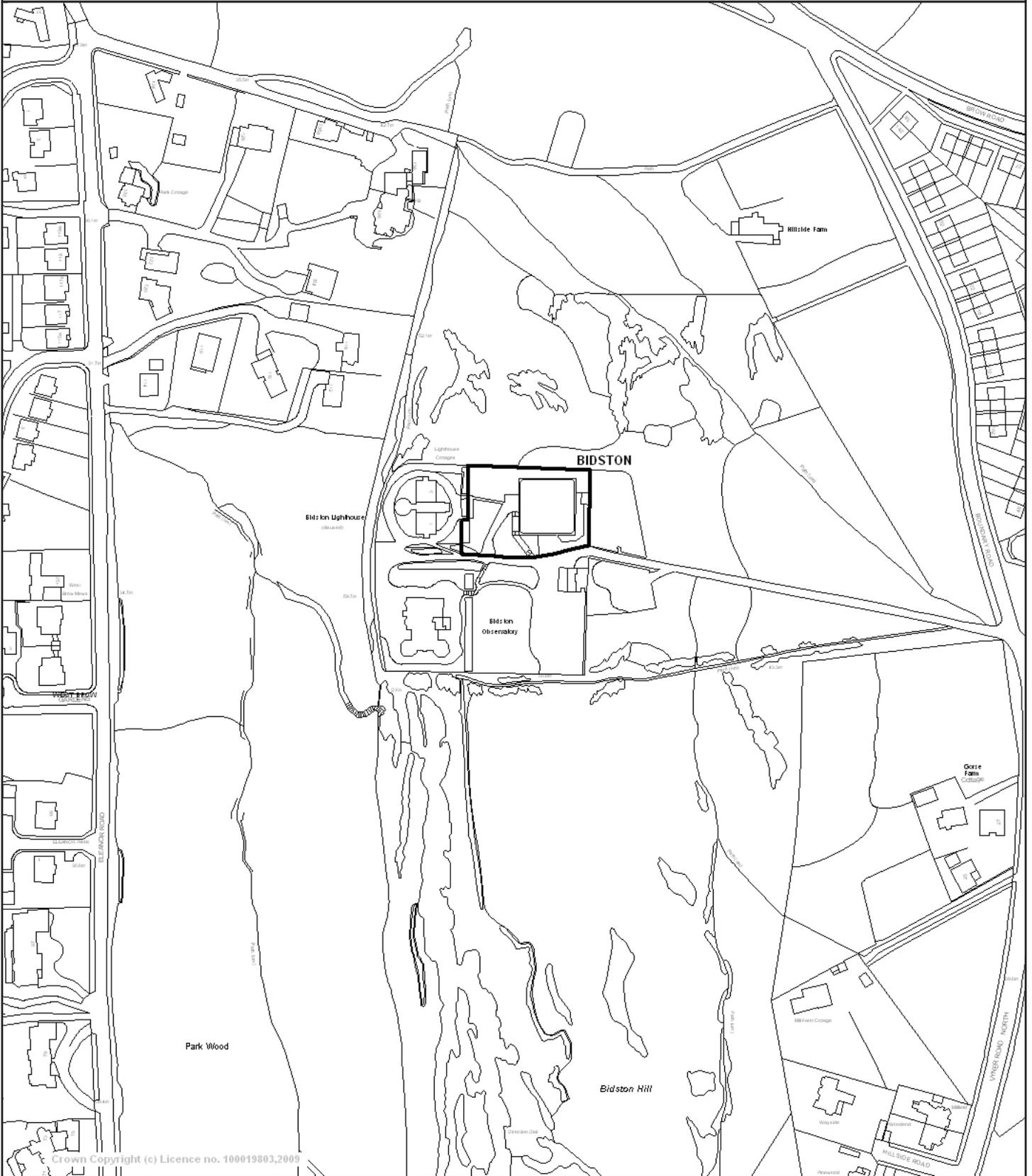
None

## SUBJECT HISTORY (last 3 years)

Council Meeting	Date

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# Proudman Oceanographic Laboratory



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Scale 1/2500

Centre = 328716 E 389863 N

Date 21/2/2012

Dept:  
Section:

Page 227

Phone:  
Fax:

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## WIRRAL COUNCIL

### CABINET

21 JUNE 2012

<b>SUBJECT:</b>	<b>SAILING SCHOOL, MARINE POINT, NEW BRIGHTON</b>
<b>WARD/S AFFECTED:</b>	<b>NEW BRIGHTON</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF LAW, HR AND ASSET MANAGEMENT</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>CORPORATE RESOURCES</b>
<b>KEY DECISION?</b>	<b>NO</b>

#### 1.0 EXECUTIVE SUMMARY

- 1.1 To report the terms provisionally agreed for the lease to the Council of a purpose built Sailing School building constructed as part of the Marine Point Development adjoining New Brighton Marine Lake.
- 1.2 To report the terms agreed for a sub under lease of the building to an appropriate operator.
- 1.3 To update members on the continuing discussions that are taking place with Neptune Developments Ltd to finalise terms.

#### 2.0 BACKGROUND AND KEY ISSUES

- 2.1 The regeneration of New Brighton has being led by the Council and its development partner Neptune Developments Ltd (Neptune). The £60m mixed-use development has transformed the waterfront, providing a wide range of new retail and leisure amenities, and has been built on land leased from the Council on a 250 year lease. This has been taken forward in two distinct phases:

##### Phase 1

- 2.2 Successfully completed in December 2008, this phase encompassed the redevelopment of the Floral Pavilion Theatre and Conference Centre – backed by £8.25m of joint public sector investment from the North West Development Agency and Government Office North West via the Merseyside Objective 1 Programme.

##### Phase 2

- 2.3 Commenced in January 2010, and nearing completion, the cornerstone of the regeneration activity includes both leisure and retail space set in high quality landscaping and public realm and along with complementary highways and transport improvements.

- 2.4 The main mixed-use building features a number of leisure uses, including a Travelodge Hotel, a six screen 1,000 seat digital Cinema, Morrison's supermarket and Casino.
- 2.5 This second building borders the western edge of the refurbished Marine Lake and includes restaurants and bars along with a new two storey purpose built Sailing School with pontoon and jetty.
- 2.6 At the western end of the site is a new model boating lake. The area between the boating lake and main mixed-use building provides a 750 space landscaped car park.
- 2.7 The Sailing School is now complete and the following terms have been provisionally agreed with Neptune for the Council taking a sub lease of the building as follows:

**Term**

249 years (to be consistent with the head leasehold interest granted to Neptune)

**Rent**

Peppercorn

**User**

Training and Educational Facility related to water based activities.  
Ancillary retail sale or hire of goods and products associated with water based activities.

**Service Charge**

A service charge will be payable to Neptune to cover the cost of repair and maintenance of communal areas. This will be passed on to the underlessee chosen to operate the facility.

- 2.8 Given the length of the proposed lease term it is the view of officers that it would be prudent to include a break clause. The purpose of such a clause is to help the Council mitigate its liabilities under the terms of the lease, particularly given the agreed lease term. This has been agreed in principle by Neptune but the conditions of the break clause have yet to be agreed. Negotiations are continuing and it is anticipated that terms will be agreed in the next few weeks.

**SUBUNDERLEASE**

- 2.9 A procurement exercise has recently been completed to secure an operator for the building and a Company known as Peak Pursuits Limited has been selected.
- 2.10 The Company are to be offered a 10 year lease of the Sailing School and the Lake. The lease will incorporate a 12 month break clause, and an initial rental of £14,400 per annum will be paid. All outgoings in respect of the property including the service charge will be met by Peak Pursuits.
- 2.11 Consent will be required from NWDA to any disposal of the lake or grant of a licence or leasehold interest.

2.12 The Council will complete its lease of the sailing school from Neptune simultaneously with the grant of the sub under lease to the operator.

### **3.0 RELEVANT RISKS**

3.1 Should the Council's underlessee invoke the 12 month break clause at any time in the 10 year term, then the Council would need to invoke its 6 month break clause with Neptune. In the absence of a break clause the Council would be liable for the service charge under the sub lease in the event that it could not find an alternative operator.

### **4.0 OTHER OPTIONS CONSIDERED**

4.1 None

### **5.0 CONSULTATION**

5.1 Consultations were made as part of the planning process.

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

6.1 The tender process required that a Community Engagement Programme was provided.

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

7.1 Should the Council's subtenant subsequently vacate, the Council will be responsible for the service charge, business rates payable on the Marine Lake and building, and the standing charges in respect of utilities until its sub lease is brought to an end. These costs are likely to total in excess of £25,000 per annum.

### **8.0 LEGAL IMPLICATIONS**

8.1 Set out within the main body of the report.

### **9.0 EQUALITIES IMPLICATIONS**

9.1 None.

9.2 Equality Impact Assessment (EIA)

(a) Is an EIA required? No

### **10.0 CARBON REDUCTION IMPLICATIONS**

10.1 None

### **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

11.1 The development has planning permission which makes provision for facilities for users of the Marine Lake such as the Sailing School. No planning implications arise from this report.

## 12.0 RECOMMENDATIONS

That

12.1 The Director of Law, HR and Asset Management be authorised to negotiate and agree in consultation with the Cabinet Portfolio Holder the terms of the underlease from Neptune Developments Ltd and the sub under lease to Peak Pursuits Ltd on the most advantageous terms to the Council.

12.2 The Director of Law, HR and Asset Management is authorised to execute all relevant legal documents to give effect to the establishment of a new sailing school at Marine Point, New Brighton on the basis of the terms outlined in this report and in pursuance of 12.1 above.

## 13.0 REASON FOR RECOMMENDATIONS

13.1 To facilitate the operation of the Sailing School and Marine Lake at New Brighton.

**REPORT AUTHOR:** *Tony Simpson*  
Asset Valuer  
Telephone: (0151 666 3892)  
Email: [tonysimpson@wirral.gov.uk](mailto:tonysimpson@wirral.gov.uk)

## APPENDICES

None

## REFERENCE MATERIAL

None

## SUBJECT HISTORY (last 3 years)

Council Meeting	Date

## Equality Impact Assessment Toolkit (from May 2012)

### Section 1: Your details

**EIA lead Officer:** Tony Simpson

**Email address:** tonysimpson@wirral.gov.uk

**Head of Section:** Ian Brand

**Chief Officer:** Bill Norman

**Department:** LHRAM

**Date:** 31/05/12

### Section 2: What Council proposal is being assessed?

**Lease by the Council of purpose built Sailing School building and subsequent grant of a sublease to an operator.**

**Section 2b:** Will this EIA be submitted to a Cabinet or Overview & Scrutiny Committee?

**Yes** If 'yes' please state which meeting and what date

**Cabinet 21<sup>st</sup> June  
2012.....**

**Please add hyperlink to where your EIA is/will be published on the Council's website (see your Departmental Equality Group Chair for appropriate hyperlink)**

.....

**Section 3: Does the proposal have the potential to affect.....** (please tick relevant boxes)

- Services**
- The workforce**
- Communities**
- Other** (please state eg: Partners, Private Sector, Voluntary & Community Sector)

If you have ticked one or more of above, please go to section 4.

- None** (please stop here and email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for publishing)

**Section 4: Does the proposal have the potential to maintain or enhance the way the Council .....** (please tick relevant boxes)

- Eliminates unlawful discrimination, harassment and victimisation
- Advances equality of opportunity
- Fosters good relations between groups of people

If you have ticked one or more of above, please go to section 5.

- No** (please stop here and email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for publishing)

**Section 5:**

**Could the proposal have a positive or negative impact on any of the protected groups (race, gender, disability, gender reassignment, age, pregnancy and maternity, religion and belief, sexual orientation, marriage and civil partnership)?**

**You may also want to consider socio-economic status of individuals.**

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

<b>Which group(s) of people could be affected</b>	<b>Potential positive or negative impact</b>	<b>Action required to mitigate any potential negative impact</b>	<b>Lead person</b>	<b>Timescale</b>	<b>Resource implications</b>
All users	Positive – Brand new facility open to all users	None			
Disabled	DDA compliant	None			
Under 5's	Prevented from using Lake	None			

**Section 5a: Where and how will the above actions be monitored?**

N/A

**Section 5b: If you think there is no negative impact, what is your reasoning behind this?**

**This is brand new purpose built facility which is DDA compliant and complies with building regulations. Under 5's will be prevented from using the Lake for safety reasons.**

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

N/A

**Section 7: Are you intending to carry out any consultation with regard to this Council proposal?**

No – (please delete as appropriate)

**Consultations have already been carried out as part of the planning process.**

(please stop here and email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for publishing)

**Section 8: How will consultation take place and by when?**

Before you complete your consultation, please email your preliminary EIA to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) via your Chief Officer in order for the Council to ensure it is meeting it's legal requirements. The EIA will be published with a note saying we are awaiting outcomes from a consultation exercise.

Once you have completed your consultation, please review your actions in section 5. Then email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for re-publishing.

**Section 9: Have you remembered to:**

- a) **Add appropriate departmental hyperlink to where your EIA is/will be published (section 2b)**
- b) **Include any potential positive impacts as well as negative impacts? (section 5)**
- c) **Send this EIA to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) via your Chief Officer?**
- d) **Review section 5 once consultation has taken place and sent your completed EIA to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) via your Chief Officer for re-publishing?**

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## WIRRAL COUNCIL

### CABINET

21 JUNE 2012

<b>SUBJECT:</b>	<b>LEASE OF LAND AT THE OVAL LEISURE CENTRE – OBJECTION TO DISPOSAL</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF LAW, HR AND ASSET MANAGEMENT</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	
<b>KEY DECISION?</b>	<b>NO</b>

#### 1.0 EXECUTIVE SUMMARY

- 1.1 This report brings to Cabinet's attention an objection to the proposed disposal of land at The Oval to Wirral Metropolitan College, and seeks approval to the proposed way forward.
- 1.2 It also seeks Members' approval to the call in period being waived to enable site works to commence immediately to facilitate the opening of the new College accommodation at the start of the first 2013 term.

#### 2.0 BACKGROUND AND KEY ISSUES

- 2.1 A Delegated Decision was made on 1 December 2011 to grant a 99 year lease to Wirral Metropolitan College of the land shown on the attached plan for the development of classroom accommodation for Sports Studies courses.
- 2.2 This development is to be one third funded by The Skills Funding Agency and will replace outmoded temporary accommodation already occupied by the college in the grounds of The Oval. This will also enable the relocation of associated activities at the College's Carlett Park Campus to allow consolidation at The Oval.
- 2.3 This proposal would see up to 150 students on site on any particular day, which would generate additional income for The Oval and make use of facilities during off-peak times.
- 2.4 The proposed scheme involves new build accommodation comprising 1250 sq metres of gross floor area, and will comprise the following:- a teaching classroom, IT suite, science lab, drop in learning hub, staffrooms, changing rooms/showers, fitness room, social space/café, boat store, general storage and first aid room.
- 2.5 The buildings will be of single storey steel frame construction finished externally with brick, rendered panel, or a composite insulated cladding system. Significant areas of glazing would be provided to produce high levels of natural light and to showcase key facilities within the building. In addition, refurbishment works at the College's Twelve

Quays and Conway Park Campuses will be undertaken. Total investment in the Oval will amount to £2.4M.

- 2.6 Planning permission for the proposed development (subject to consultations) was granted on 24 May 2012.
- 2.7 A condition of the grant required that agreement be in place for a 99 year ground lease and this was approved by the Delegated Decision made on 1 December 2012. A draft development agreement and lease have been prepared and detailed negotiations have all but been finalised. The process for disposing of open space however required that its sale be advertised in the local press.
- 2.8 The proposed disposal of the land was advertised in the Wirral Globe on 14 and 21 March last to comply with the Council's statutory procedure pursuant to Section 123 of the Local Government Act 1972.
- 2.9 A formal complaint has been made which, in part, raises an objection against the sale of the land. The complaint is reproduced in full in the appendix and is being dealt with in keeping with the Council's complaints procedure.
- 2.10 In respect of the proposed disposal, the objector states in point 3 of the complaint that 'The proposed development has very significant impact on The Oval which is a designated area for recreation and sport with a very significant historical value to the whole community of Wirral'.
- 2.11 The land to be leased comprises two areas of grass verge divided by an access track to a service compound. It comprises approximately 1.5% of the total site area of the Oval. The Director of Technical Services advises that it has not been used for any recreational or sporting use in the past 25 years, and so members are requested to consider the objection and, having considered it, decide whether the proposed disposal of the land should proceed.
- 2.12 Further, the college has requested that the call in period is waived due to the need to commence site works immediately if the proposed opening date for the new accommodation at the start of the first 2013 term is to be met. There are adverse effects and financial implications for the College if it is not.
- 2.13 The build programme anticipates completion by 10 December 2012 which necessitates a start on site the week commencing 25 June 2012. This would allow students to occupy the building and commence training from the new term at the start of January 2013. This does however allow only a minimum contingency for any slippage in the build programme itself.
- 2.14 Failure to meet the completion date would negatively impact the student experience for those who will use this building who have already been in contingency arrangements for one term from the start of the new academic year in September 2012. Clearly, delay causes uncertainty and could affect the retention and achievement of what is a high performing ('outstanding' in Ofsted terms) area of the College and a high priority group of 16-18 year olds for the Local Authority

2.15 There are cost implications for the College which has contingency arrangements to retain one block at Carlett Park until the new build is available. The cost is approximately £15,000 per month but delays beyond December 2012 would make it less certain that the contingency arrangements remain available if a buyer for Carlett has been identified and wants to complete the purchase of the site and start to build there.

### **3.0 RELEVANT RISKS**

3.1 Failure to grant the lease will prevent the development of additional classroom accommodation on the site.

3.2 Failure to waive the call in period will likely result in the opening being delayed beyond the start of the first 2013 term.

### **4.0 OTHER OPTIONS CONSIDERED**

4.1 None.

### **5.0 CONSULTATION**

5.1 This report advises Cabinet of the outcome of public consultations on the proposed disposal of public open space.

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

6.1 None.

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

7.1 The proposed development will be on currently unused land and will be externally funded. When completed the activities it will house are expected to generate additional income for the Oval.

### **8.0 LEGAL IMPLICATIONS**

8.1 None.

### **9.0 EQUALITIES IMPLICATIONS**

9.1 An EIA has been produced by the college.

9.2 (a) Yes and impact review is attached – <http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010/law-hr-asset-management>

### **10.0 CARBON REDUCTION IMPLICATIONS**

10.1 None

### **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

11.1 None

## 12.0 RECOMMENDATIONS

12.1 That the Council notes the objection and proceeds with the disposal of the land on the terms previously reported.

12.2 That call in be waived to allow works to commence immediately.

## 13.0 REASON FOR RECOMMENDATIONS

13.1 To enable the lease to be completed to facilitate the development of the new Wirral Metropolitan College facility.

**REPORT AUTHOR:** **Tony Simpson**  
**Asset Valuer**  
Telephone: (0151 666 3892)  
Email: [tonysimpson@wirral.gov.uk](mailto:tonysimpson@wirral.gov.uk)

## APPENDICES

Full Formal Complaint  
Plan

## SUBJECT HISTORY (last 3 years)

<b>Council Meeting</b>	<b>Date</b>
Delegated Decision	01/12/12
Planning Committee	24/05/12

**CABINET**

**21 JUNE 2012**

Mr Jim Wilkie  
Chief Executive  
W.M.B.C.  
Town Hall  
Brighton Street  
Wallasey  
Wirral  
CH44 8ED.

**Formal Complaint 21st March 2012.**

Dear Sir,

I write to lodge a formal complaint into the behaviour & conducted by Senior Council Officers of the above departments.

That complaint is based on the total lack of openness on the outset of this venture, a repeat on the same behaviour relating the Tranmere Rovers venture in late 2011. Behaving that has a very big impact on the Residents of Wirral whom they service.

It is clear like the TRFC venture there has been a lot of behind the scenes contact/work over a long period of time for the proposed development at the Bebington Oval grounds to reach its current position in going forward to Planning consent and the disposal of Council Land for this development.

Once it is again this behaviour by Council Offices in hand with the Developers raises three very serious concerns,

1. **That of the impartiality of the Officers evolved. I feel it reasonable to question the impartiality of the Council Officers from all departments connected with this development? The grounds for this is that we the Residents have only been informed about this development once the necessary notification (s) had to be "Issued" on the transfer of Council Land & the submitting of plans for Planning Approval. I also feel it fair and reasonable to question what has taken place in the negotiations between both parties that gave confidence to the Developer to proceed to incurred considerable cost on drawing up plans and reports in order to apply for planning permission when they have no ownership rights to the Land in question? The advance stage of this matter indicates the possibility of a pre-agreement that this development will go ahead. It is also fair and reasonable to call into question the motives by all concerned in the need to exclude the Public**

from what is a very important issue a clear action to reduce their time and ability to respond in a meaningful way through open consultation a every stage of this development which is their right.

2. **The full inclusion of the elected members at all stages of this development.** With regard to item two on contacting my Ward Councillors Mr Jerry Williams & Mrs Sheila Clark I was meet with a situation whereby **Councillor Williams had no knowledge of this matter** and **Sheila Clarke only had limited knowledge** but both were not aware that this matter was at the level of proceeding for Planning Approval or the disposal of Council Land. It is therefore reasonable to question the communication by officers and others of information on what is a very important development within the Bebington Oval that has an impact on all the Wards in the WMBC area. A problem/situation that my Councillors in the Bebington Ward along with those in the Clatterbridge Ward have voiced to me a number of times over the past year. This raises a very serious matter on the ability of elected members to represent the interests not only of their Wards but the wider community of Wirral?
3. **The rights of fair/reasonable consultation with the Residents of Wirral.** This purposed development has very significant impact on the facility known as Bebington Oval which in Council ownership is a **designated area for Recreation & Sport with a very Significant Historical Value to the whole community of Wirral.** The failure of the Council and its Officers in Consulting with the Residents of Wirral firstly on the intended disposal and use of this land at Bebington Oval prior to reaching the current position shows the highest level of disregard to not only the Democratic System of Governance but also the Duty & Trust entrusted to these officers in working for the People of Wirral.

This is not an isolated problem as I've stated it follows the same pattern as the TRFC affair last year. It also highlights a very serious issue on how the assets in Council control and care, that belong to the residents of Wirral are being managed in a style that is very secretive allowing the freedom of Officers to conclude their own wishes and desires on the outcome prior evolving the People of Wirral. It has over a period of time been demonstrated that there exist within the Executive Arm of Council a moral corruption at the highest levels of Management along with inefficiencies at the expense of the People of Wirral and I call upon you all to instigate a full inquiry/investigation into not only this matter but in the running of the HR/Asset Management and Planning Departments.

I also call upon you all to take steps to engage in Meaningful Consultation by means of open Public Meetings into this development, and to honour the commitment by both Elected/non-elected Members of Council to deliver open accessible Governance to the People of Wirral.

Finley I wish to point out that my complaint is of those who are the senior managers in charge of running these departments and not about the staff under their control. The residents of Wirral luckily to have staff employed by Council who have shown the highest levels of Moral Standards and some have taken a stand at their own expense in protecting those standards and the people of Wirral, I'm truly grateful to them all.

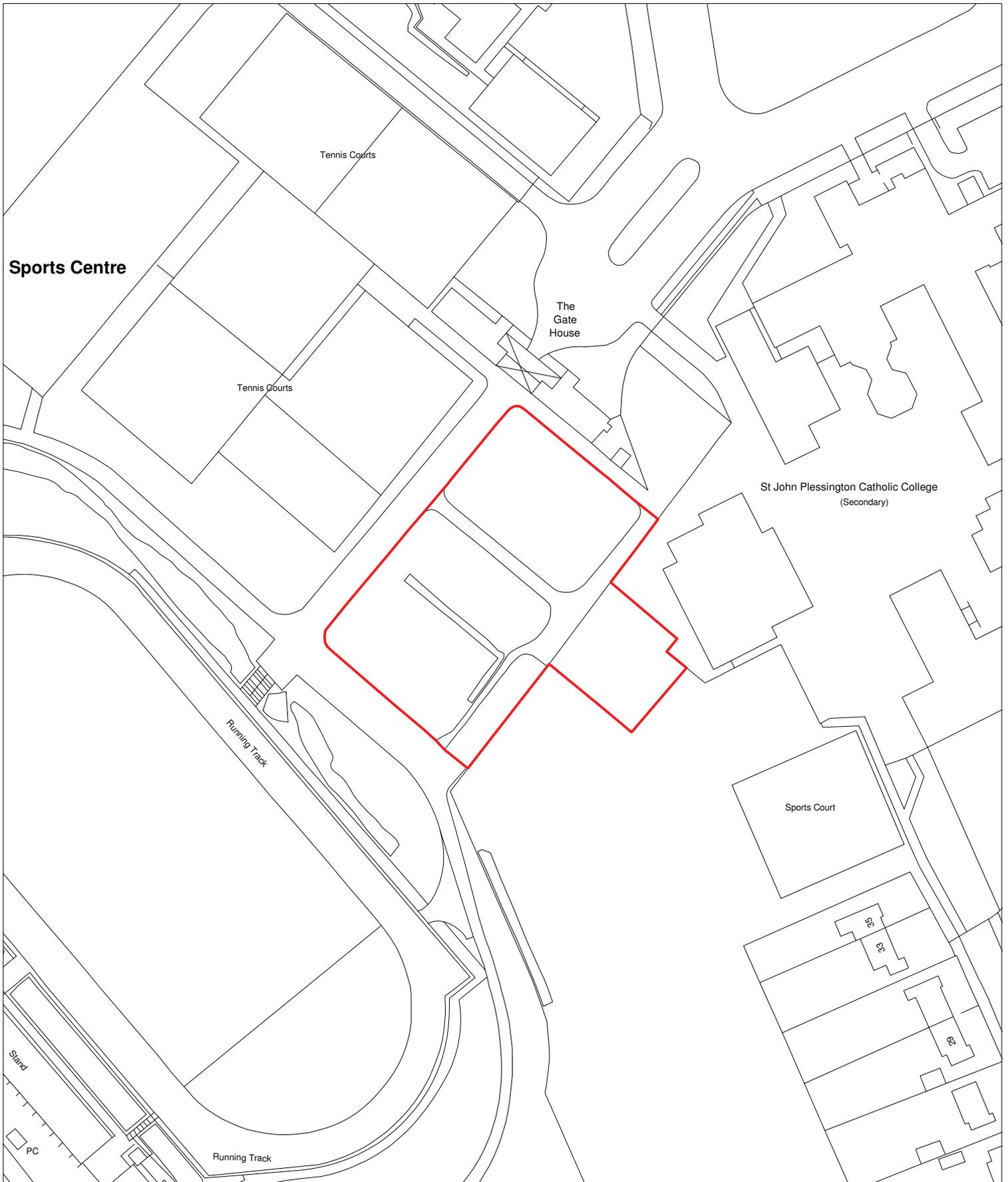
Yours sincerely

Dennis Boyd.  
Higher Resident.

7 Gorseville Road  
Higher Bebington  
Wirral  
CH63 2QE

0151 609 0257

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<b>title</b> Land at The Oval (Contractor Indemnity) Bebington	<b>scale</b> 1:1250		
	<b>date</b> 1/2/2012	<b>map ref.</b> 100SE	

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## WIRRAL COUNCIL

### CABINET

21 JUNE 2012

<b>SUBJECT:</b>	<b>DISPOSAL OF VARIOUS PROPERTIES TO REGISTERED PROVIDERS</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF LAW, HR AND ASSET MANAGEMENT</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>CORPORATE RESOURCES</b>
<b>KEY DECISION?</b>	YES

#### 1.0 EXECUTIVE SUMMARY

- 1.1 This report seeks authority to dispose of a number of assets to Registered Providers (formerly known as Registered Social Landlords) to secure the delivery of affordable housing.
- 1.2 The report also identifies the need for the review of the existing disposals policy to cover such disposals in the future. It is proposed that a draft policy is brought to a future meeting of Cabinet as part of the review of the Council's corporate Asset Management Plan and associated policies.

#### 2.0 BACKGROUND AND KEY ISSUES

- 2.1 The Council's current disposal policy sets out a process to identify and dispose of surplus assets. It is underpinned by a presumption that the Council will only retain assets that are required for service delivery, redevelopment or regeneration, or otherwise to deliver the Council's strategic objectives.
- 2.2 If an asset is deemed surplus to the Council's requirements it is then considered whether the asset is required by a partner organisation or by the wider community, before it is offered on the open market.
- 2.3 Registered Providers are regarded as partner organisations, with which the Council is working to deliver its corporate plan priority to provide new and affordable homes.
- 2.4 As a result of service change and modernisation a number of Council assets have been vacated and are no longer required for the delivery of Council services.
- 2.5 Wirral's Housing Strategy Statement 2011-2016 and the Council's Corporate Plan 2011-2014 highlight the key requirements for Wirral to make the best use of existing stock and provide new and affordable homes. When the Housing Strategy Statement was initially produced, key aspirational targets to deliver 200 homes by March 2013 and 150 per annum thereafter up to 2014/15, were set as part of the Strategic Housing Plan. These targets are currently in the process of being reviewed to ensure they clearly reflect the impact changes such as welfare reform have had on people, since the

Housing Strategy was produced. It is expected these targets will be increased in order to support the delivery of an increased programme of affordable homes in Wirral which reflects the changing needs of the borough.

- 2.6 The Government in the launch of its recent strategy 'Laying the Foundations – A Housing Strategy for England' estimates that 40% of land suitable for development is held by the public sector. It stresses the importance of bringing public sector land use to provide capacity to deliver its ambitions for up to 10,000 new homes over a four year period, which could also support construction and related jobs.
- 2.7 The Government's expectations around the provision of new affordable homes are driven by the Homes and Communities Agency (HCA). The HCA Affordable Homes Programme Prospectus states that "Publicly owned land is a valuable resource and providers should work in partnership with public sector landowners to deliver affordable housing". The government encourages local authorities to consider the contribution that they can make to bringing forward housing supply and meeting local needs and priorities through the use of their own land holdings. There is a high expectation that providers carrying out developments on land owned by the public sector should aim to minimise other forms of subsidy such as the HCA funding. As part of the process for delivering affordable homes, Registered Providers must demonstrate value for money. In this regard they undergo a competitive process to secure funding.
- 2.8 All the above coupled with Wirral's Strategic Housing Land Availability Assessment (SHLAA) and National Planning Policy Framework (NPPF) which requires an immediately available housing land supply of six years, places an increased pressure on Wirral to use its land assets to support the delivery of new and affordable homes.
- 2.9 Discussions have been taking place with a number of Registered Providers who are active on Wirral and/or who have identified funding to enable them to bring forward early developments to deliver new affordable housing provision. In some cases by dealing quickly with sites Wirral may be able to 'capture' available development funding that may otherwise be lost to other areas.
- 2.10 Attached at Appendix A is a list of sites which have been identified as surplus to the Council's requirements and which have been identified as being of interest to Registered Providers.
- 2.11 The Council's Housing Strategy Manager has confirmed that these sites are in areas of the Borough with identified housing needs. Preliminary discussions have been held on each site with a suitable Registered Provider partner (identified in Appendix A) for the development of the site. These Registered Providers have been identified from a preferred list based on the Council's current selection criteria established by the Head of Housing Strategy.
- 2.12 The Registered Providers have in each case undertaken preliminary investigations and have confirmed their interest in developing the site and their capacity to do so.
- 2.13 In summary, all appropriate Registered Providers who are active in the area have been approached to determine who has capacity in their HCA Affordable Housing programme 2011-15 to deliver affordable housing on these sites. The housing requirement on each site has been determined by the Council's analysis of need. Those Registered Providers with capacity in their programme to deliver the required development have

been matched with appropriate sites by the Head of Housing Strategy using consistent selection criteria. Finally, because of the quality and value for money criteria that are applied to the Registered Providers (who are not for profit organisations) by the HCA the Council can be satisfied that its desired development will be delivered to a consistent standard irrespective of which Registered Provider is selected to develop the site. In all the circumstances the Council can therefore be satisfied that the sites have been appropriately exposed to the provider market and disposal as proposed in this report will achieve value for money.

- 2.14 It is therefore recommended that the sites listed in Appendix A be disposed of to the identified Registered Provider in each case, and that authority be granted to the Director of Law, HR and Asset Management to negotiate and agree in consultation with the Portfolio member for Corporate Resources detailed terms for each disposal. This will enable rapid progress to be made in delivering new affordable housing in areas of need.
- 2.15 As identified earlier in this report, the Homes and Communities Agency (HCA) expects Registered Providers to work in partnership with public sector organisations to deliver affordable housing and, where land is in public sector ownership, to minimise other forms of subsidy in the development such as HCA funding.
- 2.16 In line with current practice the Head of Housing Strategy and the Head of Asset Management will undertake a financial appraisal of the proposed development at each site using financial information provided on an 'open book' basis by the Registered Provider. This will enable the Council to be satisfied that the scheme offers value for money and that any payment agreed for the land is the maximum that can be sustained by the scheme whilst maintaining its viability.
- 2.17 It is likely that – having regard to the nature of the proposed developments and the available funding streams - most of the disposals now recommended will be at less than market value.
- 2.18 Members will be aware of the Council's obligation to obtain the best price reasonably obtainable on the sale of its land and property. However, the General Consent, allows the Council to dispose of land at an undervalue to Registered Social Landlords by imposing conditions as to its use.
- 2.19 Further opportunities will arise over the next few years, with some additional properties to those listed in this report already vacated, and other opportunities expected to become available as service modernisation and the rationalisation of the asset base continues.
- 2.20 To support the Council's disposal programme a need to review current arrangements has been identified, with the aim of putting in place a robust and publicly available policy which offers a consistent framework both for the future disposal of surplus assets and for decisions as to the use of assets to support the delivery of wider corporate objectives (including the delivery of affordable housing).
- 2.21 Such a review has started, and it is intended to bring a draft policy to a future meeting of Cabinet for approval as part of a wider review of corporate asset management arrangements. In the meantime the disposals now recommended will help 'kick start' the provision of a significant number of affordable housing units on Wirral in areas of housing need.

### **3.0 RELEVANT RISKS**

- 3.1 There is a risk that the preferred Registered Provider will not be able to proceed. If this is the case it is suggested that to minimise the loss of momentum and delay in delivering new development the Director of Law, HR and Asset Management be authorised to negotiate terms with the next preferred Registered Provider as nominated by the Head of Housing Strategy.
- 3.2 There is a risk that no Registered Provider is able to come up with a workable and deliverable scheme for one or more of the sites. At that point the potential for alternative uses of the site would be reviewed, but it is expected that all of these sites could be disposed of on the open market and achieve a capital receipt.
- 3.3 There is a risk of challenge to the list of preferred Registered Providers from organisations that have not been offered one of these sites. This risk is considered to be low. Preferred Registered Providers have been selected by the Head of Housing Strategy on the basis of the Council's knowledge of the different providers, their capacity to deliver development and the availability of development funding. There is a continuing relationship and active dialogue with Registered Providers and the selection of the preferred partner organisation for each site is considered fair and reasonable.

### **4.0 OTHER OPTIONS CONSIDERED**

- 4.1 Disposal of the sites on the open market. This option has been rejected because development of these sites for affordable housing is consistent with the Council's current disposal policy for assets and will help deliver a key Council priority.
- 4.2 Offer the sites to Registered Providers in competition. This option has been rejected because the recommended Registered Providers have been selected for each site having regard to their appetite for and capacity to deliver development and their ability to access funding for these sites at the present time. They are considered the most appropriate developer in each case, and in the opinion of the Head of Housing Strategy there would be no advantage to the Council in staging such a competition but there would be further delay in bringing forward development.

### **5.0 CONSULTATION**

- 5.1 All Council departments have been consulted to ensure there are no alternative service requirements for the vacated properties. In addition, departments have been consulted via the corporate Asset Review Board on the interest of Registered Providers in these assets and the emerging need for a review of existing policies.
- 5.2 The Head of Housing Strategy has consulted Registered Providers (without any commitment) to determine interest in the various sites, their development potential and the ability of the different organisations to deliver affordable housing on the sites.

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

- 6.1 None

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

### **Financial**

- 7.1 Disposal of these assets on the basis proposed will relieve the Council of the continuing revenue costs of their ownership and management (for example non-domestic rates, repair and maintenance, security, utility costs etc.)
- 7.2 Subject to the agreement of terms and a financial appraisal in each case there is also the prospect of a receipt payable to the Council.

### **IT**

- 7.3 There are no IT implications

### **Staffing**

- 7.4 There are no staffing implications

### **Assets**

- 7.5 Disposal of these assets on the basis recommended is consistent with the Council's strategy of using its assets to support the delivery of corporate objectives. It will also relieve the Council of responsibility for assets that are surplus to its requirements.

## **8.0 LEGAL IMPLICATIONS**

- 8.1 Appropriate legal documentation will be required in each case for the disposals.

## **9.0 EQUALITIES IMPLICATIONS**

- 9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

(b) No because there is no relevance to equality.

## **10.0 CARBON REDUCTION IMPLICATIONS**

- 10.1 Disposal of these assets will reduce the Council's CO2 emissions and will contribute to the delivery of the Carbon Budget.

## **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

- 11.1 Planning permission will be required in each case for the proposed developments.
- 11.2 All of the sites identified fall within Primarily Residential Areas designated in the Wirral Unitary Development Plan (saved by Direction of the Secretary of State in September 2007).
- 11.3 While the sites at Pensall House, Pensby and Stavordale Road, Moreton fall outside the Regeneration Priority Areas identified in the Council's Interim Planning Policy for New Housing Development, development to meet a local need for affordable housing would be acceptable in principle.

## 12.0 RECOMMENDATIONS

That

- 12.1 The assets identified in Appendix A to this report be declared surplus to the Council's requirements
- 12.2 Those assets be disposed of to the registered provider identified in each case in Appendix A and the Director of Law, HR & Asset Management be instructed to negotiate detailed terms for each disposal
- 12.3 Authority be delegated to the Director of Law, HR and Asset Management in consultation with the Cabinet Member for Corporate Resources to agree the finally negotiated terms in each case
- 12.4 In the event that the preferred Registered Provider for any of the sites is unable to proceed with its acquisition within a reasonable time officers be authorised to negotiate terms with the next preferred Registered Provider as nominated by the Head of Housing Strategy.

## 13.0 REASONS FOR RECOMMENDATIONS

- 13.1 To support the delivery of affordable housing in areas of need across the Borough.

**REPORT AUTHOR:** **Ian Brand**  
Head of Asset Management  
telephone: (0151) 666 3880  
email: [ianbrand@wirral.gov.uk](mailto:ianbrand@wirral.gov.uk)

## APPENDICES

Appendix A – List of sites and recommended Registered Providers

## REFERENCE MATERIAL

None

## SUBJECT HISTORY (last 3 years)

Council Meeting	Date

**WIRRAL COUNCIL****APPENDIX A****CABINET****21 JUNE 2012**

<u>Asset</u>	<u>Registered Provider</u>	<u>Potential number of units</u>	<u>Potential full Value</u>
Esher House, Esher Close, Beechwood	Regenda	8	£20,000
Old Court House, Manor Road, Wallasey	Regenda	Unknown at this stage	£175,000
Craven Street, Birkenhead (former HMRI sites)	Wirral Methodist	3	£40,000
Seymour Street, Tranmere (former HMRI sites)	Regenda	3	£50,000
Poulton House, Winterhey Avenue, Wallasey	Housing 21	20	£225,000
Birket House/Hope Street, Birkenhead (Mapelhome)	Cosmopolitan	22	£175,000
Pensall House, Fairview Way, Pensby	Wirral Partnership Homes	24	£300,000
Willowtree, Stavordale Road, Moreton	Wirral Partnership Homes	16	£250,000
YMCA Manor House, Manor Road, Wallasey	Wirral Partnership Homes	12	£220,000
Poulton Primary, Alderley Road, Wallasey	Arena	25	£385,000

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## Equality Impact Assessment Toolkit (from May 2012)

### Section 1: Your details

**EIA lead Officer:** Ian Brand  
**Email address:** ianbrand@wirral.gov.uk  
**Head of Section:** Ian Brand  
**Chief Officer:** Bill Norman  
**Department:** Law, HR and Asset Management  
**Date:** 31 May 2012

### Section 2: What Council proposal is being assessed?

Disposal of Surplus Council Properties to Registered Providers

**Section 2b:** Will this EIA be submitted to a Cabinet or Overview & Scrutiny Committee?

No If 'yes' please state which meeting and what date

.....

Please add hyperlink to where your EIA is/will be published on the Council's website (see your Departmental Equality Group Chair for appropriate hyperlink)

.....

**Section 3: Does the proposal have the potential to affect.....** (please tick relevant boxes)

- Services**
- The workforce**
- Communities**
- Other** (please state eg: Partners, Private Sector, Voluntary & Community Sector)

If you have ticked one or more of above, please go to section 4.

- None** (please stop here and email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for publishing)

**Section 4: Does the proposal have the potential to maintain or enhance the way the Council .....** (please tick relevant boxes)

- Eliminates unlawful discrimination, harassment and victimisation
- Advances equality of opportunity
- Fosters good relations between groups of people

If you have ticked one or more of above, please go to section 5.

- No** (please stop here and email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for publishing)

**Section 5:**

**Could the proposal have a positive or negative impact on any of the protected groups (race, gender, disability, gender reassignment, age, pregnancy and maternity, religion and belief, sexual orientation, marriage and civil partnership)?**

**You may also want to consider socio-economic status of individuals.**

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

<b>Which group(s) of people could be affected</b>	<b>Potential positive or negative impact</b>	<b>Action required to mitigate any potential negative impact</b>	<b>Lead person</b>	<b>Timescale</b>	<b>Resource implications</b>

**Section 5a:**        **Where and how will the above actions be monitored?**

**Section 5b:**        **If you think there is no negative impact, what is your reasoning behind this?**

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

**Section 7:**        **Are you intending to carry out any consultation with regard to this Council proposal?**

**Yes / No** – (please delete as appropriate)

**If ‘yes’ please continue to section 8.**

**If ‘no’ please state your reason(s) why:**

(please stop here and email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for publishing)

## **Section 8: How will consultation take place and by when?**

Before you complete your consultation, please email your preliminary EIA to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) via your Chief Officer in order for the Council to ensure it is meeting it's legal requirements. The EIA will be published with a note saying we are awaiting outcomes from a consultation exercise.

Once you have completed your consultation, please review your actions in section 5. Then email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for re-publishing.

## **Section 9: Have you remembered to:**

- a) **Add appropriate departmental hyperlink to where your EIA is/will be published (section 2b)**
- b) **Include any potential positive impacts as well as negative impacts? (section 5)**
- c) **Send this EIA to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) via your Chief Officer?**
- d) **Review section 5 once consultation has taken place and sent your completed EIA to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) via your Chief Officer for re-publishing?**

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## WIRRAL COUNCIL

### CABINET

21 JUNE 2012

<b>SUBJECT:</b>	<b><i>LEASOWE ROAD BRIDGE REPAIR AND REFURBISHMENT, CONSULTANT APPOINTMENT – CONTRACT PRICE INCREASE</i></b>
<b>WARD/S AFFECTED:</b>	<b><i>ALL</i></b>
<b>REPORT OF:</b>	<b><i>DIRECTOR OF LAW, HR &amp; ASSET MANAGEMENT</i></b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b><i>CORPORATE RESOURCES</i></b>
<b>KEY DECISION?</b>	NO

#### 1.0 EXECUTIVE SUMMARY

1.1 The purpose of this report is to inform Members pursuant to Contract Procedure Rule 16.1.2 that the contract awarded for consultancy services associated with the repair and refurbishment works at Leasowe Road bridge has been varied for technical reasons, to ensure the successful delivery of the contract.

#### 2.0 BACKGROUND AND KEY ISSUES

2.1 Scott Wilson Limited were appointed on 27 April 2011 to provide consultancy services under the terms of their framework agreement with the council, including design and project management. The agreed fee ceiling for the services was £93,000. The necessary construction works were subsequently designed by Scott Wilson Ltd.

2.2 On 28 October 2011 the Portfolio Holder for Streetscene and Transport Services accepted a tender for the construction works from AE Yates Ltd.

2.3 Scott Wilson were acquired by URS in 2011 and are now trading as URS.

2.4 The contract for the construction works was subsequently awarded to AE Yates Ltd by the council, following agreement of contractual formalities, at an approved target cost of £650,863.11, with work commencing on site on 27 February 2012 for an anticipated duration of approximately five months.

2.5 As a result of the final scope of contract works awarded, delays to the works in progress on site and the technical supervision necessary to ensure project compliance, the number of hours now anticipated to be allocated to the project by URS has increased when compared to their initial proposal submission, in particular for the following reasons:

- development of a more complex project involving half joint replacement as opposed to concrete repair only as originally envisaged, resulting in longer design phase;
- more investigations to facilitate design, more complex traffic management issues, more structural assessment work, more consultations with third parties;

- Early Contractor Involvement development period longer than expected required to achieve value engineering savings and to obtain a robust project target cost within approved budgets;
- involvement in contractor procurement process via the councils e-procurement and quality evaluation process;
- increased site supervision to cover staged inspections required for half joint replacement and to confirm scope of project;
- unforeseen details in the existing bridge requiring review and assessment (as compared with record drawings) during contract phase;
- responses to contractor's requests for removal of constraints to facilitate recovery of programme (requiring appraisals).

2.6 As a result of the above the Supervising Officer has issued a contract variation to the consultancy services appointment resulting in a revised fee ceiling total, and hence anticipated contract price, of £128,550, which is an increase of £35,550 or 38% above the fee ceiling or contract sum of £93,000 originally agreed with URS. Approximately, £7,500 of this additional cost is due to the predicted delays to the contract works resulting in more site supervision and monitoring by the consultant.

2.7 At the time of writing this report there are no indications that any variations to the construction works contract with AE Yates Ltd, which have been issued by the Supervising Officer, will result in the final works contract price exceeding the works contract sum by more than £50,000 or 10%. Any such increase will be reported to a future Cabinet should it occur.

### **3.0 RELEVANT RISKS**

3.1 There remains a risk that the contract could suffer further delays on site or during account settlement, and increased time will need to be allocated by URS, which may warrant a further extension to their fee ceiling and hence contract price. In these circumstances a further report pursuant to Contract Procedure Rule 16.1.2 would be submitted should the revised contract sum be exceeded by the relevant amount.

3.2 There are no further known risks associated with the recommendation proposed.

### **4.0 OTHER OPTIONS CONSIDERED**

4.1 The consultancy services contract could have been restricted to the original scope. However, had the consultancy services not been extended, the works contract could not have been developed sufficiently to achieve the whole life cycle cost benefits now realised by the final design solution. There would also have been a risk that the works were not adequately monitored on site to ensure specification compliance and safe working practices were maintained.

4.2 It was considered that the appointment of an alternative consultant would not have been economically beneficial to the council in this case.

## **5.0 CONSULTATION**

5.1 No consultation has been conducted or is proposed.

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

6.1 There are no opportunities to involve voluntary, community and faith organisations in the subject matter of this report.

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

7.1 The Deputy Director of Technical Services has confirmed that provision exists in the Highways Capital Programme for 2012/13 to fund the cost increase reported at 2.6 above.

7.2 There are no IT, staffing or asset implications.

## **8.0 LEGAL IMPLICATIONS**

8.1 There are no legal implications.

## **9.0 EQUALITIES IMPLICATIONS**

9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

No because there is no relevance to equality.

## **10.0 CARBON REDUCTION IMPLICATIONS**

10.1 There are no carbon usage or other environmental implications related to the subject matter of this report.

## **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

11.1 Planning consent is not required for the works proposed.

11.2 As a result of the enhanced site monitoring reported, the local community may be better protected from any hazards associated with the construction contract.

## **12.0 RECOMMENDATION**

12.1 That Members note the content of this report.

## **13.0 REASON FOR RECOMMENDATION**

13.1 Contract Procedure Rule 16.1.2.

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## **APPENDICES**

None

## **REFERENCE MATERIAL**

Various documents relating to appointment of consultant and extension of contract stored in project files ref. C18769, HB/1/121 and electronic documents at H:\Bridges\Capital Schemes\Leasowe Road.

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

<b>Council Meeting</b>	<b>Date</b>
<b>REPORT TO CABINET MEMBER FOR STREETSCENE AND TRANSPORT SERVICES</b>	<b>28 October 2011</b>

## WIRRAL COUNCIL

### CABINET

21 JUNE 2012

<b>SUBJECT:</b>	<b>PORTAS PILOTS ROUND 2</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF REGENERATION, HOUSING AND PLANNING</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>REGENERATION AND PLANNING STRATEGY</b>
<b>KEY DECISION?</b>	YES

#### 1.0 EXECUTIVE SUMMARY

- 1.1 In 2011 Mary Portas was commissioned by Government to undertake an independent review of high streets. In December 2011 - The Portas Review was published with a number of recommendations, one of which was to create a series of Town Teams for retail areas.
- 1.2 On the 30<sup>th</sup> March 2012 Government announced a further round of Portas Pilot Town Team bidding – Round 2. This second round followed a first round, announced by Government on 4<sup>th</sup> February 2012 and for which the bidding closed on 30<sup>th</sup> March. Some 360 plus applications were submitted to Government, including five from Wirral (reported to Cabinet 15<sup>th</sup> March 2012, minute 346 refers).
- 1.3 Members are asked to note that Government has stated that any bids which are unsuccessful in Round one will be considered automatically in Round 2.
- 1.4 As per the first round, the bids must be submitted in a partnership approach between retailers, landlords, local community, Local Authority and other partners. The Local Authority must agree to be the accountable body for the fund and also submit a statement securing value for money for the tax payer.
- 1.5 The Council has received 2 draft bids from local groups. A summary of these is outlined in section 2 of the report.
- 1.6 Members are asked to agree that the Local Authority will be the Accountable Body for any funding which maybe be granted, if any of the bids are successful, for up to £100,000 per bid.
- 1.7 Members are asked that as per Round 1 of the Portas Pilots, to agree that due to the very tight timescale for the bids; that the Director of Regeneration, Housing and Planning in consultation with the leader of the Portfolio Holder, agrees the final bids for submission to Government on 30<sup>th</sup> June 2012. This is to allow more detailed work to be undertaken by the groups on their final bids including a video, within the framework of their draft bids outlined below, before submission to Government.

- 1.8 The Acting Chief Executive fully supports the proposal to waive call in for this report due to the very close proximity of Cabinet to the date for submission of the bids. Members are asked to agree that call in for this report is waived.

## **2.0 BACKGROUND AND KEY ISSUES**

- 2.1 As part of the Government's initiative to save our high streets, Mary Portas was commissioned to undertake a review of our high streets in 2011. In December 2011 her review was published – 'The Portas Review- an independent review into the future of our high streets'. This set out 28 recommendations for overhauling our high streets, one of which was to create Town Teams.
- 2.2 As Members will recall the first Round of Portas Pilot Town Team closed on the 30<sup>th</sup> March and Wirral had 5 Town Teams which applied for the funding to Government (Cabinet 15<sup>th</sup> March, minute 346). The outcome of the first round was expected in May 2012. Members will be advised at Cabinet of the outcome of the first round bids, if the decision is available.
- 2.3 Over 360 Applications were made nationally for the funding to Government and on the 30<sup>th</sup> March, Government announced a further Round of funding would be available. Government will support a further 12 bids across the Country with up to £100,000 available for each, dependant on the amount sought and Government's assessment of the bid.
- 2.4 The bids are to be submitted in a Town Team approach with retailers, traders, landlords, the local authority, local community and other partners working together. The prospectus states that the Local Authority (i.e. Wirral Council) will need to be the accountable body for the funding and any application must be accompanied by a letter confirming that the Local Authority has agreed to be the Accountable Body, along with a statement from the Council securing value for money for tax payers in the use of the grant.
- 2.5 The prospectus states that a selection of pilots will be chosen by Government based on the following criteria:
- Mix – a selection which is representative from high streets, town centres, small parades, markets towns, villages, larger towns, coastal towns and suburban areas. Also a good geographical spread of areas, as well as areas with both high and low average incomes and high and low shop vacancy rates.
  - Strong Leadership – pilot areas with a transformational vision for their high streets and the backing to make it into a reality. The lead partner should be able to clearly articulate this vision.
  - Commitment – maximum commitment to the Town Team approach amongst retailers, landlords, the local authority and local community. This could be shown through businesses match funding investment or a high proportion of landlords and businesses becoming part of the town team.
  - Potential for improvement – resources will be allocated on a value for money basis. Area must be able to demonstrate potential for improvement. Bids must provide current vacancy rates in the high street and any other information which can demonstrate need and potential.

2.6 The Town Teams must submit the application form as well as a short video submission setting out why their pilot should be chosen. The application form requires that it is clear:

- Who will lead the pilot
- Which local authority will be the Accountable Body (confirmation letter from the local authority and an accompanying statement on securing value for money for tax payers in use of the grant)
- How the partnership proposes to use the grant
- An outline of the key priorities for the pilot
- How the pilot meets the criteria, demonstrates its suitability for funding and meets the need for additional impact
- How the pilot will deliver transparency in the use of grant.

2.7 We have been working with known local trader groups as part of the on-going work on the Action Plans following the Town, District and Local Centre study and delivery framework (Cabinet 21<sup>st</sup> July 2011, minute 75 refers). Officers have circulated the Portas Prospectus to all local Members, existing trader groups which officers are aware of, and organisations, as well as using the Invest Wirral Business network. The information was also advertised on the Council's website.

2.8 We have received draft bids from:

- Wirral Chamber of Commerce – representing Birkenhead and Oxton Road
- Seabank Road Town Team

2.9 A short summary of the bids is outlined below:

#### 2.10 **Birkenhead and Oxton Road Town Team approach**

2.11 Working together, Wirral Chamber of Commerce and Celex Business Development are putting in a bid working with major landowners from the Pyramids to become a Pilot area. The application will be for up to £100,000 to support a more formalised Town Centre Manager for the Birkenhead area and to provide business support for businesses in the area. The funding will also be used to find innovative approaches to the use of empty shops with events being held, using the businesses to showcase their ideas and promoting the events.

2.12 The proposal has strong local business support from landowners, businesses and the Chamber. The Town Team will work together to provide business support and advice, utilise Empty shops, create a network via social media to encourage businesses to work together and market the Birkenhead area.

2.13 Any appointment of a Town Centre manager through the fund would not be paid for or managed by the Council and would be an independent process undertaken Town Team. The Council would need to be satisfied that the appropriate procedures and practices had been followed and are reported to Wirral Council as the accountable body.

## **2.14 Seabank Road Town Team**

- 2.15 The Town Team will be led by the Seabank Road Residents and Tenants Association and has strong support from the businesses in Seabank road. The proposal will be for approximately £97,000 and will look to create a community hub and local business and enterprise forum. It will also look to create a community engagement and communication strategy, provide IT training and support and promotion for apprenticeships.
- 2.16 The proposal wants to build on the increased number of visitors to New Brighton and maximise visitors to Seabank Road whilst helping the unemployed in the area and supporting the elderly population with access to local shops and amenities.
- 2.17 As the accountable body, the Council would support the promotion of apprenticeships, skill support and recruitment initiatives within the Town Team Programmes inline with our priorities to support skills and employment. If successful, further support and resource may be required to ensure the development of a sustainable, quality apprenticeship offer and to embed linkages to Wirral's existing retail skills networks.

## **3.0 RELEVANT RISKS**

- 3.1 The principal risk for the pilot proposals is that the bids for the 'Portas Pilots' Town Teams funding is rejected by Government, due to over subscription or that the pilots submitted are not seen by Government as fulfilling their criteria.
- 3.2 The Council's costs liability at this stage should be restricted at this stage to the potential £100,000 per pilot which will only be payable to the Council from Government if the pilot proposals are successful from Government. If the pilots are not taken forward by Government, then there is no liability on the Council for the funding.

## **4.0 OTHER OPTIONS CONSIDERED**

- 4.1 No other options have been considered, as this report sets out a response to proposals that have been called for by Government and responded to by local organisations, as called for in its Portas Pilots 2 – Prospectus: an invitation to become a Town Team'.

## **5.0 CONSULTATION**

- 5.1 If Members wish to support the submission of the 2 bids for the 'Portas Pilots' to Government, officers will work with the groups to develop their proposals. This will include facilitating consultation with local people and organisations. Appropriate targeted support will be provided to ensure engagement with the widest possible number of local residents through the existing communication mechanisms.

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

- 6.1 The development of the pilots' proposals if successful, may require additional skills and expertise that may be lacking in some organisations. Whilst some organisations may have the necessary skills and experience some may need support and may not have the resources to 'buy in' those skills.

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

- 7.1 In accordance with the criteria set out in the Portas Pilots, the Local Authority must agree to be the Accountable Body for the funding for the bids. The Local Authority must

also provide an accompanying statement on securing value for money for the taxpayers in the use of the grant. The Local Authority must prepare and submit a letter and accompanying statement which will be submitted to Government with each bid going forward. There will be staffing implications in supporting the Portas pilot groups but this will be absorbed within existing work programmes, which aim to support economic development and the promotion of Wirral's town centres.

7.2 Any staff appointed as a result of a successful Town Team bid would not be funded or managed by the Council. This would be the responsibility of the organisation submitting the bid. The Council would need to be satisfied that appropriate recruitment procedures and practices had been followed and are agreed and reported to Wirral Council as the accountable body.

## **8.0 LEGAL IMPLICATIONS**

8.1 The Council will be the accountable body for the funding and will have to submit a supporting letter which will state that the Council will secure value for money for the taxpayer. Advice from The Department of Communities and Local Government states that the Council will have to accept and allocate the funding in line with local accounting practices.

## **9.0 EQUALITIES IMPLICATIONS**

9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

(a) Yes and impact review is attached – *(insert appropriate hyperlink)*.

<http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010/regeneration-housing-planning>

(b) No because there is no relevance to equality.

(c) No because of another reason which is

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*\* Delete the two answers above which don't apply.*

## **10.0 CARBON REDUCTION IMPLICATIONS**

10.1 The Town Team plans must be in conformity with national policy in terms of sustainable development.

## **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

11.1 The proposals for Town Team bids may involve the need for planning applications for change of use to any buildings which are proposed to be used, dependant on the use classification.

## **12.0 RECOMMENDATION/S**

12.1 (1) That Cabinet endorses the submission of the 2 'Portas Pilot' bids to the Department of Communities and Local Government to Government on 30<sup>th</sup> June 2012.

(2) That Cabinet agrees to the Director of Regeneration, Housing and Planning in consultation with the Portfolio holder to have delegated authority to agree the submission of the final bids to Government, within the framework of the draft bids summarised in this report (section 2).

(3) That Cabinet agrees for the Local Authority to be Accountable Body for the funding of up to £100,000 for each bid, if successful and the money be allocated in line with the Council's accounting policies.

(4) That Cabinet agrees to the Director of Regeneration, Housing and Planning in consultation with the portfolio holder to prepare a statement for submission to CLG which stating that the Council will secure value for money for the tax payer in the use of the grant.

(5) That the Cabinet agree that should any bids be submitted to the Council prior to 30<sup>th</sup> June deadline, that the Director of Regeneration, Housing and Planning in consultation with the portfolio holder/leader has the delegated authority to allow the bids to be submitted provided the bid is will secure value for money for the tax payer in the use of the grant.

(6) That Cabinet agree to waive call-in of this decision.

## **13.0 REASON/S FOR RECOMMENDATION/S**

13.1 (1) To allow the 2 bids from the various organisations to be submitted to the Department of Communities and Local Government.

(2) That a very tight timescale have been put in place for the draft bids to be prepared in order for officers to report the details of this initiative to Cabinet. Allowing delegated authority to the Director of Regeneration, Housing and Planning would allow Town Teams to continue working on the details of their bids, inline with the framework submitted with their draft bids.

(3) The 'Portas Pilot' stipulates that the Local Authority must be the accountable body for any bids submitted to the Department of Communities and Local Government.

(4) To allow the appropriate supporting statement to be submitted with the bids in order for the submission to meet the criteria set out in the 'Portas Pilot Prospectus'.

(5) To allow any additional bids to be considered by CLG in line with the timescale set out in the Portas Pilots.

(6) Because of the very tight timetable set by Government for the submission of Round 2 of the Portas pilots.

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## **APPENDICES**

*(List and, if not attached, specify location – e.g. website and/or Group rooms.)*

## **REFERENCE MATERIAL**

Portas Pilots: Prospectus - an invitation to become a Town Team

High streets at the heart of our communities: The Government's response to the Mary Portas Review

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

<b>Council Meeting</b>	<b>Date</b>
<b>Cabinet Meeting – Portas Pilots Bid Funding (minute 346)</b>	<b>15<sup>th</sup> March 2012</b>
<b>Cabinet Meeting – Wirral Town Teams Funding (minute 380)</b>	<b>12th April 2012</b>

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## WIRRAL COUNCIL

CABINET 21 JUNE 2012

<b>SUBJECT:</b>	<b>NEIGHBOURHOOD PLANNING - AREA AND FORUM DESIGNATIONS</b>
<b>WARD/S AFFECTED:</b>	<b>GREASBY, FRANKBY AND IRBY, HOYLAKE AND MEOLS, LISCARD, PRENTON</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF REGENERATION, HOUSING AND PLANNING</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>REGENERATION AND PLANNING STRATEGY COUNCILLOR PAT HACKETT</b>
<b>KEY DECISION?</b>	<b>YES</b>

### 1.0 EXECUTIVE SUMMARY

- 1.1 Wirral has four Neighbourhood Forums funded by Government as part of the Neighbourhood Planning Frontrunner project. These are at various stages of plan preparation, although none has yet submitted a Neighbourhood Plan formally to the local planning authority, or to independent examination or referendum.
- 1.2 Following the commencement of provisions in the Localism Act 2011, the Government has now issued Neighbourhood Planning Regulations and has amended the Town and Country Planning Act 1990 to make Neighbourhood Plan preparation a statutory process. If adopted by the local planning authority, the resulting plans will then become part of the Council's development plan, alongside the Unitary Development Plan, Regional Strategy and emerging Core Strategy.
- 1.3 As a result of this change in status of the Neighbourhood Plans, the Regulations require that the area designations and the Neighbourhood Forum constitutions should be agreed by the Council and be subject to public consultation in their neighbourhood area.
- 1.4 This report sets out the background to this issue and the stages reached by each of Wirral's former Neighbourhood Planning Frontrunners. Officers have assisted each of the Neighbourhood Forums to prepare their plans in accordance with the previous development plan regulations and the stages now proposed closely follow the new procedures, although now with statutory effect.
- 1.5 Cabinet is asked to agree the area boundaries of the four Wirral Neighbourhood Planning areas and that the constitutions of the four Neighbourhood Forums comply with the requirements of sections 61F and 61G of the Town and Country Planning Act 1990.
- 1.6 Cabinet is further asked to agree that the area boundaries and constitutions of the four Neighbourhood Forums are issued for a six week public consultation and that officers report back to a future Cabinet on the results of that consultation, with a view to

designating (or refusing designation) the Neighbourhood Forums and area boundaries.

## **2.0 BACKGROUND AND KEY ISSUES**

- 2.1 During 2011, four communities in Wirral successfully bid to become Frontrunners on the Government's Neighbourhood Planning pilot project. This pilot project was brought in before the Localism Act was given Royal Assent on 15<sup>th</sup> November 2011 and involved local communities preparing Neighbourhood Development Plans for their areas. Members should be aware that the preparation of Neighbourhood Development Plans is a separate process to the Council's Area Forum neighbourhood plans, which are concerned with local resource allocation and not town planning issues.
- 2.2 The first two pilot areas in Wirral were reported to Cabinet on 3<sup>rd</sup> February 2011 (minute 320 refers) and Members agreed to endorse the submission of the pilot bids from Devonshire Park Residents' Association and Hoylake Village Life. Cabinet also resolved that officers should assist the two neighbourhood groups to determine their boundaries and prepare draft neighbourhood plans. On 1<sup>st</sup> April 2011, the Government announced funding of £20,000 to be allocated to Wirral Council to assist in the preparation of the Devonshire Park Residents' Association Neighbourhood Plan. Funding of £20,000 for the Hoylake Village Life proposals was granted by the Government on 24<sup>th</sup> May 2011.
- 2.3 Central Liscard Area Residents' Association was the third group to come forward and submitted their bid to Government on 8<sup>th</sup> July 2011, following submission to the Council's Leader on 4<sup>th</sup> July 2011, with the support of two Ward Members. The bid was agreed and funding of £20,000 awarded to the Council for CLARA's proposals, by Government on 31<sup>st</sup> August 2011.
- 2.4 The fourth Wirral bid was submitted by Greasby Community Association, following submission to the Portfolio Holder for Regeneration and Planning Strategy, with the support of three Ward Members. The bid was agreed by Government and funding of £20,000 awarded on 1<sup>st</sup> March 2012.
- 2.5 The four pilot areas are at different stages in their preparation of a Neighbourhood Plan for their communities. There is a basic process of consultation, submission and examination before the Neighbourhood Plan can be put to a referendum of local voters and then adopted by the Council as part of the statutory development plan. This process has been supported by officers in my Department, using the four blocks of £20,000 allocated to the pilot project by Government and held by the Council.
- 2.6 Whilst the four pilot areas were being used by the Government to test this new approach to plan-making, the Government has now introduced Neighbourhood Planning Regulations, following the Localism Act. These Regulations came into force on 6<sup>th</sup> April 2012 and set out a clear statutory process for the preparation of Neighbourhood Plans. Whilst the carrying out of a Referendum is part of this process, the necessary Regulations for that stage under the Localism Act have not been made yet. The process consists of the following stages:
  - (1) designation of Neighbourhood Plan Area (Regs 5-7)
  - (2) designation of Neighbourhood Forum (Regs 8-12)

- (3) develop the draft Neighbourhood Plan (Reg 14)
- (4) consultation on the draft Neighbourhood Plan (Reg 14)
- (5) revision of the draft plan post-consultation
- (6) submission of the draft Neighbourhood Plan to the Local Planning Authority (Regs 15,16)
- (7) independent Examination of the draft Neighbourhood Plan (Reg 17)
- (8) revision of the draft plan post-Examination (Reg 18)
- (9) carrying out of a Referendum
- (10) Neighbourhood Plan adoption by Local Planning Authority (Regs 19,20)

2.7 In addition to the Neighbourhood Planning Regulations, Schedule 9 of the Localism Act has made a number of changes to provisions within the Town and Country Planning Act 1990, at Section 61F 'Authorisation to act in relation to neighbourhood areas' and Section 61G 'Meaning of "neighbourhood area"'. These sections set out a further range of conditions that Neighbourhood Forums are required to adhere to, including:

'(5) A local planning authority may designate an organisation or body as a neighbourhood forum if the authority are satisfied that it meets the following conditions-

- (a) It is established for the express purpose of promoting or improving the social, economic and environmental wellbeing of an area that consists of or includes the neighbourhood area concerned (whether or not it is also established for the express purpose of promoting the carrying on of trades, professions or other businesses in such an area),
- (b) Its membership is open to-
  - (i) Individuals who live in the neighbourhood area concerned,
  - (ii) Individuals who work there (whether for businesses carried on there or otherwise), and
  - (iii) Individuals who are elected Members of a county council, district council or London borough council any of whose area falls within the neighbourhood area concerned,
- (c) Its membership includes a minimum of 21 individuals each of whom-
  - (i) Lives in the neighbourhood area concerned,
  - (ii) Works there (whether for a business carried on there or otherwise), or
  - (iii) Is an elected member of a county council, district council or London borough council any of whose area falls within the neighbourhood area concerned'
- (d) It has a written constitution, and
- (e) Such other conditions as may be prescribed.'

'(7) A local planning authority-

- (a) must, in determining under subsection (5) whether to designate an organisation or body as a neighbourhood forum for a neighbourhood area, have regard to the desirability of designating an organisation or body-
  - (i) which has secured (or taken reasonable steps to attempt to secure) that its membership includes at least one individual falling within each of subparagraphs (i) to (iii) of subsection (5)(b),

- (ii) whose membership is drawn from different places in the neighbourhood area concerned and from different sections of the community in that area, and (iii) whose purpose reflects (in general terms) the character of that area,
- (b) may designate only one organisation or body as a neighbourhood forum for each neighbourhood area,
- (c) may designate an organisation or body as a neighbourhood forum only if the organisation or body has made an application to be designated, and
- (d) must give reasons to an organisation or body applying to be designated as a neighbourhood forum where the authority refuse the application.'

2.8 The 1990 Act (as amended) contains further principles to which a neighbourhood forum should conform. Members should come to a view as to whether the individual neighbourhood forums should be supported in accordance with the amendments to the Town and Country Planning Act 1990. However, public consultation on the area designations and neighbourhood forums constitutions should establish whether the forums have the support of their neighbourhoods at this stage. Ultimately, the Neighbourhood Plans will be subject to a referendum of electors from within each Neighbourhood Plan area, with the requirement that a simple majority of those voting support the relevant Neighbourhood Plan.

2.9 The support given to the individual neighbourhood forums is a complex issue, as each of Wirral's neighbourhood forums has adopted a different structure, dependent upon the circumstances in which they have been formed. Government encouraged this wide range of structures at the Fronrunner pilot stage, and Members may believe that the forums should not be penalised at this stage for divergence from the model now promoted by Government through the Regulations.

2.10 The local planning authority has some discretion in terms of having regard to 'the desirability of designating an organisation or body...'((7)(a) in para 2.7 above). All the groups have an open membership and have attempted to engage as widely as possible with their local communities. The extent to which that engagement has been successful will be shown by the public consultation on the area designation and constitution, and later by the extent by which their neighbourhood plan proposals carry the support of their neighbourhoods, if they advance to that stage.

2.11 Members have already broadly agreed the area boundaries in their consideration and support to the Fronrunner submissions. Consultation on the Devonshire Park Neighbourhood Plan appears to have shown the logic of the chosen boundary. Initial consultation on Hoylake Village Life's proposals has drawn some comment on the role of Meols, which should be addressed by the neighbourhood forum. There has been no consultation yet on the Central Liscard proposals or on those for Greasby. However, officers have recommended that the original boundary for Greasby, which was drawn very tightly, should be extended and this has been agreed by the Community Association. Public consultation on the area boundaries should clarify these issues for the neighbourhood forums.

2.12 The neighbourhood areas and the constitutions of each of the neighbourhood forums are appended to this report. It is officers' view that the information provided by each neighbourhood forum provides an appropriate level of detail for Cabinet to come to a view and to form the basis of public consultation. Following that consultation, the

proposed Neighbourhood Forums and their areas will be re-submitted to Cabinet for designation, or a decision to refuse designation.

### **Devonshire Park Residents' Association**

- 2.13 A residents association with membership open to those living or working in the neighbourhood. Support of two local Ward Members.
- 2.14 The Devonshire Park neighbourhood area is entirely within Prenton Ward and is bounded by Borough Road, North Road, Greenway Road and Prenton Road East.
- 2.15 The Devonshire Park Neighbourhood Plan is the most advanced of the Wirral plans, with an initial questionnaire survey in summer 2011 and a draft Neighbourhood Plan being subject to 6 weeks public consultation from February to March 2012. The plan has now reached stage (5) set out at para 2.6 above. The Residents' Association is very concerned that the momentum gained with the community should not be lost and would like to advance to a Referendum in September 2012.

### **Hoylake Village Life Community Interest Company**

- 2.16 Community Interest Company set up to further social, economic and environmental wellbeing in their area. Directors drawn from different sectors of the local community. Open membership. Written constitution (as Company articles of association).
- 2.17 The Hoylake boundary includes Hoylake but not Meols. It is bounded by the sea to the north, Green Belt land to the south of Hoylake Station and follows the Hoylake and Meols Ward boundary on Meols Drive.
- 2.18 The Hoylake Neighbourhood Plan has been subject to initial consultation, using a billboard advertising campaign, free newspaper inserts and a questionnaire survey from January 2012. The Community Interest Company is now considering the content of a draft Neighbourhood Plan. They are therefore at stage (3) of the process set out at para 2.6 above.

### **Central Liscard Area Residents' Association (CLARA)**

- 2.19 Confederation of residents' associations with open membership within each association area. Support of two local Ward Members.
- 2.20 CLARA has opened a shop unit in Liscard as a 'drop-in' centre for local residents and proposes a comprehensive study of all residents in its five constituent associations. Due to time commitments to the Portas pilot Town Team initiative, progress has not been as rapid as the Association would wish. However, public meetings have been held to develop initial ideas. As with Hoylake Village Life, students from Liverpool University's School of Civic Design/Environmental Sciences have been engaged in a project with CLARA to develop a draft Neighbourhood Plan and this could form the basis for public consultation if agreed by local residents. CLARA is therefore also at stage (3).

## **Greasby Community Association**

- 2.21 Company limited by guarantee, with memorandum and articles of association, with charitable objects. Eight subscribers (trustees or directors) include three Ward Members (as ex-officio Trustees). Twenty-one sponsors' names provided for the original Frontrunner bid. Although membership is only open to trustees, there is a class of Associate Members to be drawn from a wider population.
- 2.22 The Greasby neighbourhood area follows the boundary of the traditional parish, including the built up area of the village and surrounding Green Belt towards Frankby, Irby Common, Arrowe Park, Upton Village and Saughall Massie. It is entirely within the Greasby, Frankby and Irby Ward.
- 2.23 The Community Association is at a similar stage to CLARA, considering the drafting of an initial questionnaire to obtain residents' views on the issues facing the neighbourhood. The group is therefore at stage (3).
- 2.24 In order to assist the various Neighbourhood Forums in Wirral, officers sought advice from Communities and Local Government about how the Forums should proceed, in light of the different stages that had been reached. All of the groups had considered themselves to be at least at stage (3), although officers have advised them that the introduction of the Neighbourhood Planning Regulations would require them to revisit stages (1) and (2). This was most critical for Devonshire Park Residents' Association, which was most advanced, having undergone a questionnaire survey last summer and consulted for 6 weeks in early spring this year on a draft Neighbourhood Plan.
- 2.25 The advice from Communities and Local Government is as follows:

*The frontrunners were testing the approach of neighbourhood planning using the existing legislation – producing a DPD, LDO or other planning document and using the legislation governing their production. As neighbourhood planning is now legally part of the planning system they can choose to produce a formal neighbourhood development plan. However, they will need to comply with the legislation, including the new regulations. This means that they will need to get the neighbourhood area formally designated by the local planning authority (including consultation on this) and as the Devonshire Park Residents' Association is not a Parish Council they will also need to apply to be designated as a Neighbourhood Forum and meet the conditions needed to be a forum (and again formal consultation will need to happen on this).*

*I understand from legal that some consultation on the planning documents could be counted towards the final consultation requirement in the regulations as section 234 of the Act (pre-commencement consultation) allows this.*

- 2.26 The effect of this legal advice from CLG is that the four Wirral Neighbourhood Plan Frontrunners: Devonshire Park, Hoylake, Central Liscard and Greasby; have had to resubmit their areas boundaries and forum constitutions to the Council, in order that the Cabinet can formally consider them and issue them for a 6 week consultation.

## **3.0 RELEVANT RISKS**

- 3.1 The principal risk for the Neighbourhood Planning process in Wirral is delay to the communities' proposals. Where the Neighbourhood Forums have a high level of

support within the local community, this delay may not be critical, although it does frustrate members of the Forums, who had been given the understanding by Government that they could prepare simplified Neighbourhood Plans for their communities.

- 3.2 There is clearly a risk that public consultation will not support the existing Neighbourhood Forums but all the Frontrunner groups were urged by officers from the beginning of the process to engage as widely as possible with their local communities in order to carry them forward.

#### **4.0 OTHER OPTIONS CONSIDERED**

- 4.1 No other options have been considered, as this report sets out a response to proposals that are required by Regulations issued by the Government and responded to by local organisations.

#### **5.0 CONSULTATION**

- 5.1 The four Neighbourhood Plan Areas and Neighbourhood Forum constitutions will be issued for public consultation for a period of six weeks on the Council's website, in One Stop Shops and libraries local to the Neighbourhood Areas and at the Council's Technical Services Department.

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

- 6.1 The development of the Neighbourhood Planning proposals involves a wide range of groups within each community being engaged. This process can lead to a better understanding between these groups and the development of community cohesion, if the process is properly managed.

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

- 7.1 The grants of £20,000 for each of the four Neighbourhood Planning areas are non-ringfenced. The cost of the additional public consultation stage on the Area designations and Neighbourhood Forum constitutions will be absorbed within the existing grant funding of £80,000. The costs of the independent examination and Referendum for each Neighbourhood Plan are still to be quantified but it is intended that these will also be accommodated within the existing grant funding.
- 7.2 As the Council is the accountable body for this project, there are staffing implications of supporting the Neighbourhood Forums so as to ensure that the Council's procedures for effective financial management are complied with. To date any support work has been absorbed within existing staffing resources. Officers are managing the allocation of funds in accordance with the Council's audit practices to ensure that all funding is appropriately accounted for.
- 7.3 At this stage there are no IT or asset management implications. If submissions propose individual projects with additional implications, these will be reported to Members as appropriate.

#### **8.0 LEGAL IMPLICATIONS**

- 8.1 The Council has a legal duty to support local communities in their preparation of Neighbourhood Plans. In due course, the Council, as local planning authority has to

review the submitted Neighbourhood Plans for compliance with the Council's development plans and ultimately adopt the Plans if they pass independent examination and are supported at Referendum.

## **9.0 EQUALITIES IMPLICATIONS**

9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

(a) Yes and impact review is attached – (*insert appropriate hyperlink*).

<http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010-0>

## **10.0 CARBON REDUCTION IMPLICATIONS**

10.1 The Neighbourhood Plans must be in conformity with the National Planning Policy Framework which sets out national policy in terms of sustainable development.

## **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

11.1 If adopted, a Neighbourhood Plan will become part of the Council's development plan, alongside the Core Strategy (to become Local Plan), in accordance with section 38 of the Planning and Compulsory Purchase Act 2004 (as amended). The Neighbourhood Plan must be in general conformity with the strategic needs and priorities of the wider local area. Neighbourhood Plans must be in general conformity with the strategic policies of the Local Plan and should not promote less development than set out in the Local Plan or undermine its strategic policies (National Planning Policy Framework, para 184). The local planning authority should avoid duplicating planning processes for non-strategic policies where a neighbourhood plan is in preparation.

## **12.0 RECOMMENDATIONS**

12.1 (1) That Cabinet agrees the neighbourhood area boundaries for Devonshire Park, Hoylake Village Life, Central Liscard Area Residents' Association and Greasby for the purposes of public consultation.

(2) That Cabinet agrees that the constitutions for Devonshire Park Residents Association, Hoylake Village Life, Central Liscard Area Residents' Association and Greasby Community Association fulfil the conditions imposed by the amendments to sections 61F and 61G of the Town and Country Planning Act 1990.

(3) That Cabinet agrees that the neighbourhood area boundaries and neighbourhood forum constitutions be consulted upon for a period of six weeks and that officers report back to a future meeting of Cabinet on the results of that public consultation, with a view to designating (or refusing designation) the Neighbourhood Forums and area boundaries.

## **13.0 REASONS FOR RECOMMENDATIONS**

13.1 (1) to (3) To comply with the provisions of the Town and Country Planning Act 1990 and the Neighbourhood Planning (General) Regulations 2012, SI 2012 No.637.

**REPORT AUTHOR:** Richard Lewis  
Investment Strategy Manager  
telephone: (0151) 691 8222  
email: [richardlewis@wirral.gov.uk](mailto:richardlewis@wirral.gov.uk)

## **APPENDICES**

Constitutions: Devonshire Park Residents' Association, Hoylake Village Life, Central Liscard Area Residents' Association, Greasy Community Association  
Area boundaries: Devonshire Park, Hoylake Village Life, Central Liscard, Greasby

## **REFERENCE MATERIAL**

- (i) Town and Country Planning, England, The Neighbourhood Planning (General) Regulations 2012, SI 2012, No. 637, The Stationery Office, March 2012

[Town and Country Planning, England, The Neighbourhood Planning \(General\) Regulations 2012, SI 2012, No. 637, The Stationery Office, March 2012](#)

- (ii) Town and Country Planning Act 1990, The Stationery Office (as amended)

- (iii) Planning and Compulsory Purchase Act 2004, The Stationery Office (as amended)

- (iv) Localism Act 2011, The Stationery Office (Part 6, Chapter 3 and Schedules 9 to 12 refer)

[Localism Act 2011, The Stationery Office](#)

- (v) National Planning Policy Framework, Communities and Local Government, March 2012 (paragraphs 183 to 185 refer)

[National Planning Policy Framework, Communities and Local Government, March 2012](#)

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

<b>Council Meeting</b>	<b>Date</b>
<b>Cabinet – Neighbourhood Planning Vanguard – Wirral Proposal (minute 320)</b>	<b>3<sup>rd</sup> February 2011</b>

## Equality Impact Toolkit (from May 2012)

### Section 1: Your details

**EIA Lead Officer:** Richard Lewis

**Email address:** richardlewis@wirral.gov.uk

**Head of Section:** David Ball

**Chief Officer:** Kevin Adderley

**Department:** Regeneration, Housing and Planning

**Date:** 30th May 2012

### Section 2: What Council proposal is being assessed?

Neighbourhood Planning – designation of Neighbourhood Areas and designation of Neighbourhood Forum constitutions

### Section 2b: Will this EIA be submitted to a Cabinet or Overview & Scrutiny Committee?

**Yes** If 'yes' please state which meeting and what date

**Cabinet 21 June 2012.....**

**Please add hyperlink to where your EIA is/will be published on the Council's website**

<http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010-0>

**Section 3:** Does the proposal have the potential to affect..... (please tick relevant boxes)

- Services**
- The workforce**
- Communities**
- Other** (please state eg: Partners, Private Sector, Voluntary & Community Sector)

If you have ticked one or more of above, please go to section 4.

- None** (please stop here and email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for publishing)

**Section 4:** Does the proposal have the potential to maintain or enhance the way the Council..... (please tick relevant boxes)

- Eliminates unlawful discrimination, harassment and victimisation
- Advances equality of opportunity
- Fosters good relations between groups of people

If you have ticked one or more of above, please go to section 5.

- None** (please stop here and email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for publishing)

**Section 5:**

Could the proposal have a positive or negative impact on any of the protected groups (race, gender, disability, gender reassignment, age, pregnancy and maternity, religion and belief, sexual orientation, marriage and civil partnership)?

You may also want to consider socio-economic status of individuals.

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

Which group of people could be affected	Potential positive or negative impact	Action required to mitigate any potential negative impact	Lead person	Timescale	Resource implications
All	Positive - The work will help to bring community together to tackle issues within their neighbourhoods		Richard Lewis	June 2012	Staff time
All	Negative – potential for some community groups to not be as involved as others.	Encourage Neighbourhood Forums to be as inclusive as possible and engage and consult as widely as possible.	Richard Lewis	June 2012	Staff time

**Section 5a: Where and how will the above actions be monitored?**

Review of consultation methods used by the Neighbourhood Forums. The final Neighbourhood Plan will be subject to independent examination, which will assess to what extent the consultation has satisfied the statutory requirements for Neighbourhood Plan preparation.

**Section 5b: If you think there is no negative impact, what is your reasoning behind this?**

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

Each of the Neighbourhood Plans are being prepared against a background of evidence of socio-economic conditions within their neighbourhoods, proportionate to that required to justify their policies.

**Section 7: Are you intending to carry out any consultation with regard to this Council proposal?**

Yes

If 'yes' please continue to section 8.

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

(please stop here and email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for publishing)

## **Section 8: How will consultation take place and by when?**

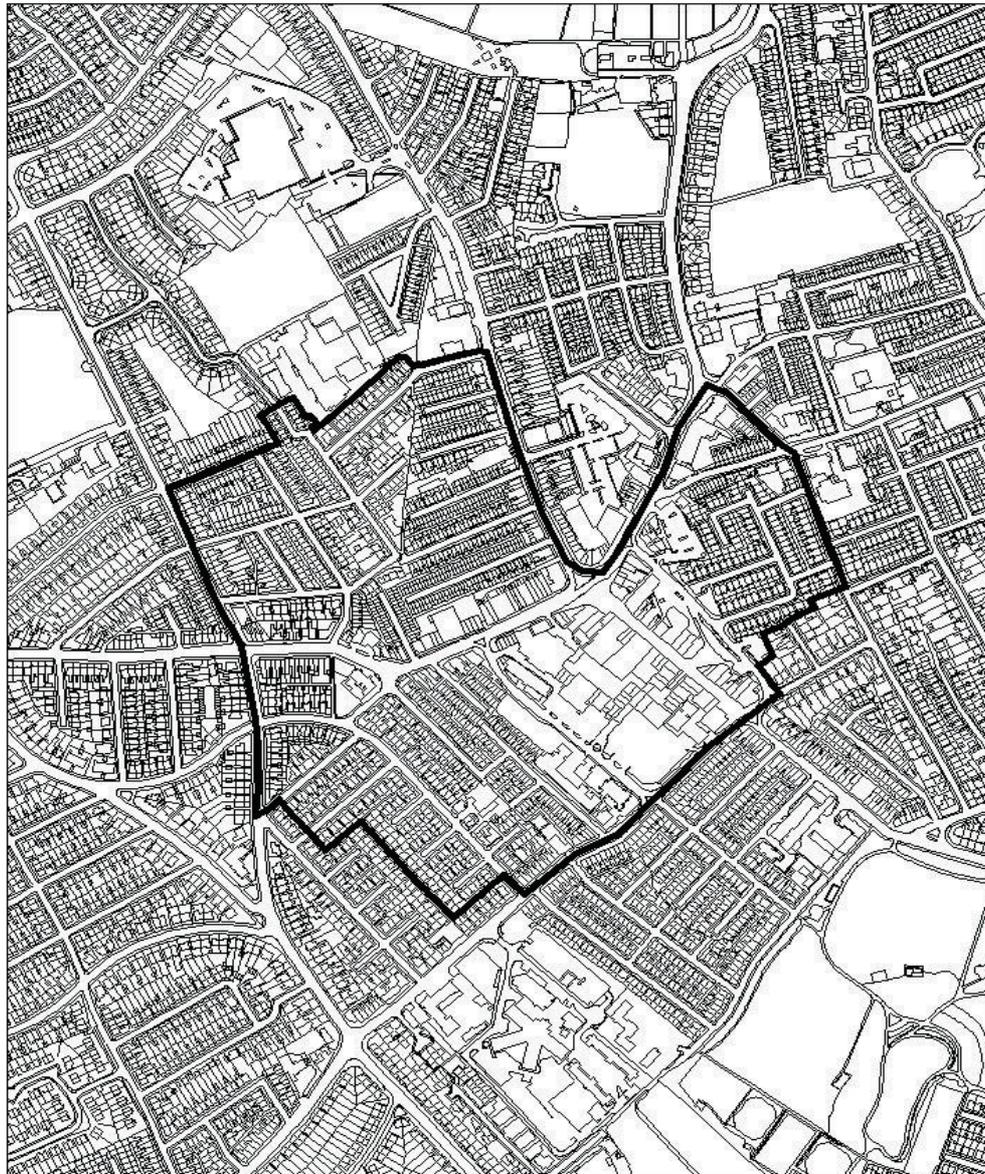
The Neighbourhood Plan area designations and Forum constitutions will be subject to a 6 week public consultation, via the Council's website and in such other manner as it is considered likely to bring the application to the attention of people who live, work or carry on business in the area to which the application relates.

Before you complete your consultation, please email your preliminary EIA to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) via your Chief Officer in order for the Council to ensure it is meeting it's legal requirements. The EIA will be published with a note saying we are awaiting outcomes from a consultation exercise.

Once you have completed your consultation, please review your actions in section 5. Then email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for re-publishing.

## **Section 9: Have you remembered to:**

- a) **Add appropriate departmental hyperlink to where your EIA is/will be published?** (section 2b)
- b) **Include any potential positive impacts as well as negative impacts?** (section 5)
- c) **Send this EIA to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) via your Chief Officer?**
- d) **Review section 5 once consultation has taken place and sent your completed EIA to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) via your Chief Officer for re-publishing?**



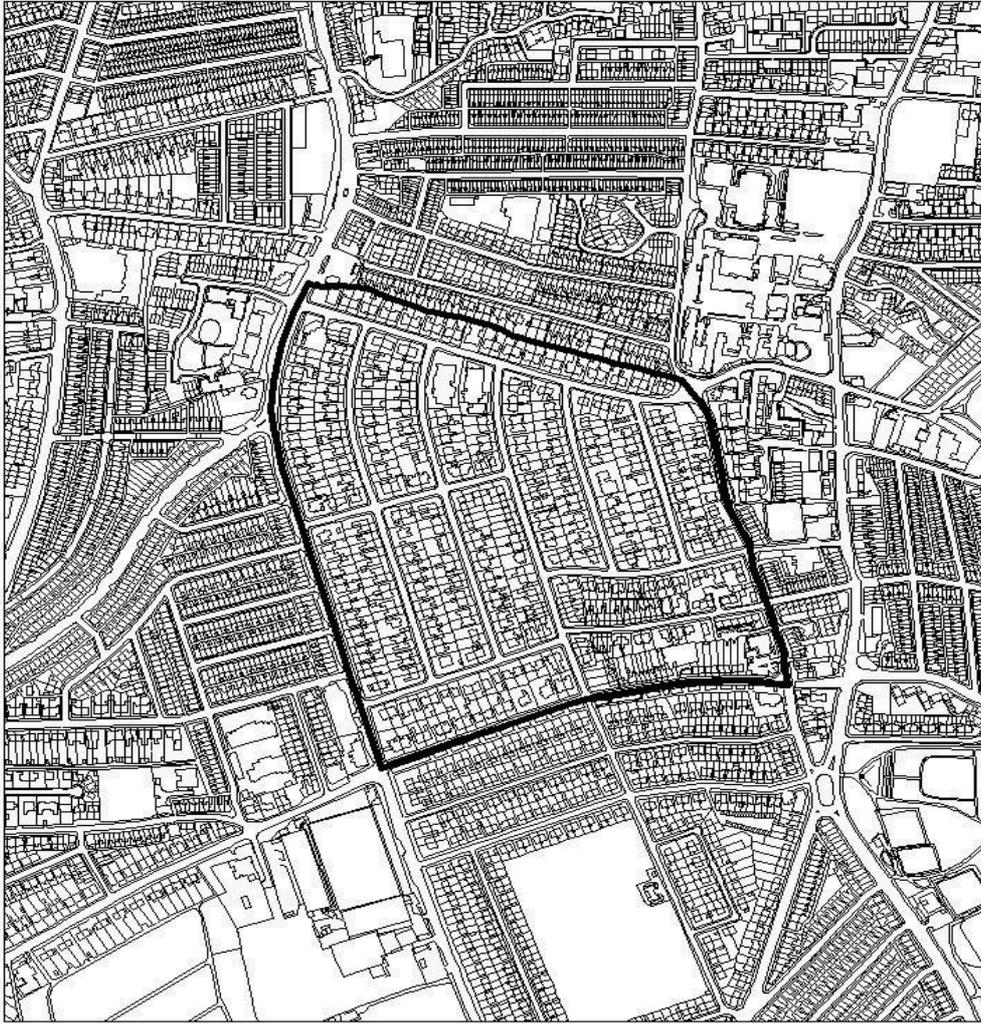
Title: Central Liscard Area  
Residents Association –  
Neighbourhood Plan Area –  
May 2012

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2011 Ordnance Survey 100019803

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Title: Devonshire Park  
Residents Association –  
Neighbourhood Plan Area –  
May 2012

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Title: Greasby Community  
Association – Neighbourhood  
Plan Area – May 2012

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Title: Hoylake Village Life –  
Neighbourhood Plan Area –  
May 2012

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David Hale

From: David Hale <c.hale100@ntlworld.com>  
Sent: 01 July 2011 22:56  
To: Lewis, Richard J.  
Subject: APPLICATION FOR INCLUSION OF ' CLARA ' AS FRONT RUNNER BY WMBC IN SUBMISSION TO THE SECRETARY OF STATE FOR INCLUSION WITH THE OTHER TWO WIRRAL ENTRIES, DEVONSHIRE PARK RA and HOYLAKE VILLAGE LIFE RA, DEADLINE 8th: JULY, 2011.

Importance: High

DATE OF TRANSMISSION .. 1st: JULY, 2011,  
DELIVERY BY HAND ON 4th: JULY, 2011 of MAP, CONSTITUTION  
& SCHEDULES ' A ' and ' B '.

FOR ATTENTION OF RICHARD J. LEWIS,  
INVESTMENT STRATEGY MANAGER,  
STRATEGIC DEVELOPMENT GROUP,  
CORPORATE SERVICES DEPARTMENT,  
WIRRAL COUNCIL,  
MUNICIPAL OFFICES,  
BRIGHTON STREET,  
WALLASEY CH44 8ED

APPLICATION FOR INCLUSION OF NEIGHBOURHOOD DEVELOPMENT PLAN, OF  
CENTRAL LISCARD AREA BY CENTRAL LISCARD AREA RESIDENTS ASSOCIATIONS  
BID for FRONT ' RUNNER STATUS for SUBMISSION TO SECRETARY of STATE IN  
WITH THE OTHER TWO WIRRAL FRONT RUNNER BIDS PRIOR TO DEADLINE OF  
8th: JULY, 2011.

ORGANISATION : CENTRAL LISCARD AREA RESIDENTS ASSOCIATION. ' CLARA '.

GEOGRAPHY : FIVE NEIGHBOURHOOD RESIDENT ASSOCIATIONS SURROUNDING  
THE SHOPPING CENTRE OF CENTRAL LISCARD, POST CODES CH45/46.  
COMPOSITION : 28 ROADS/AVENUES, 777 HOUSEHOLDS, 1,750 RESIDENTS, THE  
CENTRE OF THE MOST PREDOMINANTLY BUILT UP AND DENSELY  
POPULATED POLICING AREA IN THE UK WITH EXCEPTION OF ONE  
LONDON INNER CITY BOROUGH WARD : THE AREA IS PREDOMINANTLY  
RESIDENTIAL.

THE 28 ROADS / AVENUES ARE :

' CLARA ' NRA / NORTH WEST : AILSA ROAD, VALKYRIE ROAD, CONINGSBY DRIVE, BRITANNIA ROAD, HAZELDENE AVENUE, CROMER DRIVE.

' CLARA ' NRA / CENTRAL : MOSELEY AVENUE, SILVERLEA AVENUE, MERTON ROAD.

' CLARA ' NRA / NORTH-EAST : FAIRVIEW AVENUE, SEAVIEW AVENUE, LONGVIEW AVENUE, LISCARD VILLAGE, MONK ROAD, NEWELL ROAD.

' CLARA ' NRA / SOUTH-EAST : CECIL ROAD, LISCARD GROVE, ACLAND ROAD, OVERTON ROAD, ASHBURTON ROAD, NEWTON ROAD.

' CLARA ' NRA / SOUTH-WEST : RULLERTON ROAD, DARESBUURY ROAD, GREASBY ROAD, HYLTON AVENUE, TIVERTON AVENUE, ELDON ROAD, STRETTON AVENUE.

Thus encircling the shopping centre.

' CLARA ' acts as the overarching Body for these FIVE NRA's that make up our Community as although ALL are INDEPENDENT, CONSTITUTED, AUTONOMOUS and enjoy Democratically Elected ( at AGM's ) REPRESENTATION and are thus ACCOUNTABLE they each share, currently, the same AIMS and OBJECTIVES as ' CLARA ' and their CHAIR's & SECRETARIES are AUTOMATICALLY ON THE BOARD OF ' CLARA ' which, together with its own 10 Board Members Elected at ITS AGM, make up the TWENTY STRONG BOARD OF ' CLARA ', drawn with equal geographic spread and REPRESENTATION.

ORIGINS : From initial 28 Household Petition Group ( re : change of use, Local Supermarket to a ' Wetherspoons ' Pub. ) In JUNE, 2003 to RESIDENTS ASSOCIATION ON 8th: NOVEMBER, 2003 grew until DECEMBER 2007, then reduced from 1, 308 Households to 777 as a result of Public Announcement, Leafletting & obtaining Response from 90 % of those Households throughout the Autumn of 2007 we retained only the FIVE NRA's shown above for they qualified against our own yardstick of 67 % ( + ) DEFINITE SUPPORT of these NRA's ... this done to keep within what we considered to be the remit of the SUSTAINABLE COMMUNITY BILL of 15th:JUNE, 2007.

PLEASE SEE THE CONSTITUTION AS AMENDED TO SUIT OF 8th:DECEMBER, 2007 ATTACHED and note these NRA's LAUNCHED with OPEN DAY of ' CLARA ' on 25th: JANUARY, 2008 ( and remained unaltered since ) amidst welter of Publicity and acknowledgement by WMBC C.E.O., THE MAYOR & DEPUTY MAYOR, plethora of COUNCILLORS of ALL PARTIES of LISCARD WARD, NEIGHBOURING WARDS AND WARDS FURTHER OUT IN THE WIRRAL and with many OFFICERS of WMBC, WVCSN, WCNBT ( WIRRAL COMMUNITY NARROW

BOAT TRUST LTD. ) ( BASED ELLESMERE PORT ), COMMUNITY FOUNDATION for MERSEYSIDE, NORTH WEST TENANTS & RESIDENTS ASSEMBLY ( NWTRA ), WIRRAL WARDENS, LOCAL POLICE ( MPA ) & WIRRAL WASTE RECYCLING, etc., WITH MINI-PRESENTATIONS AND STALLS ... AND, OF COURSE, THE PUBLIC .... WITH ISSUED, LIBERALLY, SOME 80 COPIES OF THE ' CLARA ' CONSTITUTION. IT CANNOT BE SAID THAT 'CLARA' CREPT IN UNDER THE RADAR RATHER THAT IT ARRIVED IN A BLAZE OF PUBLIC ACCLAIM.

ACTIVITIES : Being situate in our Residents' Neighbourhoods and ALL Board Members working from home CLARA is readily accessible to Residents 24 / 7, 365 DAYS p.a. and needs to be for addressing problems as they arise --- particularly in evenings / night, weekends ( especially long Bank Holiday Weekends ) when they feel there is no other available source to seek help : matters covered have included so many of the services of most Departments of the Local Authority and the Emergency Services in matters so diverse --- too many for mere listing here !!

Keeping Residents informed -- a two way process, of CLARA General Meetings & News Notices, PETITIONS, SURVEYS, CONSULTATIONS etc.

Maintaining regular Board Meetings.

Working with ALL Persons and Bodies that will work with CLARA to achieve progression of its AIMS & OBJECTIVES per CONSTITUTION these being : " To Repair, Maintain and Improve the QUALITY of LIFE of RESIDENTS IN THE ' CLARA ' Area --- their Rights to the peaceful enjoyment of such --- and to make our CENTRAL LISCARD AREA a SAFER, GREENER, CLEANER PLACE to LIVE IN, WORK IN, SHOP IN, VISIT or merely PASS THROUGH --- to the betterment of RESIDENTS & BUSINESSES in the SOCIO- ECONOMIC – EMPLOYABILITY matters -- to BE TENURE BLIND / ALL INCLUSIVE in accordance with our EQUALITY DETERMINATION and to SIGN-POST as our method of assistance in achieving these things, again by working with ALL PERSONS OR BODIES THAT WILL WORK WITH ' CLARA ' TO THESE ENDS."

CHALLENGING matters of LICENSING, PLANNING & HIGHWAYS -- particularly regarding APPLICATIONS -- YET, as proved several times over, capable of :

INTRODUCTION OF INNOVATIVE IDEAS THAT HAVE BEEN ADOPTED -- SOME WITH WIRRAL WIDE ADAPTION / APPLICATION, WARD COUNCILLORS SUPPORT BEING SO NECESSARY FOR THEIR PROGRESSION.

KEEPING FAITH WITH THE CONSTITUTION AND THE RESIDENTS IN  
REMAINING 'NON-PARTY-POLITICAL' --- DESPITE VEXING PROVOCATION AT  
TIMES !!

CAPACITY BUILDING --- Not merely with items above but  
INFORMATIVE & MATERIAL KNOWLEDGE BY MEMBERSHIP OF NWTRA, ITS  
NETWORKING &

WIDER VIEW OBTAINED, with Best Practise, Innovative Material and  
COMPREHENSION of NEIGHBOURHOODS ELSEWHERE plus, LOCALLY - VCAW  
NETWORKING & INFORMATION, ATTENDANCE UPON COUNCIL  
COMMITTEE MEETINGS - especially PLANNING and LICENSING, others too : VIA  
SUCH ACTIVITIES, ATTENDANCE UPON EVENTS, MEETINGS,  
CONFERENCES --- PARTICIPATING IN CONSULTATION & SURVEYS --- ENGAGING  
RESIDENTS.

CLARA is certainly ready to be engaged in VANGUARD ACTIVITIES, as 'FRONT  
RUNNER' to be included in the WIRRAL NOMINEES TO THE SECRETARY OF STATE  
with its impending 'DEADLINE' of 8th: JULY, 2011 for such SUBMISSION BY THE  
WIRRAL MBC --- along with the first two, DEVONSHIRE PARK RA and FRIENDS OF  
HOYLAKE VILLAGE LIFE RA.

To this end we have attached :

- 1 : the copy of the 'CLARA' CONSTITUTION
- 2 : MAP of the 'CLARA' DEFINED AREA showing the 28 Roads / Avenues.
- 3 : REQUISITE SUPPORTIVE 21 RESIDENTS OF 'CLARA' Names & Addresses,  
AS SCHEDULE 'A' ATTACHED + TWO WARD Cllrs. Supportive Signatures.
- 4 : A FURTHER SUPPORTIVE LIST OF BUSINESS INTEREST IN THE FORMATION C  
A RESIDENT LED FORUM for 'CLARA' RESIDENTS 'NEIGHBOURHOOD  
DEVELOPMENT PLANS' CONSULTATIVE FORUM, including more which may  
be invited to so join when 'CLARA' is informed of result of its BID for the  
'FRONT RUNNER STATUS',  
AS SCHEDULE 'B' ATTACHED + TWO WARD Cllrs. Supportive Signatures.

PLEASE NOTE : 'CLARA' intends to hold at least TWO PUBLIC MEETINGS for the  
'WIDER VIEW' and its INPUT for our consideration as well as several GENERAL  
MEETINGS OF 'CLARA' as also of each of its FIVE NEIGHBOURHOOD RESIDENTS  
ASSOCIATIONS and with the INPUT of 4, above; plus working with Professional  
Advice and Technical Support from Wirral M.B.C. we will achieve a

5

RESPONSIBLE, ACCOUNTABLE and COMPETENT PLAN for the progress of LISCARD DEVELOPMENT and the RESIDENTS will take HEART, PRIDE & SATISFACTION that the reason for the VERY FORMATION OF THEIR NEIGHBOURHOOD RESIDENT ASSOCIATIONS has, after so very long ... following the Sustainability Bill ( 15th: JUNE 2007 ), the INITIAL EMPOWERMENT ACTS ( 11th: JULY, 2008 ), they having attained ALL-PARTY-AGREEMENT all the way through its MANY AMENDMENTS and to the ROYAL ASSENT Granted on 8th: APRIL, 2010, BEING ENFORCEABLE LAW ON THE STATUTE BOOKS FROM 1st: OCTOBER, 2010, ENFRANCHISEMENT OF HOUSEHOLDERS WILL BE SEEN TO BE GIVEN, AT LAST, THAT THEY MAY HAVE A PRIME VOICE ON ALL MATTERSTHEY MAY CONSIDER MAY AFFECT THEIR HOME OR THEIR NEIGHBOURHOOD AND WORK WITH THE LA OFFICERS & COUNCILLORS FOR THE SUSTAINABILITY OF THEIR LOCALITY AND, WORKING WITH SURROUNDING NEIGHBOURHOODS ... THE SUSTAINABILITY OF THEIR COMMUNITY.

IF this is not LOCALISM, as being in keeping with the present SCA's ( APRIL / OCTOBER, 2010 ) and the COMMENTARIES upon the SUBJECT, being as is forecast a Product and practical extension of those SCA's .... then I do not know what else would be. We jumped through hoops to form the FIVE NRA's and we will do so again to ensure PLANS worthy of our efforts .... and PROOF of the untapped source of the EXPERTS in these matters ... the RESIDENTS THEMSELVES ... for it is the RESIDENTS that are the HEART of every Community.

Please inform me immediately should further information be needed In support of this Application ... and confirm its acceptance by WMBC for its onward submission as with the DEVONSHIRE PARK RA & the HOYLAKES VILLAGE LIFE RA nominations to reach the SECRETARY of STATE prior to the DEADLINE of 8th: JULY, 2011.

Regards and Best Wishes,

DAVID HALE, ' CLARA ' Vice-Chair / Acting Chair, Liaison Officer,  
Listed ' Interested Party ' Licensing in LISCARD per 2003 LICENSING ACTS  
Member, Community Foundation for Merseyside  
Member of Executive Committee, North West Tenants & Residents Assembly  
Certificated Community Crime Fighter,  
Certificated Community Champion,  
' CLARA ' is LISTED as ' NON-STATUTORY BODY ' for all WMBC Consultations.

6  
' Phone : 0151-512-3293 .. ' NUMBER WITHELD CALLS' are REJECTED.

MOBILE : 07583001606

E-mail : [c.hale100@ntlworld.com](mailto:c.hale100@ntlworld.com)

34, MOSELEY AVENUE, WALLASEY, WIRRAL, MERSEYSIDE CH45 4ND.

---

DATE : 1st: JULY, 2011

TYPING AMENDMENT TO THE E-mail PLUS CONSTITUTION, MAP

AND, AS REFERRED TO ON PAGE 4 ..... SCHEDULES ' A ' & ' B ' ,

FINAL SUBMISSION OF APPLICATION BY HAND, 4th:JULY, 2011

 DAVID HALE, for ' CLARA ' APPLICATION , 4th:JULY, 2011.

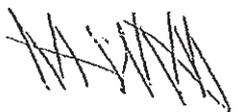
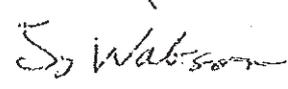
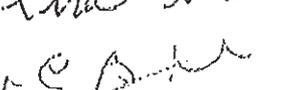
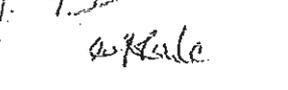
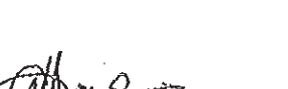
David Hale

To:  
Subject:

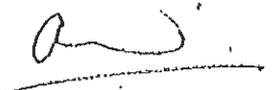
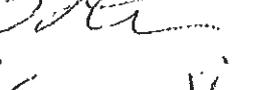
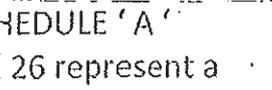
CHRISTINE HALE  
SCHEDULE 'A' LIST OF 21 RESIDENT'S SIGNATURES TO ACCOMPANY THE  
APPLICATION OF ' CLARA ' FOR LA SUBMISSION IO SECRETARY OF STATE PRE-8 /  
07 / 2011 FOR ' FRONT RUNNER STATUS ALONG WITH DEVONSHIRE PARK RA &  
HOYLAKE VILLAGE LIFE RA.

AS SUBJECT HEADING ----- ' SCHEDULE A ' LIST OF 21 ' CLARA ' RESIDENTS :

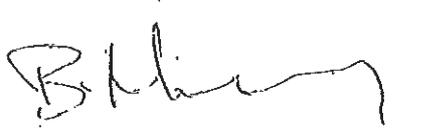
NAME ( PRINTED )	ADDRESS ( PRINTED )	SIGNATURE
1: JACQUELINE THOMAS	3 VALKYRIE ROAD CH45 4RG	<i>J Thomas</i>
2: EDWARD PARKER	5 VALKYRIE RD CH45 4RG	<i>E Parker</i>
3: JEAN MORGAN	25. Valkyrie Rd CH45 4RG	<i>R. J Morgan</i>
4: M Whitham	19 Valkyrie Rd CH45 4RG	<i>M Whitham</i>
5: SANDRA DEAKIN	10 CECIL RD	<i>S. Deakin</i>
6: JEAN NASH	16 CECIL RD	<i>J. Nash</i>
7: A PULFORD	18 CECIL RD WALSLEY	<i>A Pulford</i>
8: E.B. HOLLELEY	23 Liscard Grove	<i>E.B. Holleley</i>
9: H DUNCOMBE	21 LISCARD GROVE	<i>H Duncombe</i>
10: F MORLEY	9 MOSLEY AVE CH45 4ND	<i>F Morley</i>
11: M ROYLE	10 MOSLEY AVE CH45 4ND	<i>M. Royle</i>
12: D. Roberts	14 MOSLEY AVE CH45 4ND	<i>D Roberts</i>
13: VIVIENNE BLACKWOOD	17 MOSLEY AVENUE CH45 4ND	<i>V Blackwood</i>
14: Linda Cantwell	19 MOSLEY AVE CH45 4ND	<i>L Cantwell</i>

- 8
- 15: MIKE SUMMERS 24 FAIRVIEW AVENUE CH45 4RF 
- 16: J. Watson 34 FAIRVIEW AV. CH45 4RF 
- 17: M. WATSON 35 FAIRVIEW AV CH45 4RF 
- 18: ALAN JONKZ 24 MOSELEY AV CH45 4ND 
- 19: J. BREW 2 HYLTON AVE CH45 4XA 
- 20: G. B. HALE 34 MOSELEY AVE 
- 21: DAVID HALE 34 MOSELEY AVENUE CH45 4ND 

RESERVE RESIDENTS SIGNATURES IF NEEDED TO REPLACE ABOVE

- 22: DR ANTHONY MCWATT 29, MOSELEY AVE. LISCARD CH45 4ND 
- 23: J. MC MINN 29 MOSELEY AVE CH45 4ND 
- 24: I. CANNO 66 SILVERLEA AV CH45 4ND 
- 25: S. GRIFFIN 72 SILVERLEA AV 
26. K. CARROL 66 SILVERLEA AVE 

REGARDING THE RESIDENTS LISTED ABOVE, BEING ' SCHEDULE 'A' ' REFERRED TO ON PAGE 4, PLEASE NOTE THAT ENTRY NUMBERS 20 and 26 represent a SECOND PERSON IN THAT RESIDENCE --- IF THAT NOT PERMISSIBLE THEN, IN THE CASE OF NUMBER 20 ( Mrs. C. HALE, 34, MOSELEY AVENUE, CH45 4 ND ) NUMBER 22 ON THE LIST SHOULD BE USED INSTEAD ( Dr. ANTHONY McWATT, 29 MOSELEY AVENUE, CH45 4ND ) : OTHERS ARE THERE TO BE BACK-UP REPLACEMENTS AS / IF REQUIRED. We have ascribed hereto our SIGNATURES in SUPPORT of this APPLICATION and to RECOGNITION of this as being SCHEDULE ' A ' referred to on PAGE 4 of this APPLICATION, being two of the WARD COUNCILLORS.

- Mr Darren Dadd 17 Hillcrest Ct, Wallasey CH44 3DD 
- Mr Benjie Mooney 30 Brompton Ave Wallasey CH44 3DD 

DAVID HALE.   
1st: JULY, 2011.

David Hale

To: CHRISTINE HALE  
Subject: SCHEDULE ' B ' LIST OF SUPPORTIVE PERSONS / BODIES THAT WILL BE SUPPORTIVE -- AS SIGNATURE INDICATES -- OR WILL BE REQUESTED TO SUPPORT THE APPLICATION OF ' CLARA ' FOR LA SUBMISSION TO SECRETARY OF STATE PRE-8 / 07 / 2011 FOR ' FRONT RUNNER 'STATUS.

AS SUBJECT HEADING -- ' SCHEDULE B ' LIST OF SUPPORTIVE PERSONS / BODIES NAMES & ADDRESSES & SIGNATURES :

PERSON / ORGANISATION

NAME :

ADDRESS

SIGNATURE

KEN HARRISON THE GROSVENOR COMMUNITY ASSOCIATES LTD.  
THE GROSVENOR, GROSVENOR STREET, WALLASEY

Clr Doreen Dodd 17 Hillast Ct, Wallasey  
CH44 3DD

Will Bennett  
42 BRUNELTON RD  
WALLASEY

KAREN LIVESY 220-224 LISCARD ROAD, WALLASEY

E. is Bernie Moonay 30 Brompton Ave  
Liscard  
CH44 0BD

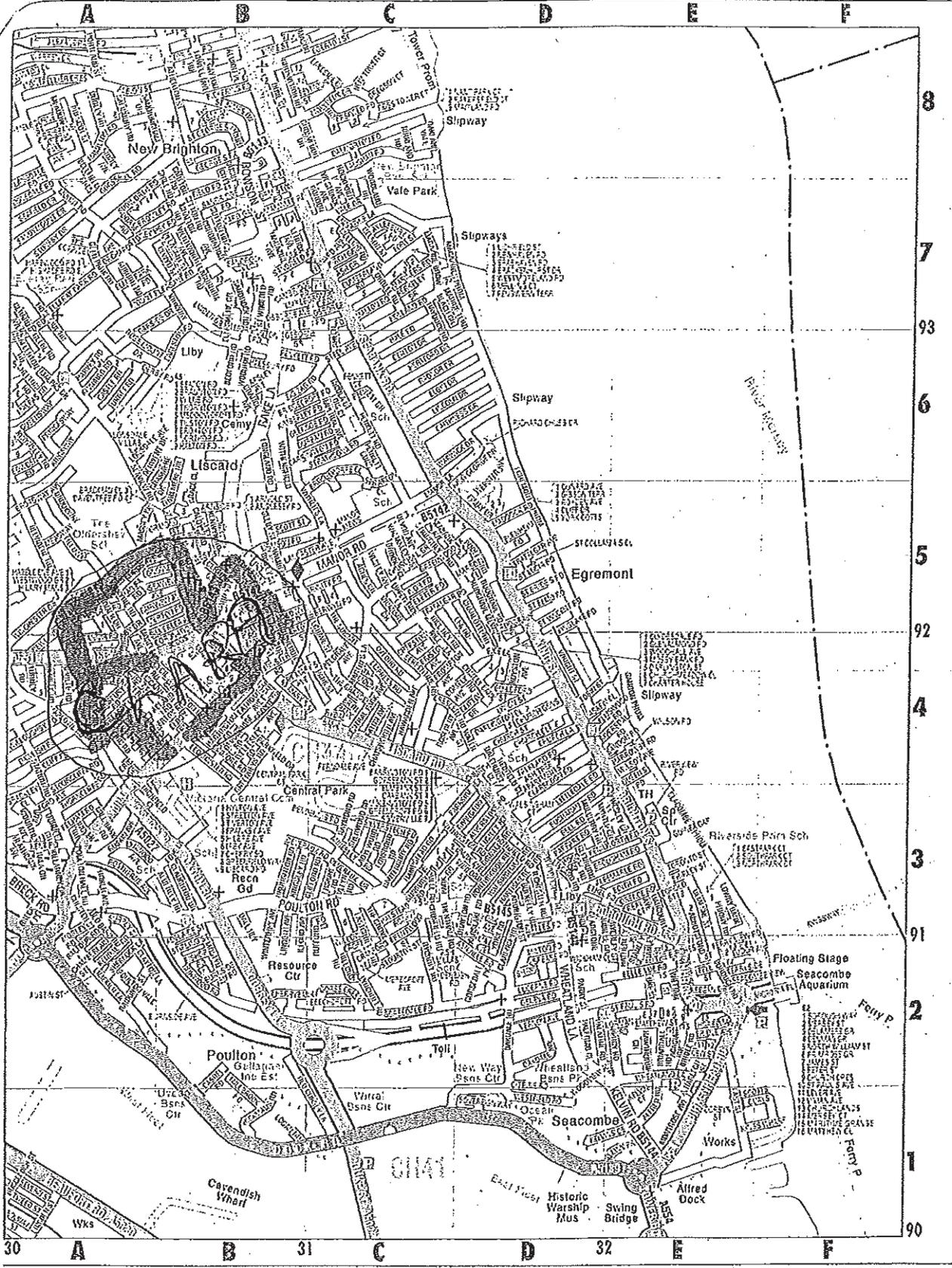
Liscard Centre 60 Wallasey Rd, Liscard  
WALLASEY

OTHERS AS WE PROGRESS: TO BE CONSIDERED FOR CONSULTATIVE PURPOSES:-

CHERRY TREE CENTRE

LISCARD TRAINERS ASSOCIATION

PROFESSIONALS IN SUPPORTIVE ADVICE / TECHNICAL ADVICE, AMICI & OTHERS.



"CLARA" AREA  
 BOUNDED IN  
 RED INK

BUSINESS ARE IN A CHERRY TREE CENTRE \*  
 B SOME SCATTERED ALONG  
 DALLASY ROAD,  
 SEAVIEW ROAD, LISCAID WAY

\* AS THE "SHOPS CENTRES" GO - RELATIVELY SMALL  
 Page 306, 8, + 9. ON MAP.

# CONSTITUTION

FOR

(CLARA --- NRA --- NORTH EAST)

==> AND SEE BELOW 7 PAGE CONSTITUTION  
OF OVERARCHING BODY --- "CLARA" ==

CENTRAL LISCARD AREA RESIDENTS ASSOCIATION --- 'CLARA'

NEIGHBOURHOOD RESIDENTS ASSOCIATION --- 'NRA'

'NORTH EAST'

This INDEPENDENT AND AUTONOMOUS 'NRA' COMPRISES ALL OF THE HOUSEHOLDS AND RESIDENTS THEREIN IN THE FOLLOWING ROADS.  
etc.:

MONK ROAD, NEWELL ROAD, LISCARD VILLAGE,  
FAIRVIEW AVENUE, SEAVIEW AVENUE, LONGVIEW AVENUE.

The ELECTION OF OFFICERS AND COMMITTEE WILL BE EFFECTED BY AN ANNUAL GENERAL MEETING IN APRIL EACH YEAR TO WHICH ALL RESIDENTS OF THIS 'NRA' WILL BE GIVEN 14 DAYS NOTICE OF THE PLACE, DATE AND TIME AND THE AGENDA, TOGETHER WITH REPORTS FROM THE CHAIRPERSON, SECRETARY and TREASURER with NOMINATION FORM for NOMINATION OF OFFICERS AND COMMITTEE ( WHICH WILL INCLUDE THE POSITION OF VICE-CHAIRPERSON ) AND SUCH NOMINATION FORMS TO BE GIVEN TO THE SECRETARY SEVEN DAYS PRIOR TO THE 'AGM'. ANY AMENDMENTS TO THE CONSTITUTION MUST BE SUBMITTED IN WRITING TO THE SECRETARY TEN DAYS PRIOR TO THE AGM CONTAINING THE FULL WORDS OF THE AMENDMENT AND THE FULL NAME AND ADDRESSES OF THE PROPOSER AND SECONDER. ALL RESIDENTS ARE MEMBERS AND ALL ATTENDEES WILL BE ALLOWED TO VOTE THE RESULT BEING A SIMPLE MAJORITY --- EXCEPT FOR ANY AMENDMENTS WHICH MAY ONLY BE APPROVED BY A TWO THIRDS MAJORITY OF ATTENDEES VOTING FOR SUCH AMENDMENT.

AIMS : THE SAME AS THE CONSTITUTION OF 'CLARA' WHICH WERE ADOPTED WITH THE RESERVATION THAT THIS INDEPENDENT

NRA WOULD REMAIN AUTONOMOUS UNDER THE GOVERNANCE OF WHATEVER FURTHER INNOVATIVE AMENDMENTS IT MAKES TO THAT OF THE CONSTITUTION OF ' CLARA ' PROVIDED ALWAYS THAT SUCH WILL NOT CONTRAVENE OR BE PERCEIVED AS CONTRAVENING THE ' NON PARTY-POLITICAL ' STATUS OF EITHER ITSELF, ' CLARA ' OR THE OTHER FOUR NRA'S OF THE ' CLARA ' BOARD '.

There shall be at least one General Meeting of the NRA with Notice to all of its Households in October each year as well as any that are recognised to be necessary by the Officers following Committee Meeting discussions or by request for such by at least five Residents where it is clear that the matter cannot be satisfactorily resolved by the Committee ; this is intended to obviate the need for ' Special General Meetings ' or ' Extraordinary General Meetings '.

The Committee Members shall meet at least Bi-monthly -- or whenever the Chair : and Secretary deem required for Consultation of Members and to this end the Officers shall be in communication with each other on a very regular basis. The Chair: will have a ' Casting Vote at all Meetings ( AGM, General Meeting and Committee Meetings ).

The Secretary will take notes and prepare Minutes of all Meetings for submission for Agreement at the following Meeting and signature by the Chair: ; also, the Secretary will be responsible for the issue of all Notices of Meetings and together with the Chair: determine the Agenda to be presented. All records of the NRA shall be held by the Secretary, together with Correspondence with residents and outside Bodies and Agencies .

The Treasurer will Open a Bank Account with at least one other Officer, and the Treasurer shall be the prime signature on such Accounts Cheques together with a second signature from another Officer that shall be named by the committee and recorded thus for the Banking Authority ( ie. ' Mandated ' ). No ' Cards ' --- cheque transactions only --- and no overdrafts to be sought at any time unless by Authorisation of the unanimous agreement of the full Committee and recorded in Minutes signed by the Chair at a subsequent Meeting of that Committee it being no less than twenty eight days later. The Treasurer will be responsible for maintaining true and accurate accounts of all income and expenditure, recording these details, at all times able to state the ' balance ' to any Committee Member or Meeting and to provide Audited Accounts for approval by the AGM each year : the Auditor may be any person / Body not Resident in the Central Liscard Area and otherwise not connected with this NRA --- the Auditor being chosen by the Committee as a Responsible / Professional Person for this duty in a Voluntary Capacity.

The Vice-Chairperson will assist the other Officers in their Duties and act as Chairperson at ALL Meetings in the absence of the Chairperson. The Chair: and the Secretary will be, automatically upon their election to those Officer Positions on this NRA, BOARD MEMBERS OF ' CLARA ' the Constitution of which is annexed and to be observed as under.

DISSOLUTION shall be conducted in accordance with ITEM 20 of the ' CLARA ' Constitution and under that Bodies DIRECTION together with examination of the possibility of further Representation of the Residents by the Board of ' CLARA ' of this NRA.

'Making LISCARD a Cleaner, Greener and Safer place to LIVE or Work in or Pass Through...'  
CONSTITUTION for :

CENTRAL LISCARD AREA RESIDENTS ASSOCIATION.

" C.L.A.R.A. "

1. NAME

The name of the Association shall be :

Central Liscard Area Residents Association

( C.L.A.R.A. )

2. AREA :

The area covered by the Association dates from the ' Petition Map ' of 26/06/2003 and adjoining areas in CENTRAL LISCARD and includes all tenants and residents in that area . The ASSOCIATION WILL SEEK TO ENSURE IT'S BOARD is made up of tenants and residents who represent the whole geographical area of the Association AND IN FURTHERANCE OF THIS THERE WILL BE IN ADDITION TO THE TEN BOARD MEMBERS ELECTED AT THE ANNUAL GENERAL MEETING TWO BOARD MEMBERS FROM EACH OF THE FIVE NEIGHBOURHOOD 'NRA's' WHICH MAKE UP CLARA BEING THE CHAIR AND THE SECRETARY OF EACH 'NRA' 'TOTALLING A FURTHER TEN BOARD MEMBERS AND THE OVERALL BOARD SHALL HAVE TWENTYONE MEMBERS INCLUDING THE HON: PRESIDENT ( WHO DOES NOT VOTE ) . FOR CLARITY THE FIVE 'NRA's' ARE :

CLARA -- NRA -- CENTRAL :

MOSELEY AVENUE	1-29	6-34
SILVERLEA AVENUE	1-71	2-74
MERTON ROAD	1-51	2-48

CLARA -- NRA -- NORTH EAST :

MONK ROAD	1-19	2-28
NEWELL ROAD	1-27	2-20
LISCARD VILLAGE	1-65	2-60
FAIRVIEW AVENUE	1-57	2-48
SEAVIEW AVENUE	1a-23	2-28
LONGVIEW AVENUE	1-25	2-24

CLARA -- NRA -- NORTH WEST :

AILSA ROAD	1-7	2-10
VALKYRIE ROAD	1-53	8-42
CONINGSBY DRIVE	1-5	2-30
CROMER DRIVE	1-33	2-44
BRITANNIA ROAD	1a-14	2-4
HAZELDENE AVENUE	1-21	2-24

CLARA -- NRA -- SOUTH WEST :

RULLERTON ROAD	1-71	2-82
DARESURY ROAD	1-27	2-16
HYLTON AVENUE	1-14	
SRETTON AVENUE	1-14	
TIVERTON AVENUE	1-14	
ELDON ROAD	1-11	2-10
GREASBY ROAD	1-27	2-28

{ 75-89 outside?  
84-106 outside? }

CLARA -- NRA -- SOUTH EAST :

CECIL ROAD	1-19	2-28
LISCARD GROVE	3-53	6-48

{ 385 new no num? }

14

ACLAND ROAD 1-7  
 OVERTON ROAD 1-9 2-8  
 ASHBURTON ROAD 1-55 2-30

EACH 'NRA' MUST HAVE A CHAIRPERSON, SECRETARY, VICECHAIRPERSON AND TREASURER.

EACH NRA MUST ADOPT THE CONSTITUTION OF 'CLARA' AND MAY ALSO ADD TO THIS.

EACH 'NRA' MUST HAVE AN ANNUAL GENERAL MEETING AND AT LEAST ONE OTHER GENERAL 'NRA' MEETING ANNUALLY AND HOLD REGULAR 'NRA' COMMITTEE MEETINGS.

EACH 'NRA' MAY CO-OPT A BOARD MEMBER FROM 'CLARA' IF DIFFICULTY IN REPLACING A 'NRA' COMMITTEE OFFICER.

EACH 'NRA' IS 'AUTONOMOUS' AND ITS FIRST RESPONSIBILITY IS TO IT'S RESIDENTS.

### 3. AIMS of CLARA :

THE AIMS OF CLARA SHALL BE :

- to represent all tenants and residents living in the area covered by the ASSOCIATION
- to promote the exercising of tenants' and residents' rights and the maintenance and improvement of their housing conditions, amenities and environment
- to promote and encourage facilities for recreation, amenities and social activities which will be open to all members
- to represent the interests of tenants and residents in consultation with the local authority and other bodies
- to promote the harmonious functioning of the community and to work towards the elimination of prejudice and discrimination within it
- to provide regular information to and regularly consult all members
- TO BE NON-PARTY POLITICAL
- purchase, take on, lease or in exchange, hire or otherwise acquire real or personal property and rights or privileges and to construct, maintain and manage and operate or alter buildings or erections in performance of the aims provided in case the ASSOCIATION shall take or hold any property which may be subject to any trusts the ASSOCIATION shall only deal with or invest the same in such manner as allowed by law having recalled to such trusts
- purchase or otherwise acquire plant and machinery including computer hardware and software, furniture, pictures, fittings and all other effects of every description & to apply for registration of any patents copyright licences
- the Association shall have the power to affiliate to any body or organisation whose role and objectives may be of benefit to it's membership.

### 4. MEMBERSHIP :

MEMBERSHIP of the ASSOCIATION shall be open to all legitimate tenants and residents and families living in the defined area, no matter what age, although for voting purposes they must be 18 years or more and the VOTERS LIST WILL BE KEPT UPDATED EVERY THREE YEARS AS AN INDICATIVE REGISTER AS WELL AS NEW PERSONS LIVING IN THE AREA : MEMBERSHIP WILL END WHEN WHEN A MEMBER MOVES OUT OF THE DEFINED AREA .

MEMBERSHIP shall be open to all persons irrespective of nationality, race, ethnicity, religion, gender, age, sexuality, disability or marital status .

In the event of gross misconduct, membership can be suspended or ended by a two-thirds majority vote of THE BOARD . Racist, sexist or threatening behaviour shall all be treated as gross misconduct . Any member so excluded shall have the right of appeal to the following General Meeting .

### 5. SUBSCRIPTIONS :

All members shall pay such subscriptions as shall be determined by the Annual General Meeting . The payment of any such subscriptions shall be entered onto a membership card to be provided by the ASSOCIATION.

AS AT 10 / 12 / 2007 no subscription has yet been determined .

Any subscription or other monies raised by or on behalf of the ASSOCIATION shall only be used to try to further meet the aims of the ASSOCIATION and for no other purpose .

**6. MANAGEMENT :**

The ASSOCIATION shall be managed by a BOARD to be elected at the ANNUAL GENERAL MEETING and consisting of OFFICERS ELECTED FOR TWO YEARS BEING

- CHAIRPERSON
- SECRETARY
- TREASURER
- VICE-CHAIRPERSON
- LIAISON OFFICER

(NON-VOTING )THE LIFE HON:PRESIDENT ;

AND FIVE OTHER BOARD MEMBERS ELECTED ANNUALLY TOGETHER WITH THE TEN ( CHAIRPERSON & SECRETARY OF EACH OF THE FIVE 'NRA's' ) ; TO MAKE 21 BOARD MEMBERS IN ALL . THE OFFICERS WILL DECIDE ON SUITABLE REPLACEMENT FOR ANY OFFICER VACANCY ARISING

AND THE BOARD WILL CO-OPT OTHER BOARD REPLACEMENTS FOR VACANCIES ARISING .THIS WILL ENSURE FULL REPRESENTATION FOR THE AREA .

THE BOARD shall have the power to elect SUB-COMMITTEES for any purpose e.g. FINANCE, EDUCATION, NEWSLETTER, etc: in accordance with SECTION 13 of this CONSTITUTION ,

THE BOARD shall have the power to FORM AFFILIATION OR PARTNERSHIP WITH other Bodies in the Area ( that are also NON-POLITICAL ) with view to ( NON-VOTING ) CO-OPTION REPRESENTATION ONTO THE BOARD OR ITS SUB-COMMITTEES WHERE IT FURTHERS THE AIMS OF ' CLARA ' or avoids duplication of effort / resources .

**7.**

**BOARD MEETINGS :**

THE BOARD shall meet as necessary , with a minimum of six Meetings ( inclusive of the AGM ) to be held each year . BOARD MEETINGS shall be open to any Member of the ASSOCIATION who wishes to attend provided he / she understands it is to put a case in four minutes and may speak but not vote AND only one person to attend on any given issue who has first put the matter to his / her 'NRA' Committee AND notified the Secretary to the Board with SEVEN days notice of the need to attend ; this is necessary for purposes of the Agenda and for the catering for numbers attending .The Officers shall report to each BOARD MEETING and to each ' CLARA ' GENERAL MEETING on their work , progress and results .

**8.**

**GENERAL MEETINGS of ' CLARA ' :**

NOT LESS THAN THREE MEETINGS SHALL BE GENERAL MEETINGS OF 'CLARA' EXCLUDING THE ANNUAL GENERAL MEETING TO WHICH ALL MEMBERS OF THE ASSOCIATION ARE TO BE GIVEN NOTIFICATION OF THE DATE / VENUE / TIME / AGENDA and such NOTICE to ALL RESIDENTS be NO LESS THAN 7 DAYS . DECISIONS OF THE GENERAL MEETING SHALL BE BINDING ON THE BOARD . ALL DECISIONS SHALL BE TAKEN BY A SINGLE MAJORITY OF FULL MEMBERS ( OVER 18 years ) TENANT AND RESIDENT MEMBERS PRESENT AND VOTING .

**9.**

**ANNUAL GENERAL MEETINGS of ' CLARA ' :**

The BOARD of CLARA shall call an Annual General Meeting ( A.G.M. ) for the purpose of receiving audited statements of accounts ; receiving annual reports ; accepting the resignation of the BOARD and it's Officers ( as

Appropriate) ; electing the BOARD for the next year and the Officers for the next two years ( as Appropriate ) ;  
 making recommendations to the Board and voting where necessary on proposals to amend the CONSTITUTION . The AGM may discuss any proposals , which are submitted to the Secretary to the Board not less than 14 DAYS in advance of the AGM .  
 NOT LESS THAN TEN DAYS NOTICE OF THE AGM shall be given to all those eligible for Membership .  
 THE AGM WILL BE CALLED WITHIN 15 MONTHS OF THE LAST AGM .  
 10 .

#### SPECIAL GENERAL MEETING :

The Chairperson or Secretary MAY AT ANY TIME CALL A SPECIAL GENERAL MEETING ( SGM ) of the ASSOCIATION either for the purpose of altering the CONSTITUTION or for considering any matter which the BOARD may decide should be referred to the MEMBERS of THE ASSOCIATION in general .  
 AN SGM MAY BE CALLED AT THE WRITTEN REQUEST OF THE MAJORITY OF THE BOARD or ON RECEIPT OF A WRITTEN PETITION BY NOT LESS THAN THIRTY MEMBERS OF THE ASSOCIATION ,  
 GIVING REASONS FOR THEIR REQUEST .  
 NOT LESS THAN SEVEN DAYS NOTICE of the SGM SHALL BE GIVEN TO ALL MEMBERS OF THE ASSOCIATION . THE SGM SHALL TAKE PLACE WITHIN 21 DAYS OF RECEIVING THE REQUEST OR PETITION .  
 11 .

#### NOTICES OF MEETINGS :

Notice of all Meetings where required shall be sent to each Member's home and shall include the date, time and place of the next Meeting and an Agenda of matters to be discussed .  
 Notices of General Meetings, AGM's and SGM's shall also be published in local communities  
 12 .

#### QUORUM :

The QUORUM for BOARD MEETINGS OF THE ASSOCIATION shall be one third of its ELECTED MEMBERS or 7 MEMBERS WHICHEVER IS THE GREATER .

THE QUORUM FOR ALL GENERAL MEETINGS, AGM's and SGM's SHALL BE ONE THIRD OF THE MEMBERSHIP OR 12 WHICHEVER IS THE LESS .

#### 13 .

#### SUB-COMMITTEES :

The BOARD may appoint such sub-committees as may be required to carry out the activities of the ASSOCIATION. SUCH sub-committees shall be directly accountable to the BOARD. The BOARD shall agree in advance the terms of reference of any sub-committees, which may then act and apply any finance raised by itself or on it's behalf only within those terms. The CHAIRPERSON and TREASURER of the BOARD shall be ex-officio members of any sub-committee .

Where any sub-committee is to continue in existence beyond the AGM following it's appointment, it's members shall submit themselves for re-election at the meeting and annually thereafter.

ALL Sub-Committees shall keep proper accounts of income and expenditure, and a proper record of all meetings, and shall report on them or deliver them up as required by the BOARD or GENERAL MEETING .

17

THE BOARD or GENERAL MEETING may dissolve any sub-committee whereupon the accounts, records and assets, financial or otherwise of the sub-committee shall pass into the hands of the Board.

14.

#### DUTIES OF OFFICERS :

THE CHAIRPERSON ( or in his/her absence the VICE-CHAIRPERSON OR OTHER BOARD MEMBER ) shall conduct the Meetings of THE BOARD.

THE TREASURER shall open and maintain a BANK ACCOUNT or Post Office ACCOUNT in the name of the ASSOCIATION. THE TREASURER shall keep proper accounts of income and expenditure and report on them or deliver them up as required by the BOARD or GENERAL MEETING.

THE SECRETARY shall be responsible for the convening of all Meetings and the giving of the prescribed Notice to Members. He/She shall ensure that a proper record is kept of all Meetings of the ASSOCIATION, it's BOARD, and Sub-Committees in the form of Minutes and shall report on them or deliver up such records as required by the BOARD or GENERAL MEETING. THE SECRETARY shall permit the Minutes to be examined on receipt of not less than 10 DAYS notice by any Member of the ASSOCIATION. He/She shall maintain a REGISTER of Members of THE ASSOCIATION through VOTERS LISTS ( NOT MORE THAN 3 YEARS OLD ) and general communications by letter, 'phone, fax or E-mail and by Records of Attendances at General Meetings, AGM's, SGM's and 'NRA' Meetings reports on Tenants/Residents NEW to our Area ( or leaving the Area ); whereas this cannot be 100% accurate it must be close to it especially including Petitions, Surveys and Consultations . Any MEMBER(S) or OFFICER(S) delegated to represent the ASSOCIATION in CONSULTATION with any other body shall act on the instructions of the ASSOCIATION and shall report back to the following BOARD or GENERAL MEETING whichever is the sooner. ONLY full Members of THE ASSOCIATION shall be delegated to consult with the LOCAL AUTHORITY on matters of housing management. THE LIAISON OFFICER TO BE KEPT INFORMED OF SPECIFIC CONSULTATION and by whom to ensure no duplication in matters.

THE LIAISON OFFICER shall on behalf of the BOARD of CLARA represent the ASSOCIATION IN ALL WAYS AT ALL TIMES WITH WIDE RANGE OF CONTACTS TO PURSUE THE AIMS/PROJECTS/GOALS of CLARA and EACH ONE of the AUTONOMOUS FIVE 'NRA's' and shall keep the BOARD FULLY INFORMED IN ALL MATTERS PURSUED AND IN MATTERS TO BE CONSIDERED BY THE BOARD FOR POSSIBLE PURSUIT ( or by any of the Five NEIGHBOURHOOD 'NRA's' ).

15 :

#### CONDUCT OF BUSINESS :

THE BUSINESS OF THE ASSOCIATION SHALL BE CONDUCTED BY A BOARD ELECTED AT EACH AGM which shall consist of a Chairperson , Secretary, Treasurer, Vice-Chairperson, Liaison Officer and with the HON: LIFE PRESIDENT together with 15 other Board Members. SEE RULE 12 FOR 'QUORUM'.

- NO MORE THAN TWO BOARD MEMBERS FROM THE SAME HOUSEHOLD .
- ELECTED COUNCILLORS OF THE LOCAL AUTHORITY SHALL NOT BE ELIGIBLE FOR ELECTION AS OFFICERS OF THE ASSOCIATION, AND MAY NOT REPRESENT THE ASSOCIATION IN IT'S DEALINGS WITH ANY OTHER BODY.
- BOARD OFFICER / BOARD MEMBER VACANCIES AND CO-OPTION---SEE RULE 6 UNDER MANAGEMENT, ETC.
- AT ALL MEETINGS DECISIONS SHALL BE TAKEN BY A SIMPLE MAJORITY OF MEMBERS PRESENT AND VOTING.
- ALL VOTING AT MEETINGS SHALL BE COUNTED AND RECORDED IN THE MINUTES.
- ALL MEETINGS MUST BE MINUTED AND SHALL BE AVAILABLE FOR

- INSPECTION BY MEMBERS OF THE ASSOCIATION.
- ALL COMMENTS SHOULD BE ADDRESSED THROUGH THE CHAIRPERSON.
- IN CASES WHERE VOTING IS TIED, THE CHAIRPERSON WILL HAVE THE CASTING VOTE.
- AT ALL MEETINGS ANY OFFENSIVE BEHAVIOUR INCLUDING RACIST, SEXIST OR ANY INFLAMMATORY REMARKS, SHALL NOT BE PERMITTED AND SHALL CONSTITUTE A BREACH OF REASONABLE CONDUCT.

16 :

**FINANCE :**

- SEE ALSO UNDER RULE 14 'DUTIES OF OFFICERS'.
- THE BOARD SHALL APPOINT AUTHORISED SIGNATORIES FOR ANY CHEQUES, AND CHEQUES SHALL BE SIGNED BY THE TREASURER AND ONE OTHER OF AUTHORISED SIGNATORIES THAT SHOULD BE BOARD OFFICERS TO INCLUDE THE CHAIRPERSON, SECRETARY AND ANOTHER BOARD MEMBER; IT IS NOT PERMISSIBLE TO APPOINT TWO AUTHORISED SIGNATORIES FROM EITHER THE SAME HOUSEHOLD OR IN ANY WAY RELATED TO EACH OTHER.
- THE ASSOCIATION'S ACCOUNTS MUST BE AVAILABLE FOR INSPECTION AT ALL MEETINGS.
- THE ACCOUNTS SHALL BE AUDITED AT LEAST ONCE A YEAR BY A QUALIFIED ACCOUNTANT OR PROFESSIONAL PERSON OR ORGANISATION THAT ARE NOT MEMBERS OF THE ASSOCIATION.
- THE TREASURER WILL MAKE A FINANCIAL REPORT AT EACH MEETING OF THE ASSOCIATION.
- THE ACCOUNTS SHALL BE AVAILABLE FOR INSPECTION BY ANY MEMBER OF THE ASSOCIATION WHO REQUIRES TO SEE THEM WITHIN 14 DAYS. THE REQUEST MUST BE IN WRITING TO THE TREASURER.

17 :

**ALTERATIONS TO THE CONSTITUTION :**

- ANY PROPOSAL TO ALTER THE CONSTITUTION MUST BE SUBMITTED TO THE SECRETARY OF THE ASSOCIATION NOT LESS THAN 28 DAYS BEFORE THE MEETING AT WHICH IT IS TO BE DISCUSSED. NOT LESS THAN 14 DAYS NOTICE OF SUCH A MEETING, TOGETHER WITH THE WORDING OF THE PROPOSED ALTERATION(S). ANY ALTERATION SHALL REQUIRE THE APPROVAL OF TWO-THIRDS OF THOSE PRESENT AND VOTING AT THE MEETING.

18 :

**EQUAL OPPORTUNITIES :**

- THE ASSOCIATION SHALL UPHOLD EQUAL OPPORTUNITIES AND WORK TOWARDS GOOD RELATIONS AMONG ALL MEMBERS OF THE COMMUNITY, AND SPECIFICALLY PROHIBITING ANY CONDUCT WHICH DISCRIMINATES ON THE GROUNDS OF NATIONALITY, RACE, GENDER, AGE, SEXUALITY, MARITAL STATUS, DISABILITY OR RELIGION. SEE RULE 4 'MEMBERSHIP'.

19 :

**INFORMATION :**

- AN INFORMATION NEWSLETTER SHALL BE DISTRIBUTED TO ALL HOUSEHOLDS IN THE AREA COVERED BY THE ASSOCIATION AT LEAST TWICE A YEAR.

20 :

**DISSOLUTION :**

- IF THE BOARD, OR IF A BOARD NO LONGER EXISTS ANY 10 MEMBERS OF THE ASSOCIATION, DECIDE THAT THE ASSOCIATION SHOULD BE DISSOLVED, THEY SHALL GIVE AT LEAST 14 DAYS NOTICE TO ALL THOSE ELIGIBLE FOR MEMBERSHIP OF A MEETING AT WHICH THE MATTER SHALL BE DISCUSSED. FOR THE SOLE PURPOSE OF DISSOLUTION, A QUORUM NEED NOT APPLY AND THE ASSOCIATION MAY BE DISSOLVED BY A TWO-THIRDS

14  
MAJORITY OF THOSE PRESENT. THE ASSETS, FINANCIAL OR OTHERWISE REMAINING WHEN THE ASSOCIATION HAS SATISFIED IT'S LIABILITIES, SHALL BE APPLIED FOR SUCH PURPOSES OF BENEFIT TO THE COMMUNITY AS THE MEETING SHALL DECIDE.

21 :

**CHILD PROTECTION POLICY :**

**ALL BOARD MEMBERS TO COMPLY -- ALL RESIDENTS/PARENTS NOTE .**

**CHILD PROTECTION POLICY**

1 The CLARA Board is ultimately responsible for the correct application of the Child Protection Policy. It will appoint the Board Member for Child Protection with specific responsibility to supervise and monitor it, At the outset of each project, all adults involved will be informed of this chain of responsibilities, and be provided with contact details.

2 The Board Member for Child Protection will undertake effective recruitment, including appropriate vetting of staff and volunteers. All Board members, staff and volunteers dealing directly with children will be required to have Enhanced Disclosure Certificates from the Criminal Records Bureau before the start of an engagement with CLARA. Disclosures will be repeated for all Board members, staff and volunteers at appropriate intervals.

3 All responsible adults will be required to hold recent Enhanced Disclosure Certificates.

4 Where payment is required, CLARA will pay for disclosures on Board and staff members, including helpers and chaperones. Freelance staff, directors and facilitators will be required to cover the fee themselves.

5 CLARA will ensure that someone employed at the premises in which they are working is on hand to ensure the safety of those on site.

6 Photographs, films or web-based materials of children or young adults participating in any CLARA project will only be taken with the consent of the parents and in consultation with the children and young adults involved.

7 CLARA will support confidentiality in line with the Data Protection Act 1998 and will not hand out any information about employees/artists or facilitators to other organisations other than in the ordinary course of business.

8 CLARA will keep up to date with health and safety regulations in artistic and management practices and with changes in legislation regarding the protection of children and young adults.

9 Whilst in CLARA's care, no child will be allowed to leave the premises which CLARA is using, without supervision deemed appropriate by a suitable Board Member.

10 Parents/guardians/ will be required to inform CLARA in writing of the identity of the person who will be escorting their child(ren) from CLARA activities and, from week to week, inform CLARA of any changes. Where parents/guardians/carers wish to allow their child(ren) to travel home from CLARA activities without adult supervision, CLARA will require that authorisation in writing before the course/activity commences.

11 CLARA will bear in mind the recommended ratios for supervision of children recommended by the NSPCC when deciding staffing of activities.

**DECLARATION OF PROOF READ OF THIS FIRST REPRINT OF THE CONSTITUTION OF CENTRAL LISCARD AREA RESIDENTS ASSOCIATION CONTAINING ALL ADDITIONS AND AMENDMENTS FROM 3rd.NOVEMBER 2003 UPTO DATE 11th.DECEMBER 2007 .**

REPRINTED BY ME : SECRETARY, MRS. CHRISTINE HALE *Christine Hale*

PROOF READ BY : LIAISON OFFICER, DAVID HALE *David Hale*

ACKNOWLEDGED : VICE-CHAIRPERSON, FRANK ROYLE *Frank Royle*

ALL SIGNED ON 11th. DECEMBER

2007 .

COPIES TO BE SENT TO ALL BOARD MEMBERS WITHIN BY 18th. DECEMBER 2007 .

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# Devonshire Park

- Est 1870 -

## D.P.R.A. Constitution

### *Name*

*The name of the Association shall be The Devonshire Park Residents Association (D.P.R.A.)*

### *Aims*

*The aims of the association are –*

- To represent and promote the interests of all residents within the Devonshire Park area.*
- To promote social and educational activities for the benefit of the local area.*
- To actively encourage all residents to become involved.*
- To provide help and assistance to all residents who want to get more Involved.*
- To encourage community spirit within the Devonshire Park area.*
- To campaign for or provide facilities or resources required by the Community.*
- To make representations to any public body whose function may at any time have an affect on the welfare of the members of the association.*
- To affiliate to any other organization, which has the same or similar aims to this association, whose objectives will benefit the members of this association.*
- To promote equal opportunities within the community.*

### *Membership*

*Membership of the association is open regardless of class, color, culture, ethnic origin, race, religion, disability, sexuality, gender or marital status to –*

- All residents over 16 years of age living in the Devonshire Park area, who shall be called Members.*
- All residents under 16 years of age living in the Devonshire Park area, who shall be called Junior Members. Junior members are not eligible to vote.*

*It is a condition of membership that members, at all times conduct themselves in a reasonable manner at meetings or in premises used by the association.*

*Any member may be excluded for breach of this condition or for any other conduct that contravenes the objectives of the association, by a majority of those present and voting at any committee or general meeting. Any member so excluded shall have a right of appeal to the following meeting.*

### *Membership Fee*

*There is no membership fee to join the association.*

### *Committee*

*A committee will be elected, at the Annual General Meeting, to carry out the business of the association. Committee meetings shall be open to all members of the association, notice of which shall be given as directed by the Officers.*

*"Preserving the character & balance of our unique neighbourhood"*

# Devonshire Park

- Est 1870 -

*The committee should consist of a Chair, Vice Chair(s), Secretary, Treasurer and Community Engagement Officers. Any member of the association can be co-opted onto the committee by the committee for the purpose of filling a vacancy or vacancies (until the next General Meeting), or for fulfilling a specific role.*

*The committee shall meet at least once every three months and no less than four times each year. Minutes of the committee meetings will be made available to any members of the association on request.*

*In addition the officers will meet at regular intervals between committee meetings to progress the business of the association.*

## *Annual General Meeting*

*The association will hold an Annual General Meeting once in each calendar year. Not more than fifteen months will pass between the date of one Annual General Meeting and the next.*

*The main business of the Annual General Meeting will be to -*

- Agree the statement of accounts for the previous year and reports of the Chair and Vice-Chairs, Treasurer, Secretary and any other officers.*
- Accept the resignation of the committee for the previous year.*
- Elect the officers and a new committee for the coming year.*
- Vote on any recommendations or alterations to the constitution.*

*The secretary will give all members of the association at least twenty-one days notice of the Annual General Meeting. This notice will state the purpose, date, time and place of the meeting.*

## *Special General Meeting*

*A Special General Meeting can be called if ten or more members of the association submit a request, giving the reasons for such a meeting, in writing, to the secretary. The request will state the purpose for which the meeting is being called.*

*The secretary will give all members at least fourteen days notice, in writing, of any Special General Meeting. The notice will state the purpose, date, time and place of the meeting.*

## *Quorum*

*The Annual General Meeting and Special General Meetings will only be deemed to be quorate if at least five members of the association are present and voting.*

*If a quorum is not present within thirty minutes of the time appointed for holding the meeting then -*

- If the meeting was convened at the request of the members, it shall be dissolved.*
- If the committee convened the meeting, it will be adjourned and an alternative date agreed (If a quorum is not present at the adjourned meeting within thirty minutes from the time appointed for holding the meeting, the members present will be deemed to be quorate).*

*Committee meetings will be deemed to be quorate, if at least four committee members are present and voting. If a committee meeting is not quorate, the meeting can still take place, but no decisions should be made.*

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## Voting

*A resolution that is put to the vote of any meeting will be decided on show of hands, unless a ballot is demanded by the meeting's Chair, or by at least five members present and entitled to vote. All in attendance have a single vote, members must be present to vote there is no proxy vote option.*

*Unless a ballot is demanded, a declaration by the Chair of the result of the show of hands shall be proof of the vote.*

*In case of an equal number of votes being cast, whether on show of hands or by ballot, the chairperson of the meeting will be entitled to a casting vote (providing the occupant of this post has the right to vote on the issue in question).*

## Finances

*All money raised for or on behalf of the association will only be used for the benefit of members of the association.*

*No member of the association will receive payment or benefit from the association with the exception of incurred expenses.*

*The association's accounts should include records of all of the sums of money received and spent by the associated and details of the transactions involved, together with all sales and purchased by the association.*

*The treasurer will arrange for the accounts to be inspected by a suitably qualified body, not represented on the association.*

*The treasurer will open a bank account in the name of the association.*

*Cheque signatories will be nominated by the committee. No two members of the same household may be cheque signatories. All cheques and instructions to the association's bankers will require two of the agreed signatures.*

## Changes to the Constitution

*The constitution can be altered at an Annual General Meeting. Any request for changes must be submitted to the secretary in writing at least fourteen days before the date of the Annual General Meeting.*

*Changes to this constitution must be agreed by a majority of members present and voting at an Annual General Meeting or Special General Meeting.*

## Duties of the Officers

*The Chair / Vice-Chair (or in their absence the appointed deputy) will conduct the meetings of the association.*

*The Treasurer will open and maintain a bank account in the name of the association. The Treasurer will keep proper accounts of income and expenditure and report on them or provide them up as required by the committee.*

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*The Secretary will be responsible for convening all meetings and giving the required notice to members. They will ensure that a proper record is kept of all meetings and will produce these as required by the committee. The secretary will also produce records of committee and general meetings and make these available to members on request.*

### Dissolution of the Association

*Any decision to dissolve the association can only be taken at a Special General meeting called for the purpose of voting on such a decision. The decision to dissolve the association can only be made by the majority of those present and voting at such a meeting.*

*All assets of the association remaining once the debts have been cleared will be passed to any successor body or organization with similar objectives or failing that to any charitable organization. A decision regarding this will be made at the meeting to dissolve the association.*

*This constitution was adopted by*

<i>Chair</i>	Name <u>R. Bell</u> Signed <u>[Signature]</u> Date <u>3-11-2010</u>
<i>Vice Chair</i>	Name <u>M. West</u> Signed <u>[Signature]</u> Date <u>---</u>
<i>Vice Chair</i>	Name <u>[Signature]</u> Signed <u>[Signature]</u> Date <u>---</u>
<i>Treasurer</i>	Name <u>A. Croft</u> Signed <u>[Signature]</u> Date <u>---</u>
<i>Secretary</i>	Name <u>P.M. Neill</u> Signed <u>[Signature]</u> Date <u>---</u>
<i>Community Engagement</i>	Name <u>[Signature]</u> Signed <u>[Signature]</u> Date <u>---</u>
<i>Community Engagement</i>	Name <u>[Signature]</u> Signed <u>[Signature]</u> Date <u>---</u>

*"Preserving the character & balance of our unique neighbourhood"*

**Companies Act 2006**  
**Company limited by guarantee**

**MEMORANDUM AND ARTICLES**

**OF ASSOCIATION**

**-OF-**

**GREASBY COMMUNITY ASSOCIATION**

**Date of Incorporation: 29 July 2011**  
**Registered Number: 07723033**

We hereby certify that this is a true and complete copy of the original document

Signed *S. H...*

Dated *2 August 2011*

**brabners chaffe street LLP**

Horton House, Exchange Flags, Liverpool L2 3YL

**Brabners Chaffe Street LLP**  
**Horton House**  
**Exchange Flags**  
**Liverpool**  
**L2 3YL**  
**(Ref. SCL.GDH.)**

Companies Acts 1985 to 2006  
Company limited by guarantee

MEMORANDUM OF ASSOCIATION

-OF-

GREASBY COMMUNITY ASSOCIATION

Each subscriber to this Memorandum of Association wishes to form a company under the Companies Act 2006 and agrees to become a Member of the company

*Name of each subscriber*

*Authentication by subscriber*

Wendy Jane Clements

..... Wendy J Clements .....

Tony Cox

..... A. Cox .....

Ronald Green

..... R Green .....

Michael Hornby

..... Hornby .....

David Horton

..... David Horton .....

Thomas Joseph McBeath

..... Thomas J McBeath .....

John Mathews Smith

..... John Mathews Smith .....

Margaret Smith

..... M. Smith .....

Dated..... 25<sup>TH</sup> JULY .....2011

**Companies Acts 1985 to 2006  
Company limited by guarantee**

**ARTICLES OF ASSOCIATION**

**-OF-**

**GREASBY COMMUNITY ASSOCIATION**

**1. Objects**

- 1.1 The **Objects** of the **Charity** are to further or benefit the residents of Greasby and the neighbourhood and other Districts the **Trustees** shall deem appropriate, without distinction of gender, sexual orientation, race, age, disability or of political, religious or other opinions by associating together the said residents and the local authorities, voluntary and other organisations in a common effort to advance education and to provide facilities in the interests of social welfare for recreation leisure time occupation with the objective of improving the conditions of life for the residents.
- 1.2 This provision may be amended by **special resolution** but only with the prior **written** consent of the **Commission**.

**2. Powers**

The Charity has the following powers, which may be exercised only in promoting the Objects:

- 2.1 to secure the transfer of community buildings known as the Greasby Community Centre at Greasby Road, Greasby from Wirral Borough Council by securing a 99 year lease on appropriate terms and to maintain or manage or co-operate with any statutory authority in the maintenance and management of such a centre for activities promoted by the Charity in furtherance of the above Objects;
- 2.2 to provide advice or information;
- 2.3 to carry out research;
- 2.4 to co-operate with other bodies;
- 2.5 to support, administer or set up other charities;
- 2.6 to accept gifts and to raise funds (but not by means of **taxable trading**);
- 2.7 to borrow money;

- 2.8 to give security for loans or other obligations (but only in accordance with the restrictions imposed by the **Charities Act**);
- 2.9 to acquire or hire property of any kind;
- 2.10 to let or dispose of property of any kind (but only in accordance with the restrictions imposed by the **Charities Act**);
- 2.11 to set aside funds for special purposes or as reserves against future expenditure;
- 2.12 to deposit or invest its funds in any manner (but to invest only after obtaining such advice from a **financial expert** as the Trustees consider necessary and having regard to the suitability of investments and the need for diversification);
- 2.13 to delegate the management of investments to a financial expert, but only on terms that:
  - 2.13.1 the investment policy is set down **in writing** for the financial expert by the Trustees;
  - 2.13.2 timely reports of all transactions are provided to the Trustees;
  - 2.13.3 the performance of the investments is reviewed regularly with the Trustees;
  - 2.13.4 the Trustees are entitled to cancel the delegation arrangement at any time;
  - 2.13.5 the investment policy and the delegation arrangement are reviewed at least once a **year**;
  - 2.13.6 all payments due to the financial expert are on a scale or at a level which is agreed in advance and are notified promptly to the Trustees on receipt; and
  - 2.13.7 the financial expert must not do anything outside the powers of the Charity;
- 2.14 to arrange for investments or other property of the Charity to be held in the name of a **nominee company** acting under the direction of the Trustees or controlled by a financial expert acting under their instructions, and to pay any reasonable fee required;
- 2.15 to deposit documents and physical assets with any company registered or having a place of business in England or Wales as **custodian**, and to pay any reasonable fee required;
- 2.16 to insure the property of the Charity against any foreseeable risk and take out other insurance policies to protect the Charity when required;
- 2.17 subject to **Article 6.3**, to employ paid or unpaid agents, staff or advisers;
- 2.18 to enter into contracts to provide services to or on behalf of other bodies;

- 2.19 to establish or acquire subsidiary companies;
- 2.20 to do anything else within the law which promotes or helps to promote the Objects.
- 3. The Trustees**
- 3.1 The Trustees as **charity trustees** have control of the Charity and its property and funds.
- 3.2 The subscribers to the **Memorandum** (being the first **Members**) are also the first Trustees. At the conclusion of the first **AGM** all Trustees other than ex-officio Trustees shall retire. Subsequently up to five Trustees are elected by the Members (or co-opted by the Trustees), up to three Trustees are elected and appointed by **User Groups** (who shall determine from among themselves by a process of election they shall control who they shall elect and then appoint), three Trustees are ex-officio Trustees by virtue of their office i.e. they are Ward Councillors for the Greasby, Frankby and Irby Ward. Elected Trustees shall be elected to office at the first AGM as follows:
- 3.2.1 Two Trustees for 3 years;
- 3.2.2 Two Trustees for 2 years;
- 3.2.3 One Trustee for 1 year.
- 3.3 The Trustees when complete consist of at least three and not more than eleven persons (not counting any co-opted Trustees) who being individuals are over the age of 18, all of whom must support the Objects.
- 3.4 A Trustee may not act as a Trustee unless he/she:
- 3.4.1 is a Member; and
- 3.4.2 has signed a written declaration of willingness to act as a charity trustee of the Charity.
- 3.5 One third (or the number nearest one third) of the Trustees must retire at each AGM, those longest in office retiring first and the choice between any of equal service being made by drawing lots. A retiring Trustee may be re-elected.
- 3.6 A retiring Trustee who is eligible under Article 3.3 may be reappointed.
- 3.7 A Trustee's term of office as such automatically terminates if he/she:
- 3.7.1 ceases to be a Member of the Charity;
- 3.7.2 is disqualified under the Charities Act from acting as a charity trustee;
- 3.7.3 is incapable, whether mentally or physically, of managing his/her own affairs;

- 3.7.4 is absent without permission from 4 consecutive meetings of the Trustees and is asked by a majority of the other Trustees to resign;
- 3.7.5 resigns by written notice to the Trustees (but only if at least two Trustees will remain in office); or
- 3.7.6 is removed by the Members at a general meeting under the Companies Act.

3.8 The Trustees may at any time co-opt any individual who is eligible under Article 3.3 as a Trustee to fill a vacancy in their number or (in addition to the maximum number permitted by Article 3.3 up to three further trustees may be co-opted) as an additional Trustee, but a co-opted Trustee holds office only until the next AGM.

3.9 A technical defect in the appointment of a Trustee of which the Trustees are unaware at the time does not invalidate decisions taken at a meeting.

#### 4. Trustees' proceedings

4.1 The Trustees must hold at least two meetings each year.

4.2 A quorum at a meeting of the Trustees is at least four Trustees.

4.3 A meeting of the Trustees may be held either in person or by suitable **electronic means** agreed by the Trustees in which all participants may communicate with all the other participants but at least one meeting in each year must be held in person.

4.4 The **Chairman** or (if the Chairman is unable or unwilling to do so) some other Trustee chosen by the Trustees present presides at each meeting.

4.5 Any issue may be determined by a simple majority of the votes cast at a meeting, but a **resolution in writing** agreed by all the Trustees (other than any **Conflicted Trustee** who has not been authorised to vote) is as valid as a resolution passed at a meeting. For this purpose the resolution may be contained in more than one document.

4.6 Every Trustee has one vote on each issue but, in case of equality of votes, the chairman of the meeting has a second or casting vote.

4.7 A procedural defect of which the Trustees are unaware at the time does not invalidate decisions taken at a meeting.

#### 5. Trustees' powers

The Trustees have the following powers in the administration of the Charity in their capacity as Trustees:

5.1 To appoint (and remove) any person (who may be a Trustee) to act as **Secretary** in accordance with the **Companies Act**.

- 5.2 To appoint a Chairman, a Treasurer and other honorary officers from among their number annually at the first Trustee meeting following the AGM.
- 5.3 To delegate any of their functions to committees consisting of two or more individuals appointed by them. At least one member of every committee must be a Trustee and all proceedings of committees must be reported promptly to the Trustees.
- 5.4 To make standing orders consistent with the Memorandum, **the Articles** and the Companies Act to govern proceedings at general meetings.
- 5.5 To make rules consistent with the Memorandum, the Articles and the Companies Act to govern their proceedings and proceedings of committees.
- 5.6 To make regulations consistent with the Memorandum, the Articles and the Companies Act to govern the administration of the Charity and the use of its seal (if any).
- 5.7 To establish procedures to assist the resolution of disputes or differences within the Charity.
- 5.8 To exercise in their capacity as Trustees any powers of the Charity which are not reserved to them in their capacity as Members.

**6. Benefits and Conflicts**

- 6.1 The property and funds of the Charity must be used only for promoting the Objects and do not belong to the Members but:
  - 6.1.1 Members, Trustees and **Connected Persons** may be paid interest at a reasonable rate on money lent to the Charity;
  - 6.1.2 Members, Trustees and Connected Persons may be paid a reasonable rent or hiring fee for property let or hired to the Charity; and
  - 6.1.3 Members, Trustees and Connected Persons may receive charitable benefits on the same terms as any other **Beneficiaries**.
- 6.2 A Trustee must not receive any payment of money or other **material benefit** (whether directly or indirectly) from the Charity except:
  - 6.2.1 as mentioned in Articles 6.1, 6.2 or 6.3;
  - 6.2.2 reimbursement of reasonable out-of-pocket expenses (including hotel and travel costs) actually incurred in running the Charity;
  - 6.2.3 the benefit of **indemnity insurance** as permitted by the Charities Act;
  - 6.2.4 an indemnity in respect of any liabilities properly incurred in running the Charity (including the costs of a successful defence to criminal proceedings);

- 6.2.5 in exceptional cases, other payments or benefits (but only with the written consent of the Commission in advance and where required by the Companies Act the approval or affirmation of the Members).
- 6.3 No Trustee or Connected Person may be employed by the Charity except in accordance with Article 6.2.5, but any Trustee or Connected Person may enter into a written contract with the Charity, as permitted by the Charities Act, to supply services or services and associated goods in return for a payment or other material benefit but only if:
- 6.3.1 the services and associated goods are actually required by the Charity, and the Trustees decide that it is in the best interests of the Charity to enter into such a contract;
- 6.3.2 the nature and level of the remuneration is no more than is reasonable in relation to the value of the goods or services and is set in accordance with the procedure in Article 6.4; and
- 6.3.3 no more than a minority of the Trustees are subject to such a contract in any financial year.
- 6.4 Subject to Article 6.5, any Trustee who becomes a Conflicted Trustee in relation to any matter must:
- 6.4.1 declare the nature and extent of his or her interest before discussion begins on the matter;
- 6.4.2 withdraw from the meeting for that item after providing any information requested by the Trustees;
- 6.4.3 not be counted in the quorum for that part of the meeting; and
- 6.4.4 be absent during the vote and have no vote on the matter.
- 6.5 When any Trustee is a Conflicted Trustee, the Trustees who are not Conflicted Trustees, if they form a quorum without counting the Conflicted Trustee and are satisfied that it is in the best interests of the Charity to do so, may by resolution passed in the absence of the Conflicted Trustee authorise the Conflicted Trustee, notwithstanding any conflict of interest or duty which has arisen or may arise for the Conflicted Trustee, to:
- 6.5.1 continue to participate in discussions leading to the making of a decision and/or to vote; or
- 6.5.2 disclose to a third party information confidential to the Charity; or
- 6.5.3 take any other action not otherwise authorised which does not involve the receipt by the Conflicted Trustee or a Connected Person of any payment or material benefit from the Charity; or
- 6.5.4 refrain from taking any step required to remove the conflict.
- 6.6 This provision may be amended by special resolution but, where the result would be to permit any material benefit to a Trustee or Connected Person, only with the prior written consent of the Commission.

## **7. Records and Accounts**

7.1 The Trustees must comply with the requirements of the Companies Act and of the Charities Act as to keeping records, the audit or independent examination of accounts and the preparation and transmission to the Registrar of Companies and the Commission of information required by law including:

- 7.1.1 annual returns;
- 7.1.2 annual reports; and
- 7.1.3 annual statements of account.

7.2 The Trustees must also keep records of:

- 7.2.1 all proceedings at meetings of the Trustees;
- 7.2.2 all resolutions in writing;
- 7.2.3 all reports of committees; and
- 7.2.4 all professional advice obtained.

7.3 Accounting records relating to the Charity must be made available for inspection by any Trustee at any time during normal office hours.

7.4 A copy of the Charity's **constitution** and latest available statement of account must be supplied on request to any Trustee. Copies of the latest accounts must also be supplied in accordance with the Charities Act to any other person who makes a written request and pays the Charity's reasonable costs.

## **8. Membership**

8.1 The Charity must maintain a Register of Members.

8.2 The subscribers to the Memorandum are the first Members.

8.3 Membership is open only to the Trustees and is terminated if the Member concerned ceases to be a Trustee.

8.4 The form and the procedure for applying for Membership is to be prescribed by the Trustees.

8.5 Membership is not transferable.

8.6 The Trustees may establish a class of members to be known as Associate Members and recognise one or more classes of supporters who are not Members (but who may nevertheless be termed 'members') and set out their respective rights and obligations, which shall include to right to terminate such class of membership if in the unfettered view of the Trustees continued membership is not in the interests of the Charity, provided that before any such determination is made the Associate Member concerned shall have the right to present their case in writing or in person or both.

9. **General Meetings**

- 9.1 Trustees in their capacity as Members are entitled to attend general meetings in person or by proxy (but only if the appointment of a proxy is in writing and notified to the Charity before the commencement of the meeting).
- 9.2 General meetings are called on at least 21 and not more than 42 **clear days'** written notice indicating the business to be discussed and (if a special resolution is to be proposed) at least 28 clear days' written notice setting out the terms of the proposed special resolution.
- 9.3 There is a quorum at a general meeting if the number of Members present in person or by proxy is at least four.
- 9.4 The chairman (or vice chairman) of the Trustees shall chair a general meeting.
- 9.5 Except where otherwise provided by the Articles or the Companies Act, every issue is decided by **ordinary resolution**.
- 9.6 Every Member present in person or by proxy has one vote on each issue.
- 9.7 Except where otherwise provided by the Articles or the Companies Act, a written resolution (whether an ordinary or a special resolution) is as valid as an equivalent resolution passed at a general meeting. For this purpose the written resolution may be set out in more than one document.
- 9.8 Except at first, the Charity must hold an AGM in every year. The first AGM must be held within 18 **months** after the Charity's incorporation.
- 9.9 Members being Trustees must annually at the AGM:
- 9.9.1 receive the accounts of the Charity for the previous **financial year**;
  - 9.9.2 receive a written report on the Charity's activities;
  - 9.9.3 be informed of the retirement of those Trustees who wish to retire (or who are retiring by rotation);
  - 9.9.4 elect Trustees to fill the vacancies arising;
  - 9.9.5 appoint reporting accountants or auditors for the Charity.
- 9.10 Members may also from time to time:
- 9.10.1 confer on any individual (with his/her consent) the honorary title of Patron, President or Vice-President of the Charity; and
  - 9.10.2 discuss and determine any issues of policy or deal with any other business put before them by the Trustees.

9.11 A general meeting may be called by the Trustees at any time and must be called within 21 days of a written request from three or more Trustees (being Members) or at least 25% of the Membership.

9.12 A technical defect in the appointment of a Member of which the Members are unaware at the time does not invalidate a decision taken at a general meeting or a Written Resolution.

## **10. Limited Liability**

The liability of Members is limited.

## **11. Guarantee**

Every Member promises, if the Charity is dissolved while he/she remains a Member or within one year after he/she ceases to be a Member, to pay up to £1 towards:

11.1 payment of those debts and liabilities of the Charity incurred before he/she ceased to be a Member;

11.2 payment of the costs, charges and expenses of winding up; and

11.3 the adjustment of rights of contributors among themselves.

## **12. Communications**

12.1 Notices and other documents to be served on Members or Trustees under the Articles or the Companies Act may be served:

12.1.1 by hand; or

12.1.2 by post; or

12.1.3 by suitable electronic means.

12.2 The only address at which a Member is entitled to receive notices sent by post is an address in the U.K. shown in the register of Members.

12.3 Any notice given in accordance with these Articles is to be treated for all purposes as having been received:

12.3.1 24 hours after being sent by electronic means; or

12.3.2 two clear days after being sent by first class post to that address;  
or

12.3.3 three clear days after being sent by second class or overseas post to that address; or

12.3.4 immediately on being handed to the recipient personally; or, if earlier

12.3.5 as soon as the recipient acknowledges actual receipt.

12.4 A technical defect in service of which the Trustees are unaware at the time does not invalidate decisions taken at a meeting.

### **13. Dissolution**

13.1 If the Charity is dissolved, the assets (if any) remaining after providing for all its liabilities must be applied in one or more of the following ways:

13.1.1 by transfer to one or more other bodies established for exclusively charitable purposes within, the same as or similar to the Objects;

13.1.2 directly for the Objects or for charitable purposes which are within or similar to the Objects;

13.1.3 in such other manner consistent with charitable status as the Commission approves in writing in advance.

13.2 A final report and statement of account must be sent to the Commission.

13.3 This provision may be amended by special resolution but only with the prior written consent of the Commission.

### **14. Interpretation**

14.1 The Articles are to be interpreted without reference to the model articles under the Companies Act, which do not apply to the Charity.

14.2 In the Articles, unless the context indicates another meaning:

‘AGM’ means an annual general meeting of the Charity;

‘the Articles’ means the Charity’s Articles of Association and ‘Article’ refers to a particular Article;

‘Chairman’ means the chairman of the Trustees;

‘the Charity’ means the company governed by the Articles;

‘the Charities Act’ means the Charities Acts 1992 to 2006;

‘charity trustee’ has the meaning prescribed by the Charities Act;

‘clear day’ does not include the day on which notice is given or the day of the meeting or other event;

‘the Commission’ means the Charity Commission for England and Wales or any body which replaces it;

‘the Companies Act’ means the Companies Acts 1985 to 2006;

‘Conflicted Trustee’ means a Trustee in respect of whom a conflict of interest arises or may reasonably arise because the Conflicted Trustee or a Connected Person is receiving or stands to receive a benefit (other than payment of a premium for indemnity insurance) from the Charity, or has

some separate interest or duty in a matter to be decided, or in relation to information which is confidential to the Charity;

'Connected Person' means, in relation to a Trustee, a person with whom the Trustee shares a common interest such that he/she may reasonably be regarded as benefiting directly or indirectly from any material benefit received by that person, being either a member of the Trustee's family or household or a person or body who is a business associate of the Trustee, and (for the avoidance of doubt) does not include a company with which the Trustee's only connection is an interest consisting of no more than 1% of the voting rights;

'constitution' means the Memorandum and the Articles and any special resolutions relating to them;

'custodian' means a person or body who undertakes safe custody of assets or of documents or records relating to them;

'electronic means' refers to communications addressed to specified individuals by telephone, fax or email or, in relation to meetings, by telephone conference call or video conference;

'financial expert' means an individual, company or firm who is authorised to give investment advice under the Financial Services and Markets Act 2000;

'financial year' means the Charity's financial year;

'firm' includes a limited liability partnership;

'indemnity insurance' means insurance against personal liability incurred by any Trustee for an act or omission which is or is alleged to be a breach of trust or breach of duty, unless the act or omission amounts to a criminal offence or the Trustee concerned knew that, or was reckless whether, the act or omission was a breach of trust or breach of duty;

'material benefit' means a benefit, direct or indirect, which may not be financial but has a monetary value;

'Member' and 'Membership' refer to company Membership of the Charity;

'Memorandum' means the Charity's Memorandum of Association;

'month' means calendar month;

'nominee company' means a corporate body registered or having an established place of business in England and Wales which holds title to property for another;

'ordinary resolution' means a resolution agreed by a simple majority of the Members present and voting at a general meeting or in the case of a written resolution by Members who together hold a simple majority of the voting power. Where applicable, 'Members' in this definition means an Associate Member;

'the Objects' means the Objects of the Charity as defined in Article 1;

'resolution in writing' means a written resolution of the Trustees;

'Secretary' means a company secretary;

'special resolution' means a resolution of which at least 14 days' notice has been given agreed by a 75% majority of the Members present and voting at a general meeting or in the case of a written resolution by Members who together hold 75% of the voting power. Where applicable, 'Members' in this definition means a class of Members;

'taxable trading' means carrying on a trade or business in such manner or on such a scale that some or all of the profits are subject to corporation tax;

'Trustee' means a director of the Charity and 'Trustees' means the directors;

'User Group' shall mean a group of people (incorporated or not) who use the centre at least once a week for no less than 30 weeks of the year;

'written' or 'in writing' refers to a legible document on paper or a document sent by electronic means which is capable of being printed out on paper;

'written resolution' refers to an ordinary or a special resolution which is in writing;

'year' means calendar year.

- 14.3 Expressions not otherwise defined which are defined in the Companies Act have the same meaning.
- 14.4 References to an Act of Parliament are to that Act as amended or re-enacted from time to time and to any subordinate legislation made under it.

The Companies Act 2006

Community Interest Company Limited by Guarantee

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**Articles of Association**  
**Of**  
**Hoylake Village Life Community Interest Company**

(CIC Limited by Guarantee, Schedule 1, Small Membership)

The Companies Act 2006

Community Interest Company Limited by Guarantee

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**The Companies Act 2006**  
**Articles of Association**  
**of**  
**Hoylake Village Life Community Interest Company**

**INTERPRETATION**

**1. Defined Terms**

1.1 The interpretation of these Articles is governed by the provisions set out in the Schedule at the end of the Articles

**COMMUNITY INTEREST COMPANY AND ASSET LOCK**

**2. Community Interest Company**

2.1 The Company is to be a community interest company.

**3. Asset Lock**

3.1 The Company shall not transfer any of its assets other than for full consideration.

3.2 Provided the conditions in Article 3.3 are satisfied, Article 3.1 shall not apply to

(a) the transfer of assets to any specified asset-locked body, or (with the consent of the Regulator) to any other asset-locked body, and

(b) the transfer of assets made for the benefit of the community other than by way of a transfer of assets into an asset-locked body

3.3 The conditions are that the transfer of assets must comply with any restrictions on the transfer of assets for less than full consideration which may be set out elsewhere in the memorandum and Articles of the Company

3.4 If:

3.4.1 the Company is wound up under the Insolvency Act 1986, and

3.4.2 all its liabilities have been satisfied

any residual assets shall be given or transferred to the asset-locked body specified in Article 3.5 below

3.5 For the purposes of this Article 3, the following asset-locked body is specified as a potential recipient of the Company's assets under Articles 3.2 and 3.4:

3.6 Hoylake Cottage Hospital Trust ]

3 7

3.8 Charity Registration Number: 515591

3.9 Company Registration Number: 1844549

3 10 RegisteredOffice

HoylakeCottage  
BirkenheadRoad  
Hoylake Merseyside  
CH47 5AG

**4. Not for profit**

4 1 The Company is not established or conducted for private gain: any profits or assets are used principally for the benefit of the community.

**OBJECTS, POWERS AND LIMITATION OF LIABILITY**

**5. Objects**

The objects of the Company are to carry on activities which benefit the community and in particular (without limitation) to facilitate the regeneration of Hoylake, encouraging the development of new and existing businesses and attracting new businesses; encouraging community cohesion and civic pride, and promoting its identity locally, nationally and internationally as a multi-faceted visitor destination.

Hoylake is a coastal town situated on the Wirral Peninsular. The company will seek to improve the quality of life of residents through its activities, and in particular to promote community cohesion and address issues of social exclusion

**6. Powers**

6.1 To further its objects the Company may do all such lawful things as may further the Company's objects and, in particular, but, without limitation, may borrow or raise and secure the payment of money for any purpose including for the purposes of investment or of raising funds.

**7. Liability of members**

The liability of each member is limited to £1, being the amount that each member undertakes to contribute to the assets of the Company in the event of its being wound up while he or she is a member or within one year after he or she ceases to be a member, for

7 1 payment of the Company's debts and liabilities contracted before he or she ceases to be a member,

7 2 payment of the costs, charges and expenses of winding up, and

7 3 adjustment of the rights of the contributories among themselves

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## **DIRECTORS**

### **DIRECTORS' POWERS AND RESPONSIBILITIES**

**8. Directors' general authority**

Subject to the Articles, the Directors are responsible for the management of the Company's business, for which purpose they may exercise all the powers of the Company

**9. Members' reserve power**

9.1 The members may, by special resolution, direct the Directors to take, or refrain from taking, specific action

9.2 No such special resolution invalidates anything which the Directors have done before the passing of the resolution.

**10. Chair**

The Directors may appoint one of their number to be the chair of the Directors for such term of office as they determine and may at any time remove him or her from office

**11. Directors may delegate**

11.1 Subject to the Articles, the Directors may delegate any of the powers which are conferred on them under the Articles or the implementation of their decisions or day to day management of the affairs of the Company:

11.1.1 to such person or committee;

11.1.2 by such means (including by power of attorney),

11.1.3 to such an extent;

11.1.4 in relation to such matters or territories, and

11.1.5 on such terms and conditions,

as they think fit.

11.2 If the Directors so specify, any such delegation of this power may authorise further delegation of the Directors' powers by any person to whom they are delegated

11.3 The Directors may revoke any delegation in whole or part, or alter its terms and conditions.

### **DECISION-MAKING BY DIRECTORS**

**12. Directors to take decisions collectively**

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Any decision of the Directors must be either a majority decision at a meeting or a decision taken in accordance with Article 18.

**13. Calling a Directors' meeting**

- 13.1 Two Directors may (and the Secretary, if any, must at the request of two Directors) call a Directors' meeting.
- 13.2 A Directors' meeting must be called by at least seven Clear Days' notice unless either
- 13.2.1 all the Directors agree, or
  - 13.2.2 urgent circumstances require shorter notice.
- 13.3 Notice of Directors' meetings must be given to each Director
- 13.4 Every notice calling a Directors' meeting must specify
- 13.4.1 the place, day and time of the meeting, and
  - 13.4.2 if it is anticipated that Directors participating in the meeting will not be in the same place, how it is proposed that they should communicate with each other during the meeting.
- 13.5 Notice of Directors' meetings need not be in Writing.
- 13.6 Notice of Directors' meetings may be sent by Electronic Means to an Address provided by the Director for the purpose.

**14. Participation in Directors' meetings**

- 14.1 Subject to the Articles, Directors participate in a Directors' meeting, or part of a Directors' meeting, when:
- 14.1.1 the meeting has been called and takes place in accordance with the Articles; and
  - 14.1.2 they can each communicate to the others any information or opinions they have on any particular item of the business of the meeting
- 14.2 In determining whether Directors are participating in a Directors' meeting, it is irrelevant where any Director is or how they communicate with each other.
- 14.3 If all the Directors participating in a meeting are not in the same place, they may decide that the meeting is to be treated as taking place wherever any of them is

**15. Quorum for Directors' meetings**

- 15.1 At a Directors' meeting, unless a quorum is participating, no proposal is to be voted on, except a proposal to call another meeting.

- 15.2 The quorum for Directors' meetings may be fixed from time to time by a decision of the Directors, but it must never be less than six, and unless otherwise fixed it is six.
- 15.3 If the total number of Directors for the time being is less than the quorum required, the Directors must not take any decision other than a decision:
- 15.3.1 to appoint further Directors, or
- 15.3.2 to call a general meeting so as to enable the members to appoint further Directors.
- 16. Chairing of Directors' meetings**
- The Chair, if any, or in his or her absence another Director nominated by the Directors present shall preside as chair of each Directors' meeting
- 17. Decision-making at meetings**
- 17.1 Questions arising at a Directors' meeting shall be decided by a majority of votes.
- 17.2 In all proceedings of Directors each Director must not have more than one vote.
- 17.3 In case of an equality of votes, the Chair shall have a second or casting vote.
- 18. Decisions without a meeting**
- 18.1 The Directors may take a unanimous decision without a Directors' meeting in accordance with this Article by indicating to each other by any means, including without limitation by Electronic Means, that they share a common view on a matter. Such a decision may, but need not, take the form of a resolution in Writing, copies of which have been signed by each Director or to which each Director has otherwise indicated agreement in Writing.
- 18.2 A decision which is made in accordance with Article 18.1 shall be as valid and effectual as if it had been passed at a meeting duly convened and held, provided the following conditions are complied with:
- 18.2.1 approval from each Director must be received by one person being either such person as all the Directors have nominated in advance for that purpose or such other person as volunteers if necessary ("the Recipient"), which person may, for the avoidance of doubt, be one of the Directors;
- 18.2.2 following receipt of responses from all of the Directors, the Recipient must communicate to all of the Directors by any means whether the resolution has been formally approved by the Directors in accordance with this Article 18.2,
- 18.2.3 the date of the decision shall be the date of the communication from the Recipient confirming formal approval;
- 18.2.4 the Recipient must prepare a minute of the decision in accordance with Article 32

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**19. Conflicts of interest**

- 19.1 Whenever a Director finds himself or herself in a situation that is reasonably likely to give rise to a Conflict of Interest, he or she must declare his or her interest to the Directors unless, or except to the extent that, the other Directors are or ought reasonably to be aware of it already
- 19.2 If any question arises as to whether a Director has a Conflict of Interest, the question shall be decided by a majority decision of the other Directors
- 19.3 Whenever a matter is to be discussed at a meeting or decided in accordance with Article 18 and a Director has a Conflict of Interest in respect of that matter then, subject to Article 20, he or she must:
- 19.3.1 remain only for such part of the meeting as in the view of the other Directors is necessary to inform the debate;
- 19.3.2 not be counted in the quorum for that part of the meeting; and
- 19.3.3 withdraw during the vote and have no vote on the matter.
- 19.4 When a Director has a Conflict of Interest which he or she has declared to the Directors, he or she shall not be in breach of his or her duties to the Company by withholding confidential information from the Company if to disclose it would result in a breach of any other duty or obligation of confidence owed by him or her

**20. Directors' power to authorise a conflict of interest**

- 20.1 The Directors have power to authorise a Director to be in a position of Conflict of Interest provided
- 20.1.1 in relation to the decision to authorise a Conflict of Interest, the conflicted Director must comply with Article 19.3;
- 20.1.2 in authorising a Conflict of Interest, the Directors can decide the manner in which the Conflict of Interest may be dealt with and, for the avoidance of doubt, they can decide that the Director with a Conflict of Interest can participate in a vote on the matter and can be counted in the quorum,
- 20.1.3 the decision to authorise a Conflict of Interest can impose such terms as the Directors think fit and is subject always to their right to vary or terminate the authorisation
- 20.2 If a matter, or office, employment or position, has been authorised by the Directors in accordance with Article 20.1 then, even if he or she has been authorised to remain at the meeting by the other Directors, the Director may absent himself or herself from meetings of the Directors at which anything relating to that matter, or that office, employment or position, will or may be discussed
- 20.3 A Director shall not be accountable to the Company for any benefit which he or she derives from any matter, or from any office, employment or position, which has been

authorised by the Directors in accordance with Article 20.1 (subject to any limits or conditions to which such approval was subject).

**21. Register of Directors' interests**

The Directors shall cause a register of Directors' interests to be kept. A Director must declare the nature and extent of any interest, direct or indirect, which he or she has in a proposed transaction or arrangement with the Company or in any transaction or arrangement entered into by the Company which has not previously been declared.

**APPOINTMENT AND RETIREMENT OF DIRECTORS**

**22. Methods of appointing Directors**

22.1 Those persons notified to the Registrar of Companies as the first Directors of the Company shall be the first Directors

22.2 Any person who is willing to act as a Director, and is permitted by law to do so, may be appointed to be a Director by a decision of the Directors.

**23. Termination of Director's appointment**

A person ceases to be a Director as soon as

- (a) that person ceases to be a Director by virtue of any provision of the Companies Act 2006, or is prohibited from being a Director by law,
- (b) a bankruptcy order is made against that person, or an order is made against that person in individual insolvency proceedings in a jurisdiction other than England and Wales or Northern Ireland which have an effect similar to that of bankruptcy;
- (c) a composition is made with that person's creditors generally in satisfaction of that person's debts;
- (d) the Directors reasonably believe he or she is suffering from mental disorder and incapable of acting and they resolve that he or she be removed from office,
- (e) notification is received by the Company from the Director that the Director is resigning from office, and such resignation has taken effect in accordance with its terms (but only if at least two Directors will remain in office when such resignation has taken effect), or
- (f) the Director fails to attend three consecutive meetings of the Directors and the Directors resolve that the Director be removed for this reason.
- (g) the Director ceases to be a member.

**24. Directors' remuneration**

24.1 Directors may undertake any services for the Company that the Directors decide.

- 
- 24.2 Directors are entitled to such remuneration as the Directors determine:
- (a) for their services to the Company as Directors; and
  - (b) for any other service which they undertake for the Company.
- 24.3 Subject to the Articles, a Director's remuneration may
- (a) take any form, and
  - (b) include any arrangements in connection with the payment of a pension, allowance or gratuity, or any death, sickness or disability benefits, to or in respect of that director
- 24.4 Unless the Directors decide otherwise, Directors' remuneration accrues from day to day
- 24.5 Unless the Directors decide otherwise, Directors are not accountable to the Company for any remuneration which they receive as Directors or other officers or employees of the Company's subsidiaries or of any other body corporate in which the Company is interested.
- 25. Directors' expenses**
- 25.1 The Company may pay any reasonable expenses which the Directors properly incur in connection with their attendance at:
- (a) meetings of Directors or committees of Directors;
  - (b) general meetings; or
  - (c) separate meetings of any class of members or of the holders of any debentures of the Company,
- or otherwise in connection with the exercise of their powers and the discharge of their responsibilities in relation to the Company.

## **MEMBERS**

### **BECOMING AND CEASING TO BE A MEMBER**

- 26. Becoming a member**
- 26.1 The subscribers to the Memorandum are the first members of the Company.
- 26.2 Such other persons as are admitted to membership in accordance with the Articles shall be members of the Company.
- 26.3 Each member of the company shall be a Director.
- 26.4 No person shall be admitted a member of the Company unless he or she is approved by the Directors.

26.5 Every person who wishes to become a member shall deliver to the company an application for membership in such form (and containing such information) as the Directors require and executed by him or her.

**27. Termination of membership**

27.1 Membership is not transferable to anyone else.

27.2 Membership is terminated if:

27.2.1 the member dies or ceases to exist;

27.2.2 otherwise in accordance with the Articles; or

27.2.3 a member ceases to be a Director

**DECISION MAKING BY MEMBERS**

**28. Members' meetings**

28.1 The Directors may call a general meeting at any time.

28.2 General meetings must be held in accordance with the provisions regarding such meetings in the Companies Acts.

28.3 A person who is not a member of the Company shall not have any right to vote at a general meeting of the Company; but this is without prejudice to any right to vote on a resolution affecting the rights attached to a class of the Company's debentures

28.4 Article 28.3 shall not prevent a person who is a proxy for a member or a duly authorised representative of a member from voting at a general meeting of the Company

**29. Written resolutions**

29.1 Subject to Article 29.3, a written resolution of the Company passed in accordance with this Article 29 shall have effect as if passed by the Company in general meeting:

29.1.1 A written resolution is passed as an ordinary resolution if it is passed by a simple majority of the total voting rights of eligible members

29.1.2 A written resolution is passed as a special resolution if it is passed by members representing not less than 75% of the total voting rights of eligible members. A written resolution is not a special resolution unless it states that it was proposed as a special resolution

29.2 In relation to a resolution proposed as a written resolution of the Company the eligible members are the members who would have been entitled to vote on the resolution on the circulation date of the resolution.

- 29.3 A members' resolution under the Companies Acts removing a Director or an auditor before the expiration of his or her term of office may not be passed as a written resolution
- 29.4 A copy of the written resolution must be sent to every member together with a statement informing the member how to signify their agreement to the resolution and the date by which the resolution must be passed if it is not to lapse. Communications in relation to written notices shall be sent to the Company's auditors in accordance with the Companies Acts
- 29.5 A member signifies their agreement to a proposed written resolution when the Company receives from him or her an authenticated Document identifying the resolution to which it relates and indicating his or her agreement to the resolution.
- 29.5.1 If the Document is sent to the Company in Hard Copy Form, it is authenticated if it bears the member's signature
- 29.5.2 If the Document is sent to the Company by Electronic Means, it is authenticated [if it bears the member's signature] or [if the identity of the member is confirmed in a manner agreed by the Directors] or [if it is accompanied by a statement of the identity of the member and the Company has no reason to doubt the truth of that statement] or [if it is from an email Address notified by the member to the Company for the purposes of receiving Documents or information by Electronic Means]
- 29.6 A written resolution is passed when the required majority of eligible members have signified their agreement to it
- 29.7 A proposed written resolution lapses if it is not passed within 28 days beginning with the circulation date

#### **ADMINISTRATIVE ARRANGEMENTS AND MISCELLANEOUS**

##### **30. Means of communication to be used**

- 30.1 Subject to the Articles, anything sent or supplied by or to the Company under the Articles may be sent or supplied in any way in which the Companies Act 2006 provides for Documents or information which are authorised or required by any provision of that Act to be sent or supplied by or to the Company
- 30.2 Subject to the Articles, any notice or Document to be sent or supplied to a Director in connection with the taking of decisions by Directors may also be sent or supplied by the means by which that Director has asked to be sent or supplied with such notices or Documents for the time being
- 30.3 A Director may agree with the Company that notices or Documents sent to that Director in a particular way are to be deemed to have been received within an agreed time of their being sent, and for the agreed time to be less than 48 hours.

##### **31. Irregularities**

The proceedings at any meeting or on the taking of any poll or the passing of a written resolution or the making of any decision shall not be invalidated by reason of any accidental informality or irregularity (including any accidental omission to give or any non-receipt of notice) or any want of qualification in any of the persons present or voting or by reason of any business being considered which is not referred to in the notice unless a provision of the Companies Acts specifies that such informality, irregularity or want of qualification shall invalidate it

**32. Minutes**

32.1 The Directors must cause minutes to be made in books kept for the purpose.

32.1.1 of all appointments of officers made by the Directors,

32.1.2 of all resolutions of the Company and of the Directors (including, without limitation, decisions of the Directors made without a meeting), and

32.1.3 of all proceedings at meetings of the Company and of the Directors, and of committees of Directors, including the names of the Directors present at each such meeting;

and any such minute, if purported to be signed (or in the case of minutes of Directors' meetings signed or authenticated) by the chair of the meeting at which the proceedings were had, or by the chair of the next succeeding meeting, shall, as against any member or Director of the Company, be sufficient evidence of the proceedings.

32.2 The minutes must be kept for at least ten years from the date of the meeting, resolution or decision.

**33. Records and accounts**

The Directors shall comply with the requirements of the Companies Acts as to maintaining a members' register, keeping financial records, the audit or examination of accounts and the preparation and transmission to the Registrar of Companies and the Regulator of:

33.1 annual reports;

33.2 annual returns, and

33.3 annual statements of account

33.4 Except as provided by law or authorised by the Directors or an ordinary resolution of the Company, no person is entitled to inspect any of the Company's accounting or other records or Documents merely by virtue of being a member

**34. Indemnity**

34.1 Subject to Article 34.2, a relevant Director of the Company or an associated company may be indemnified out of the Company's assets against

- (a) any liability incurred by that Director in connection with any negligence, default, breach of duty or breach of trust in relation to the Company or an associated company;
- (b) any liability incurred by that Director in connection with the activities of the Company or an associated company in its capacity as a trustee of an occupational pension scheme (as defined in section 235(6) of the Companies Act 2006), and
- (c) any other liability incurred by that Director as an officer of the Company or an associated company

34.2 This Article does not authorise any indemnity which would be prohibited or rendered void by any provision of the Companies Acts or by any other provision of law

34.3 In this Article.

- (a) companies are associated if one is a subsidiary of the other or both are subsidiaries of the same body corporate, and
- (b) a “relevant Director” means any Director or former Director of the Company or an associated company.

**35. Insurance**

35.1 The Directors may decide to purchase and maintain insurance, at the expense of the Company, for the benefit of any relevant Director in respect of any relevant loss

35.2 In this Article

- (a) a “relevant Director” means any Director or former Director of the Company or an associated company,
- (b) a “relevant loss” means any loss or liability which has been or may be incurred by a relevant Director in connection with that Director’s duties or powers in relation to the Company, any associated company or any pension fund or employees’ share scheme of the company or associated company; and
- (c) companies are associated if one is a subsidiary of the other or both are subsidiaries of the same body corporate.

**36. Exclusion of model articles**

The relevant model articles for a company limited by guarantee are hereby expressly excluded.

**SCHEDULE  
INTERPRETATION**

**Defined terms**

1 In the Articles, unless the context requires otherwise, the following terms shall have the following meanings:

Term	Meaning
1.1 “Address”	includes a number or address used for the purposes of sending or receiving Documents by Electronic Means;
1.2 “Articles”	the Company’s articles of association;
1.3 “asset-locked body”	means (i) a community interest company, a charity or a Permitted Industrial and Provident Society; or (ii) a body established outside the United Kingdom that is equivalent to any of those;
1.4 “bankruptcy”	includes individual insolvency proceedings in a jurisdiction other than England and Wales or Northern Ireland which have an effect similar to that of bankruptcy;
1.5 “Chair”	has the meaning given in Article 10;
1.6 “Circulation Date”	in relation to a written resolution, has the meaning given to it in the Companies Acts;
1.7 “Clear Days”	in relation to the period of a notice, that period excluding the day when the notice is given or deemed to be given and the day for which it is given or on which it is to take effect;
1.8 “community”	is to be construed in accordance with accordance with Section 35(5) of the Company’s (Audit) Investigations and Community Enterprise) Act 2004;
1.9 “Companies Acts”	means the Companies Acts (as defined in Section 2 of the Companies Act 2006), in so far as they apply to the Company;
1.10 “Company”	Hoylake Village Life Community Interest Company
1.11 “Conflict of Interest”	any direct or indirect interest of a Director (whether personal, by virtue of a duty of loyalty to another organisation or otherwise)

			that conflicts, or might conflict with the interests of the Company;
1.12	“Director”		a director of the Company, and includes any person occupying the position of director, by whatever name called;
1.13	“Document”		includes, unless otherwise indicated, any document sent or supplied in Electronic Form;
1.14	“Electronic Form” “Electronic Means”	and	have the meanings respectively given to them in Section 1168 of the Companies Act 2006;
1.15	“Hard Copy Form”		has the meaning given to it in the Companies Act 2006;
1.16	“Memorandum”		the Company’s memorandum of association;
1.17	“participate”		in relation to a Directors’ meeting, has the meaning given in Article 14;
1.18	“Permitted Industrial Provident Society”	and	an industrial and provident society which has a restriction on the use of its assets in accordance with Regulation 4 of the Community Benefit Societies (Restriction on Use of Assets) Regulations 2006 or Regulation 4 of the Community Benefit Societies (Restriction on Use of Assets) Regulations (Northern Ireland) 2006;
1.19	“the Regulator”		means the Regulator of Community Interest Companies;
1.20	“Secretary”		the secretary of the Company (if any);
1.21	“specified”		means specified in the memorandum or articles of association of the Company for the purposes of this paragraph;
1.22	“subsidiary”		has the meaning given in section 1159 of the Companies Act 2006;
1.23	“transfer”		includes every description of disposition, payment, release or distribution, and the creation or extinction of an estate or interest in, or right over, any property; and
1.24	“Writing”		the representation or reproduction of words, symbols or other information in a visible form by any method or combination of methods, whether sent or supplied in Electronic Form or otherwise.

- 
- 2 **Subject to clause 3** of this Schedule, any reference in the Articles to an enactment includes a reference to that enactment as re-enacted or amended from time to time and to any subordinate legislation made under it.
  - 3 Unless the context otherwise requires, other words or expressions contained in these Articles bear the same meaning as in the Companies Acts as in force on the date when these Articles become binding on the Company.

## Proposed Constitution for Hoylake Neighbourhood Forum

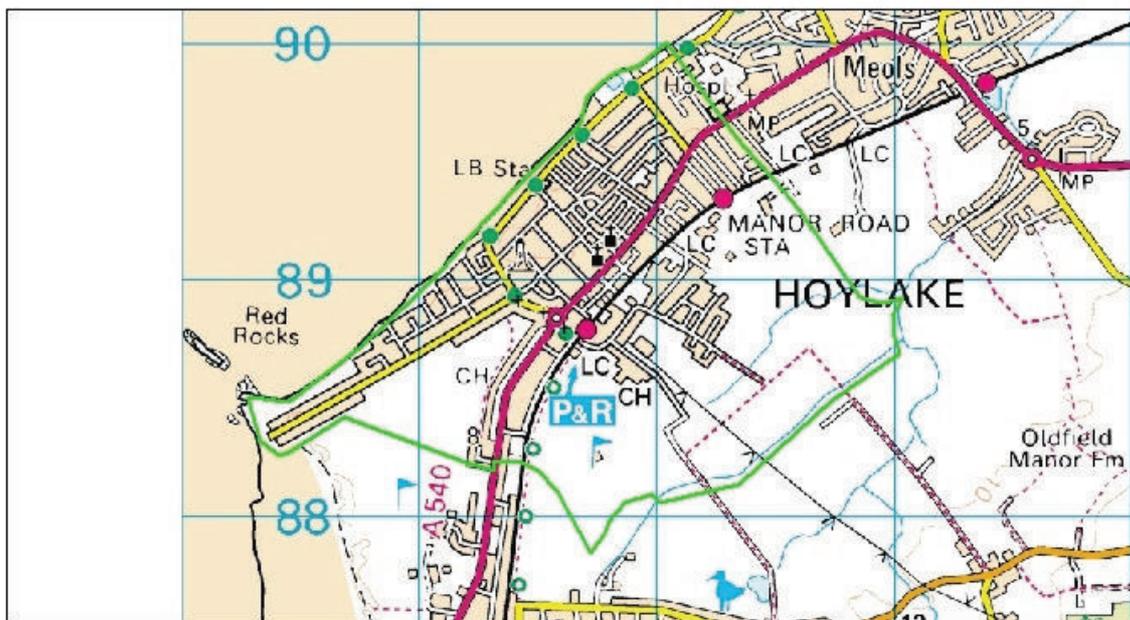
### 1) NAME

The name of the group shall be the Hoylake Neighbourhood Forum, hereafter referred to as the Forum.

### 2) OBJECTS

The objects of the Forum shall be:

- to improve the area known as Hoylake for the benefit of the inhabitants and businesses of the area;
- the area of Hoylake is within the green highlighted boundaries of this map;



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- to promote the social, economic and environmental well-being of the area;
- to prepare in partnership with Wirral Borough Council, the local planning authority, a neighbourhood plan for the area. This will pay particular attention to housing, economic, environmental and social needs.
- to guide the regeneration of several locations, including the high street, the industrial estate, the promenade, green spaces/beach, and surrounding agricultural areas.

- to promote Hoylake's identity locally, nationally and internationally as a multi-faceted visitor destination.

-to encourage the goodwill and involvement of the wider community, inclusive of all ages, gender, ethnicity, faith, health and sexual orientation in fostering community spirit and encouraging civic pride.

- to encourage Hoylake to be a place with a clear social conscience, where community matters, where the environment matters, where education matters, where history matters and where a sustainable future is secure.

### 3) POWERS

In furtherance of the objects, but not otherwise, Hoylake Neighbourhood Forum will establish a Management Committee which may exercise the power to:

- (i) Promote the health and social, economic and environmental wellbeing of the residents, businesses and employees of the area, irrespective of age, sex, ethnicity, ability, religion or political view.
- (ii) Promote sustainable development, environmental improvement and conservation by educating, encouraging and assisting the local population in environmental practice, working in partnership with similar groups and organisation
- (iii) Invite and receive contributions and raise funds where appropriate, to finance the work of the Forum, and to open a bank account to manage such funds.
- (iv) Publicise and promote the work of the Forum and organise meetings, training courses, events or seminars etc.
- (v) Work with groups of a similar nature and exchange information, advice and knowledge with them, including cooperation with other voluntary bodies, charities, statutory, business and nonstatutory organisations.
- (vi) Employ staff and volunteers (who shall not be members of the Management Committee) as are necessary to conduct activities to meet the objects.
- (vii) Take any form of action that is lawful, which is necessary to achieve the objects of the Forum, including taking out any contracts which it may see fit.

### 4) MEMBERSHIP

(i) Membership shall be open to anyone who has an interest in assisting the Forum to achieve its aim and is willing to adhere to the rules of the Forum:

- membership is open to all who live and work in the area;
- membership is open to elected Council members and the Member of Parliament
- membership shall be drawn from different places in the neighbourhood and different sections of the community and businesses in the neighbourhood.

(ii) Where it is considered membership would be detrimental to the aims and activities of the Forum, the Management Committee shall have the power to refuse membership, or may terminate or suspend the membership of any member by resolution passed at a meeting.

(iii) Any member of the association may resign his/her membership by providing the Secretary with written notice.

(iv) The forum shall have a minimum of 21 members before any decision on neighbourhood

planning may be rectified. The Secretary shall maintain a list of members at all times and publish this online.

#### 5) MANAGEMENT COMMITTEE

(i) The Forum shall be administered by a management committee of no less than three (3) people and no more than twelve (12). Members will be elected for a period of up to one year, but may be re-elected at the Forum's AGM.

#### 6) OFFICERS

(i) The Forum shall have a committee consisting of:

The Chair

The Treasurer

The Secretary

and any additional officers deemed necessary at the meeting required to carry out the required activities.

#### 7) MEETINGS

(i) The Forum shall meet at least four times a year. Meetings shall enable the Group to discuss actions and monitor progress to date, and to consider future developments.

(ii) All members shall be given at least fourteen (14) days' notice of when a meeting is due to take place, unless it is deemed as an emergency, this shall also be publicised in the area to non-members.

(iii) Twelve (12) members must be present in order for a Forum meeting to take place. This represents the forum's quorum.

(iv) It shall be the responsibility of the Chairperson to chair all meetings or a designated deputy in his/her absence. All meetings must be minuted and accessible to interested parties including the .

(v) The AGM shall take place no later than three months after the end of the financial year. At least fourteen (14) days' notice must be given before the meeting takes place.

(vi) All members are entitled to vote at the AGM. Voting shall be made by a show of hands on a majority basis. In the case of a tied vote, the Chairperson or an appointed deputy shall make the final decision.

#### 8) FINANCE

(i) Any money acquired by the Forum, including donations, contributions and bequests, shall be paid into an account operated by the Management Committee in the name of Hoylake Neighbourhood Forum.

All funds must be applied to the objects of the Forum and for no other purpose.

(ii) Bank accounts shall be opened in the name of Hoylake Neighbourhood Forum. Any deeds, cheques etc relating to the Forum's bank account shall be signed by at least two (2) of the following committee members: Chairperson; Treasurer; Secretary.

(iii) Any income/expenditure shall be the responsibility of the Treasurer who will be accountable to ensure funds are utilised effectively and that the Forum stays within budget. Official accounts shall be maintained, and will be examined annually by an independent accountant who is not a member of the Forum. An annual financial report shall be presented at the AGM. The Group's accounting year shall run from 01 April to 31 March.

#### 9) NEIGHBOURHOOD PLANNING

- (i) Any decision to undertake, consult on or submit to the local planning authority for approval any Neighbourhood Plan shall be subject to a vote of the full forum.
- (ii) All consultation on the Neighbourhood Plan will be subject to all residents and businesses whether members of the forum or not.
- (iii) The forum shall publicise the neighbourhood planning process, record it and seek views of the public.
- (iv) The management committee, Neighbourhood Plan Team (as below) shall be delegated to work with the local planning authority and any independent experts and advisor's on the neighbourhood plan as they see fit.
- (v) At the discretion of the forum a Neighbourhood Plan Team can be delegated the tasks of preparing the Neighbourhood Plan other than under 9(i) above. The membership of this team shall be decided by a full meeting of the forum and the team may co-opt members as it sees fit.

#### 10) ALTERATION OF THE CONSTITUTION

- (i) Any changes to this constitution must be agreed by a majority vote at a special general meeting.
- (ii) Amendments to this forum or dissolution of the forum must be conveyed to the Secretary formally in writing. The Secretary and other officers shall then decide on the date of a special general meeting to discuss such proposals, giving members at least four weeks (28 days) notice.

#### 11) DISSOLUTION

- (i) The Group may be dissolved if deemed necessary by the members in a majority vote at a special meeting. Any assets or remaining funds after debts have been paid shall be returned to their providers or transferred to local charities or similar groups at the discretion of the Management Committee.

This constitution was adopted at an AGM held at \_\_\_\_\_ on \_\_\_\_\_  
by:

Signed: Chairperson

Signed: Treasurer

Signed: Secretary

Signed: Member

Signed: Member

## WIRRAL COUNCIL

### CABINET

**21 JUNE 2012**

<b>SUBJECT:</b>	<b>PRIVATE SECTOR HOUSING AND REGENERATION ASSISTANCE POLICY 2012/13</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF REGENERATION, HOUSING AND PLANNING</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>HOUSING AND COMMUNITY SAFETY</b>
<b>KEY DECISION?</b>	<b>YES</b>

#### 1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to seek approval to amend the Council's Private Sector Housing and Regeneration Assistance Policy (referred to as "*the Assistance Policy*") to enable officers to make minor changes to the policy without having to undertake a full consultation exercise. Any such changes will be reported to and agreed by the portfolio holder for Housing and Community Safety at the time the changes are made and will also be reported to Cabinet at the annual review of the Assistance Policy. The Assistance Policy is provided using statutory powers.
- 1.2 This report also advises members that the existing Assistance Policy will remain in place throughout 2012/13 and will be formally reviewed in time for the 2013/14 financial year. This review will include a consultation exercise with members of the public.

#### 2.0 BACKGROUND AND KEY ISSUES

- 2.1 The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (referred to as *the RRO* in this report) gave Local Authorities the power to provide assistance to improve living conditions in their area. This assistance can be provided in any form and can include such things as advice about property improvements and financial assistance in the form of grants and/or loans. This power cannot be used unless a policy for the provision of such assistance has been adopted. Once adopted, the policy should be monitored, reviewed and amended (if necessary) to take into account changes in local circumstances and government policy. In this way, the policy should evolve over time to meet the needs and aspirations of Wirral residents. Any significant changes should be subject to consultation prior to being adopted and the public should be notified about the revised policy. In addition to *the RRO*, Part 1 of the Local Government Act 2000 allows Local Authorities to give financial assistance to any person in order to promote the economic, social and environmental well being of an area.

This power supports the use of products aimed at non-residential interests involved in regeneration activity connected with housing schemes. Related products involving non-housing interests are also included in Wirral's policy.

- 2.2 Following a consultation exercise the current *Assistance Policy* was adopted by Cabinet on 13<sup>th</sup> October 2011:

<http://www.wirral.gov.uk/my-services/housing/housing-strategies-policies-partnerships/housing-regeneration-assistance-policy>

### **3.0 MINOR CHANGES TO THE ASSISTANCE POLICY**

- 3.1 ODPM Circular 05/2003, Housing Renewal, advises that the *Assistance Policy* can be drafted to allow for minor changes to policy delivery to be made, which do not affect the broad thrust of policy direction, without the need for a formal re-adoption process. Wirral's existing *Assistance Policy* does not currently make any provision for minor changes to be made without a formal review which involves a public consultation exercise, formal adoption of any changes and publication. This review is normally undertaken on an annual basis. The reliance on an annual review to incorporate relatively minor changes can be a barrier to programme delivery, achieving targets and fully utilising funding resources allocated. In order to remove this barrier, it is suggested that the existing *Assistance Policy* be amended to make provision for officers to incorporate minor changes without the need to formally re-adopt the policy each time a change is made. Any such minor changes will have to be discussed with and agreed by the portfolio holder for Housing and Community Safety prior to the change being made. If agreed, the policy will be subsequently amended to incorporate the change(s) with the specific change(s) being clearly referenced in the policy document showing the date when the change was made. The annual review of the *Assistance Policy* will still be held and it is suggested that at this point any minor changes made during the previous year be summarised and be reported to Cabinet at this review.

### **4.0 ANNUAL REVIEW**

- 4.1 The existing Assistance policy was formally reviewed and adopted towards the end of 2011. In order to align future reviews with the start of financial years, I would suggest that the next formal review should be undertaken towards the end of 2012/13.

### **5.0 RELEVANT RISKS**

- 5.1 Failure to amend the Assistance Policy to make provision to allow minor changes to be made without a formal review could have implications for the delivery of targets and ability to fully utilise funding resources allocated.
- 5.2 Failure to regulate the minor changes made could lead to significant policy changes outside the formal review process. The procedure suggested takes this into account
- 5.3 Failure to align the formal *Assistance Policy* reviews with the end of financial years can delay expenditure and put target delivery at risk.

## **6.0 OTHER OPTIONS CONSIDERED**

6.1 Doing nothing was considered, however, this was ruled out on the grounds that the change would facilitate more efficient programme management and delivery.

## **7.0 CONSULTATION**

7.1 Any mid year minor changes introduced to the *Assistance Policy* will be subject to public consultation as part of the relevant annual reviews.

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

8.1 None

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

9.1 The ability to make minor changes to the *Assistance Policy* may have implications for financial resources particularly changes made to financial product thresholds. Any changes having financial implications will only be made in the knowledge that agreed budgets are not exceeded.

9.2 No new IT investment is required as a result of this report

9.3 There are no Staffing implications to this report

9.4 There are no asset implications to this report.

## **10.0 LEGAL IMPLICATIONS**

10.1 The proposed change is consistent with the guidance to the Regulatory Reform (Housing Assistance) ( England and Wales ) Order 2002

## **11.0 EQUALITIES IMPLICATIONS**

11.1 The revised assistance policy will continue to help those members of society least able to afford to undertake improvements or move to alternative accommodation. In addition, it will assist private landlords to improve housing conditions for some of the most vulnerable members of society. The policy targets the majority of the assistance towards low income households. Those applicants deemed to have the ability to afford improvements or relocation by other means will be sign-posted accordingly.

11.2 An Equality Impact Assessment has been completed for the Private Sector Housing and Regeneration Assistance Policy and no changes are considered necessary due to this report.

## **12.0 CARBON REDUCTION IMPLICATIONS**

12.1 None.

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

13.1 None

#### 14.0 RECOMMENDATION/S

- 14.1 Members agree to amend the Council's Private Sector Housing and Regeneration Assistance Policy to enable officers to make minor changes to the policy without having to undertake a full consultation exercise, formal adoption of the changes made and publication. Any such changes are to be reported to and agreed by the portfolio holder for Housing and Community Safety at the time the changes are made are also to be reported to Cabinet at the annual review of the *Assistance Policy*.
- 14.2 Members note that the next formal review of the current *Assistance Policy* will be undertaken towards the end of 2012/13 to align the annual review process with the financial year

#### 15.0 REASON/S FOR RECOMMENDATION/S

- 15.1 The reliance on an annual formal review of the *Assistance Policy* to incorporate relatively minor changes can be a barrier to programme delivery, achieving targets and fully utilising funding resources allocated.
- 15.2 The current *Assistance Policy* was formally reviewed towards the end of 2011 and it is suggested that in order to align future reviews with the beginning of financial years the next review should be undertaken towards the end of 2012/13

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#### SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet 'Private Sector Housing and Regeneration Assistance Policy 2011/12'	21 <sup>st</sup> July 2011
Cabinet 'Private Sector Housing and Regeneration Assistance Policy 2011/12'	13 <sup>th</sup> October 2011

## WIRRAL COUNCIL

### CABINET

21 JUNE 2012

<b>SUBJECT:</b>	<b>CORPORATE ENVIRONMENTAL POLICY</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF LAW, HR AND ASSET MANAGEMENT</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<i>(RELEVANT CABINET MEMBER)</i>
<b>KEY DECISION?</b>	<b>NO</b>

#### 1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to seek approval for the revision of the existing Corporate Environmental Policy which was adopted in January 2002.
- 1.2 The Environmental Policy is a statement of the Council's environmental commitment and a key document within the Environmental Management System (EMS). Two separate systems within the Council are currently being integrated into one corporate system. The scope will then be increased to include further service areas and operations throughout the Council that have a significant potential environmental impact.
- 1.3 The EMS helps towards achieving our Corporate Objective 'to create a clean, pleasant, safe and sustainable environment' and assists in driving the Corporate Priority to reduce the Council's carbon footprint. It also supports the Council's Carbon Budget process through the identification, monitoring and management of the environmental impacts of operations and service delivery.
- 1.4 Risks of non-compliance with environmental legislation and possible financial penalties will be reduced by an effective, ISO 14001 compliant EMS.

#### 2.0 BACKGROUND AND KEY ISSUES

- 2.1 A decision to implement an ISO 14001 compliant Environmental Management System (EMS) for the authority was taken at the Environment and Planning Committee on 13<sup>th</sup> June 2001 and ratified at Cabinet on 12<sup>th</sup> July 2001 (minute 115 refers). The adoption of the Corporate Environmental Policy was agreed at Cabinet on 31<sup>st</sup> January 2002. Following the restructure of Wirral Council's Departments in 2004, it was recognised that the Technical Services Department provided services that had the greatest likelihood of impacting on the environment and a decision was taken to implement an EMS in this Department first. This was successfully certified to ISO 14001 in January 2006. The Finance Department then implemented an EMS, which was certified in January 2007. Both of these systems currently have their own Departmental Environmental Policies which will be replaced by the proposed new Corporate Environmental Policy. Further plans for rolling the EMS out to other areas were then put on hold due to structural and operational reasons.

- 2.2 During a recent annual system audit, carried out by our external assessors BM Trada, a major non-conformance was raised against the Technical Services EMS. This was as a result of Departmental restructuring and personnel changes. Due to this non-conformance a decision was taken by Executive Management Team to integrate the two currently separate systems into one corporate system. The scope of this newly integrated system can then be increased to include further service areas and operations throughout the Council that have a significant potential environmental impact. This will achieve the Council's original goal of an EMS for the entire authority.
- 2.3 A key requirement of an ISO 14001 compliant EMS is that it is underpinned by an Environmental Policy. The Council's current corporate policy has not been updated since 2002 and is based on the old version of the ISO 14001 standard, which was revised in 2004. As a result of these changes and the need to update the old policy for the purposes of the EMS, some revisions to the current policy are now proposed. A copy of the 2002 policy and the proposed, revised policy, which is ISO 14001 compliant, are attached as Appendix 1.
- 2.4 The proposed revisions to the original policy are minor and reflect the wider changes that have occurred in national environmental policy and guidance and the revisions made to the ISO 14001 standard.
- 2.5 The revised policy will be made available and communicated to both the public and employees using the Council's internet and intranet and the established EMS.

### **3.0 RELEVANT RISKS**

- 3.1 Failure to demonstrate to the external auditor that the Council has addressed the findings of their recent audit report and moved forward would mean that there is a risk of losing ISO 14001 certification.
- 3.2 There is a risk associated with the potential damage or loss to the Council's reputation for good environmental management should the original goal for a corporate Environmental Management System not be attained.
- 3.3 The effective operation of a robust corporate EMS will reduce the risk of environmental incidents occurring and of possible prosecution and financial costs.

### **4.0 OTHER OPTIONS CONSIDERED**

- 4.1 The adoption of an ISO 14001 compliant Corporate Environmental Policy was agreed at Cabinet on 31<sup>st</sup> January 2002. The only other option is to do nothing which will lead to revocation of the current ISO 14001 certification.

### **5.0 CONSULTATION**

- 5.1 Consultation has been undertaken with officers across the Council departments affected by the content of this report and to the relevant Departments where there are implications arising from this report.

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

- 6.1 None.

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

- 7.1 There are no resource implications in changing the policy. The cost of maintaining the EMS is included in current budgets.
- 7.2 There are potential financial benefits from reduced energy usage, reduced waste disposal costs and more efficient resource consumption due to the implementation of the systems and procedures of the EMS.

## **8.0 LEGAL IMPLICATIONS**

- 8.1 There is a likelihood of increased risk for environmental incidents to occur leading to possible prosecution and financial costs if the systems and procedures required by an EMS are not in place.

## **9.0 EQUALITIES IMPLICATIONS**

- 9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?
- (b) No because there is no relevance to equality.

## **10.0 CARBON REDUCTION IMPLICATIONS**

- 10.1 The Environmental Policy and Environmental Management System will assist the Council in meeting its corporate goal to reduce its carbon footprint and will also support the carbon budgeting process.

## **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

- 11.1 None.

## **12.0 RECOMMENDATION**

- 12.1 Cabinet agrees the proposed revisions to the Council's Environmental Policy and reaffirms its commitment to the implementation of an ISO14001 certified Environmental Management System across the authority.

## **13.0 REASON FOR RECOMMENDATION**

- 13.1 The proposed revised Policy will underpin the Corporate Environmental Management System and allow for the continuing certification to ISO 14001.

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## **APPENDICES**

Appendix 1 – 2002 Environmental Policy and proposed Environmental Policy

**REFERENCE MATERIAL**

European Standard ISO 14001 and BM Trada audit report of Technical Services' EMS dated 17/01/2012.

Background papers and information used in the preparation of this report are held by the Sustainability Unit within the Department of Law, HR and Asset Management.

**SUBJECT HISTORY (last 3 years)**

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

## Appendix 1

### 2002 Policy

## **Environmental Management Policy**

The Metropolitan Borough of Wirral in partnership with all sectors of the community will seek to improve the quality of life of residents and visitors in keeping with the principles of Local Agenda 21 and the Corporate Best Value Performance Plan. The Authority recognises the need to deliver services in an environmentally sustainable way and to include concern for the environment in all its activities.

### **The Metropolitan Borough of Wirral is committed to:**

- minimising its negative impact on the environment through improvements in the management of waste, through energy and water conservation and in making more effective use of resources;
- preventing pollution in all activities over which it has control;
- setting and reviewing of objectives and targets with a view to continual improvement in environmental performance;
- establishing management programmes with designated responsibilities for achieving targets;
- meeting or surpassing statutory legal requirements and other relevant codes to which the Authority subscribes;
- ensuring that responsibility for environmental management is a prime function of all the Authority's managers;
- ensuring all employees are given adequate training so that they are aware of their own environmental impacts and responsibilities;
- ensuring that environmental issues are an integral part of the service planning process and form a central element in everyday service delivery;
- working towards the implementation and maintenance of an effective corporate Environmental Management System which is regularly audited and reviewed.
- This policy has been communicated to all employees and has been made available to the public. Copies of this policy and corporate environmental management objectives are available to interested parties on request.

### **Signatories**

..... **Leader of the Council** ..... **Chief Executive**

## Environmental Policy

Wirral Council provides essential services to more than 312,000 residents across a number of key areas and recognises that its activities and services have both beneficial and adverse impacts on the environment. Wirral Council is committed to managing and where possible reducing any negative impacts.

In working towards a more sustainable future we will:

- Maintain an Environmental Management System which satisfies the requirements of the international standard ISO 14001.
- Comply with all applicable legal requirements and with any other requirements which relate to the Council's environmental aspects.
- Continually seek to minimise negative environmental impacts, prevent pollution and reduce waste during delivery of our services.
- Reduce carbon emissions arising from public sector buildings, operations and service delivery, and encourage others to do so.
- Increase the proportion of socially responsible goods and services that we procure.
- Increase the amount of waste reused and recycled and reduce the amount of waste going to landfill.
- Undertake actions to improve our resilience to current and future climate change.
- Improve the quality and sustainability of the built and natural environment.
- Consider environmental costs, risks and impacts when making planning, contracting, purchasing and operating decisions.
- Regularly monitor and review our environmental performance.
- Ensure that all employees are aware of their environmental responsibilities through communication, training and support.
- Communicate this policy to employees, partners and the public.

**CHIEF EXECUTIVE  
WIRRAL COUNCIL**

**Date**

## WIRRAL COUNCIL

### CABINET

21 JUNE 2012

<b>SUBJECT:</b>	<b>“SHAPING TOMORROW” - AN OVERARCHING COMMISSIONING STRATEGY FOR WIRRAL ADULT SOCIAL CARE SERVICES</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>GRAHAM HODKINSON, DIRECTOR OF ADULT SOCIAL SERVICES</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR ANNE MCARDLE</b>
<b>KEY DECISION?</b>	<b>NO</b>

#### 1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to seek approval for the further development of a single overarching commissioning strategy for adult social care which relates to all citizens of Wirral. This has been developed in compliance with the Corporate Commissioning Strategy Framework which was approved by Cabinet on 29 March 2012. It is one of the key delivery priorities of the Department of Adult Social Services which were also agreed at the same meeting.
- 1.2 This strategy seeks to define how commissioning will support the continued transformation of services to achieve the vision initially set out by Government in ‘Putting People First’ and subsequently developed in a ‘Vision for Adult Social Care’.
- 1.3 The strategy is currently subject to consultation with users and carers and partners from the statutory and voluntary, community and faith sectors. The role of all these groups is developing cohesive commissioning strategies in key service areas which is a critical and key part of improved commissioning processes.
- 1.4 From this generic document each service area will develop a detailed commissioning plan in entirety which will show how the vision and principles laid out in this strategy will be delivered in Wirral.

## 2.0 BACKGROUND

- 2.1 The Corporate Commissioning Strategy Framework outlines the key business planning, engagement and performance processes, with which departments need to comply in order to develop specific Commissioning Strategies. This ensures community needs are identified, and appropriate services are provided and reviewed within available resources. This approach has been identified as a key delivery priority for the Department of Adult Social Services.
- 2.2 As detailed in “Shaping Tomorrow” the Adult Social Care Services Overarching Commissioning Strategy 2012 – 2015 (Appendix 1) national policy since 2007 has been designed to transform the way adult social care is delivered. This includes a more personalised, preventative and outcome focused approach.
- 2.3 One of the main mechanisms for delivering this change is through commissioning personalised services which deliver appropriate outcomes. The department has, therefore, produced a strategy which sets out the way in which commissioning will support the continued transformation of adult social care
- 2.4 “Shaping Tomorrow” sets out the plan to move away from a traditional procurement approach towards an emphasis of specifying what services are needed and working with service users and providers to ensure they are delivered.
- 2.5 The strategy examines the national policy drivers shaping the local priorities which, underpinned by an analysis of current demand, future need and available resources set the commissioning intentions for the Council. The needs analysis reflects overall trends and needs as identified by the Joint Strategic Needs Assessment. Broader, more specific analysis will inform detailed commissioning plans as follows
- Targeted Prevention Commissioning Plan;
  - Targeted Support Services Commissioning Plan; and,
  - Learning Disability Commissioning Plan.

The first two will be generic in that they cover all the preventive or targeted services across the full range of personalised services within that plan. The third reflects the fact that the department is still the major direct provider of learning disability services.

- 2.6 In line with best practice and the principles of co-production the strategy is currently subject to consultation with users and carers and partners from the statutory and voluntary, community and faith sectors. This process began 21 May 2012 and will continue for 12 weeks until 20 August 2012. An Easyread version is also available.
- 2.7 It is proposed that, subject to Cabinet’s views and comments on “Shaping Tomorrow” that the decision to agree the final document, including subsequent comments from consultation and the endorsement of the Health and Wellbeing Board, is delegated to the Director of Adult Social Services in consultation with the Portfolio Holder. This will expedite the process and allow work to begin promptly on the next stage of developing commissioning plans at a detailed service level.

### **3.0 RELEVANT RISKS**

- 3.1 The development of commissioning is one of the priorities that has been identified within the department's improvement plan. The delivery of the plan is critical to the Department of Adult Social Services moving from the current "Adequate" rating.
- 3.2 Failure to develop and implement an appropriate Commissioning Strategy may mean that community needs are not identified and addressed appropriately within available resources.

### **4.0 OTHER OPTIONS CONSIDERED**

- 4.1 The approach outlined in this report ensures that the department develops an appropriate framework to identify, prioritise, and meet and review community needs.
- 4.2 No further options have been considered.

### **5.0 CONSULTATION**

- 5.1 There has been internal consultation with the Chief Executive, the Director of Finance, the Director of Children's Services and the Director of Public Health.
- 5.2 In addition In line with best practice and the principles of co-production the strategy is currently subject to consultation with users and carers and partners from the statutory and voluntary, community and faith sectors. This process began 21 May 2012 and will continue for 12 weeks until 20 August 2012. This is being carried out in a number of ways and asking for feedback and placed on the Council's internet. An Easyread version is also available.

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

- 6.1 The VCF provide a number of social care services and, therefore, are profoundly implicated in the implementation of the strategy. The sector's role will be developed further within the service specific commissioning strategies.

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

- 7.1 The department currently commissions £45m services from the independent, voluntary, community and faith sectors, as well as approximately £10m from in house provision. The commissioning process needs to not only ensure that appropriate services are delivered it is expected to deliver value for money and identify efficiencies within services. Its application will complement the departmental efficiency strategy that will be reported to Cabinet in August 2012. This forms part of a National initiative across a number of adult social care departments and best practice is expected to be shared across the programme.
- 7.2 As part of the 2012/13 agreed budget strategy £1.6m has been identified as the expected savings in Adult Social Care Services from commissioning activity. In addition the department has identified that there is a "structural budget deficit" of approximately £3m that would be expected to be addressed, at least in part, through a more proactive commissioning approach.

## **8.0 LEGAL IMPLICATIONS**

8.1 No specific legal implications arise as a result of this report.

## **9.0 EQUALITIES IMPLICATIONS**

9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

Yes – in the first instance as part of the consultation process, views have been sought as to the likely effect of this strategy on service users within the protected groups (i.e. race, gender, disability, gender reassignment, age, pregnancy and maternity, religion and belief, sexual orientation, marriage and civil partnership)

## **10.0 CARBON REDUCTION IMPLICATIONS**

10.1 No specific carbon reduction implications arise as a result of this report.

## **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

11.1 No specific planning and community safety implications arise as a result of this report.

## **12.0 RECOMMENDATIONS**

12.1 That Cabinet, as part of the consultation process, comments on “Shaping Tomorrow” - Adult Social Care Services Overarching Commissioning Strategy 2012 - 2015.

12.2 That Cabinet delegates the decision to agree the final document, including subsequent comments from consultation, to the Director of Adult Social Services in consultation with the Portfolio Holder.

## **13.0 REASONS FOR RECOMMENDATION/S**

13.1 In compliance with the Corporate Commissioning Strategy Framework the departmental overarching commissioning strategy has been developed to ensure community needs are identified, and appropriate services are provided and reviewed within available resources. This approach has been identified as a key delivery priority for the Department of Adult Social Services.

### **REPORT AUTHOR: *Graham Hodkinson***

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## **APPENDICES**

1. Shaping Tomorrow - An Overarching Commissioning Strategy for Wirral Adult Social Care Services 2012-2015

## **REFERENCE MATERIAL**

*None*

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

*None*

# Shaping Tomorrow



**Wirral Adult Social Care Services  
Overarching Commissioning Strategy  
2012 - 2015**

## Contents

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# 1. FOREWORD

This overarching commissioning strategy has been developed to make sure that the principles of personalisation and the transformation of adult social care which will result from it are fully embedded in commissioning processes and practices within Wirral.

Our aim in developing this approach is to ensure that all people living in Wirral;

- (i) Receive a universal offer of information and advice to resolve their problems from the Council and its partners
- (ii) See a shift from crisis management to a focus on prevention and early intervention services that promote health, wellbeing and a good quality of life;
- (iii) For people who require support, commissioning drives co-produced changes to develop the kinds of services local people tell us they want to support them in the future;
- (iv) Commissioning continues to drive efficiency and ensures that services for local people deliver value for money and that quality is everyone's business.
- (v) Can be assured that safeguarding is at the core of our approach to commissioning
- (vi) Commissioning focuses on celebrating and building on individuals' and community assets

The intention is that this document will lay out the vision, outcomes, priorities and strategy for commissioning. This will inform more detailed service-based commissioning plans within a clear framework and which will turn the vision set out in this document into a reality.

**Phil Davies**  
Leader, Wirral Council

**Graham Hodkinson**  
Director, Wirral Department of Adult Social Services

## 2. Introduction

The purpose of this document is to provide a single overarching commissioning strategy for adult social care which relates to all citizens of Wirral. It seeks to define how commissioning will support the continued transformation of services to achieve the vision initially set out by Government in 'Putting People First' and subsequently developed in the Coalition Government's 'Vision for Adult Social Care.'

From this generic document each service area will develop a detailed commissioning plan which will show how the vision and principles laid out in this strategy will be delivered in Wirral.

There are five target audiences for this strategy:

- For citizens of Wirral it signals the way in which DASS intends to work to achieve the right results and outcomes for people.
- For wider staff in social care and health settings it describes the role of commissioning in delivering better person centered care and improved outcomes.
- For the wider Council it demonstrates how a local authority commissioning approach can help achieve better health and wellbeing outcomes for all citizens
- For providers from all sectors it shows how commissioning can inform and influence them to deliver more personalised and cost effective services
- For NHS partners in fostering a joint understanding of the Council's role in securing an effective and more personalised Social care market through effective commissioning under the umbrella of the Health and Well-Being Board

This document describes the vision and principles that underpin the Council's approach to commissioning and sets out the strategy to move away from a traditional procurement approach towards a market development and market management function, based on local intelligence and co-production.

The strategy examines the national policy drivers shaping the local priorities which, supported by an analysis of current demand, future need and available resources set the commissioning intentions for the Council. The needs analysis reflects overall trends and needs as identified by the Joint Strategic Needs Assessment. More detailed analysis will inform the service commissioning plans.

### 3. National and Local Context

There is a plethora of national guidance and legislation influencing the commissioning of social care services. The most significant however, are:

- Putting People First (DH 2007) which called for significant transformational change including extending choice and control, improving information and advice, promoting independence and the importance of universal services in the lives of all citizens.
- A vision for adult social care (DH 2010) which sets out Government policy for making services more personalised, more preventive and more focused on delivering outcomes.
- Transparency in Outcomes: A Framework for Transparency in Adult Social Care- The 2011/12 Adult Social Care Outcomes Framework (DH2011) which details a set of outcome measures for demonstrating the achievements of adult social care.
- Healthy Living, Healthy People: Transparency in outcomes public health which sets out the Government's vision for a reformed public health system (DH 2012).
- Think Local, Act Personal which is a nationwide partnership committed to the personalization of services.
- The NHS Operating Framework.
- Fair Society, Healthy Lives (Marmot 2010) which describes how people who are socially isolated are more likely to die prematurely than those who have strong social ties

Local commissioning processes in Wirral are influenced by:

- The Corporate Plan 2011-13 which sets out the Council's priorities
- DASS Departmental Plan 2012-13 which sets out the Council's priorities
- Wirral Joint Strategic Needs Assessment which identifies the needs of people in the Borough
- Health and Wellbeing Strategy (July 2012) which will describe the strategy for addressing health inequalities
- The Learning Disability Partnership Board which has responsibility for ensuring that government strategy, Valuing People Now, is implemented
- The Safeguarding Adult Partnership Board, which works to ensure vulnerable adults are free from abuse and harassment.

## 4. Wirral Needs analysis

- 4.1 Wirral's Joint Strategic Needs Assessment (JSNA) highlights a number of key issues for the Department of Adult Social Services.

### DEMAND PRESSURE – POPULATION

- Wirral has a relatively high older population and a relatively low proportion of people in their twenties and thirties compared to England and Wales as a whole.
- The older population (aged 65 years and above) are expected to increase at the fastest rate (than any other age group) over the next two decades; between 2008 and 2033 it is estimated that this population group will have increased by 43%.
- The population over 85 is projected to increase from 7,900 in 2008 to 17,600 in 2033, which equates to a 123% increase.
- The Index of Multiple Deprivation (IMD) places 30 of Wirral's LSOAs in the lowest 5% in England and 23 LSOAs in the 3% most deprived nationally.
- The Employment domain of the IMD 2010 indicates that Wirral performs poorly on this indicator. This is an indication of the scale of the challenge faced in Wirral and the need for a focused and coordinated approach to tackling worklessness and economic inactivity.
- Wirral has a number of communities which are at the extremes of the income spectrum, indicating that the differential between people on very low and very high incomes is pronounced.

### DEMAND PRESSURE – HEALTH AND WELLBEING

- In 2010/11, admissions to hospital resulted in over 42,904 excess bed days at a cost of almost £1.5 million. Circulatory, Injuries and Poisonings and Digestive disease accounted for 40% of excess bed days. This warrants further investigation.
- Although performing better than many of its neighbours, Wirral is currently not on track to meet the local target set for the National Indicator 130.
- Wirral is also slightly under performing in the National Indicator 141 which means that too few clients in short term accommodation are moving on in a planned way to greater independence. A range of measures have been introduced to address this with year on year targets set to demonstrate improvement.

### DEMAND PRESSURE – OLDER PEOPLE

- The number of older people is set to increase considerably over the next two decades; by 2033 it is estimated that 43% of the Wirral population will be aged 65 or above. This will have a considerable impact on health and social care services, as the number of older people presenting with health related problems increases. This could also have a considerable impact on the number of family carers in Wirral.
- There are more older people considered to be living in deprived circumstances in areas of Birkenhead & Tranmere, Bidston & St James, Seacombe and Rock Ferry. It is however important to be aware of pockets of deprivation in other areas of the borough.
- It is estimated that there are 11,269 older people living in fuel poverty in Wirral, which has a serious impact on health and wellbeing. In 2007/08 there were 184 excess winter deaths, which is likely to be linked to inadequate heating and poor housing.
- Falls amongst older people is a key concern, and incidence increases with age. It is estimated that the annual incidence of falls amongst older people in Wirral totals more than 18,000. With the projected rise in the older population and the greater risk of falling associated with increasing age, the number of falls in Wirral would be expected to rise concurrently if new interventions and prevention strategies are not adopted.
- Emergency hospital admissions for dementia in Wirral are approximately 54% higher than the national average, which could indicate that there are caring issues regarding older people with dementia.

## **DEMAND PRESSURE – LEARNING DISABILITY**

- There is a lower life expectancy within the learning disability population than with the general population and people with a learning disability are more likely to have undiagnosed long term conditions.
- Nationally, and in Wirral, people with learning disabilities experience amongst the lowest levels of employment of any working age group.
- Sir Jonathan Michael's Independent Inquiry (Healthcare for All, Independent Inquiry into Access to Healthcare for People with Learning Disabilities, 2008) highlighted "basic shortcomings in the way that services are provided for people with learning disabilities, contributing to poorer health outcomes, avoidable suffering and at worst, premature deaths."
- Work needs to continue to identify any 'reasonable adjustments' made to health and social care services to reflect the specific needs of people with a learning disability.
- A national survey identified that people with learning disabilities may be at increased risk of hate crime; there is little understanding of this in the general population and within community safety initiatives.
- In order to improve housing outcomes for people with learning disabilities, it is a key priority to develop a comprehensive understanding of the current supply of housing and accommodation options that are available locally.

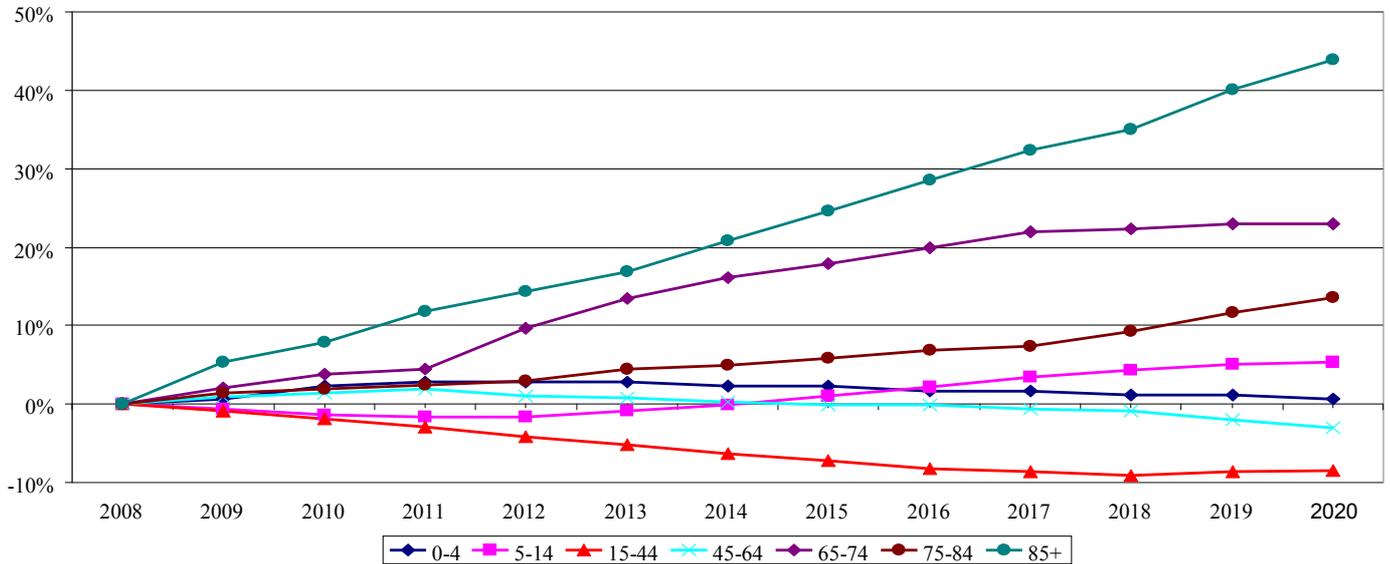
## DEMAND PRESSURE – CARERS

- There is a higher than national average number of carers per head of population in Wirral. There are 37,929 carers living in Wirral currently, which accounts for 12% of the population, compared with 10% nationally. Nearly a quarter of those are carers providing over 50 hours' unpaid care per week (Buckner & Yeandle 2011) whereas only 2,188 receive a service from Social Services (March 2011).
- Data implies that carers are not claiming all of the welfare benefits to which they may be entitled. Accessible information about help and support services, and benefits and allowances has been identified as a key priority by Wirral carers.
- If the caring relationship breaks down because carers are unable to cope, the cost of replacing the care they provide by NHS secondary and primary care and social services is likely to have a detrimental, financial and unsustainable impact on the health and social care economy.
- The 2010 Carers Strategy suggests that health promotion, prevention strategies and service responses to the health care needs of carers are key priorities for health and social care. Care giving should be recognised as a public health issue and should be on the agenda for reducing health inequalities.
- From a demographic perspective older people are less likely to be able to cope with the pressures of being a Carer.
- Carers stated that Caring caused a number of potentially detrimental effects on their health.
- Short breaks and respite from Caring, together with the opportunity to meet with other Carers to reduce the isolation they feel as Carers are anecdotally a high priority.

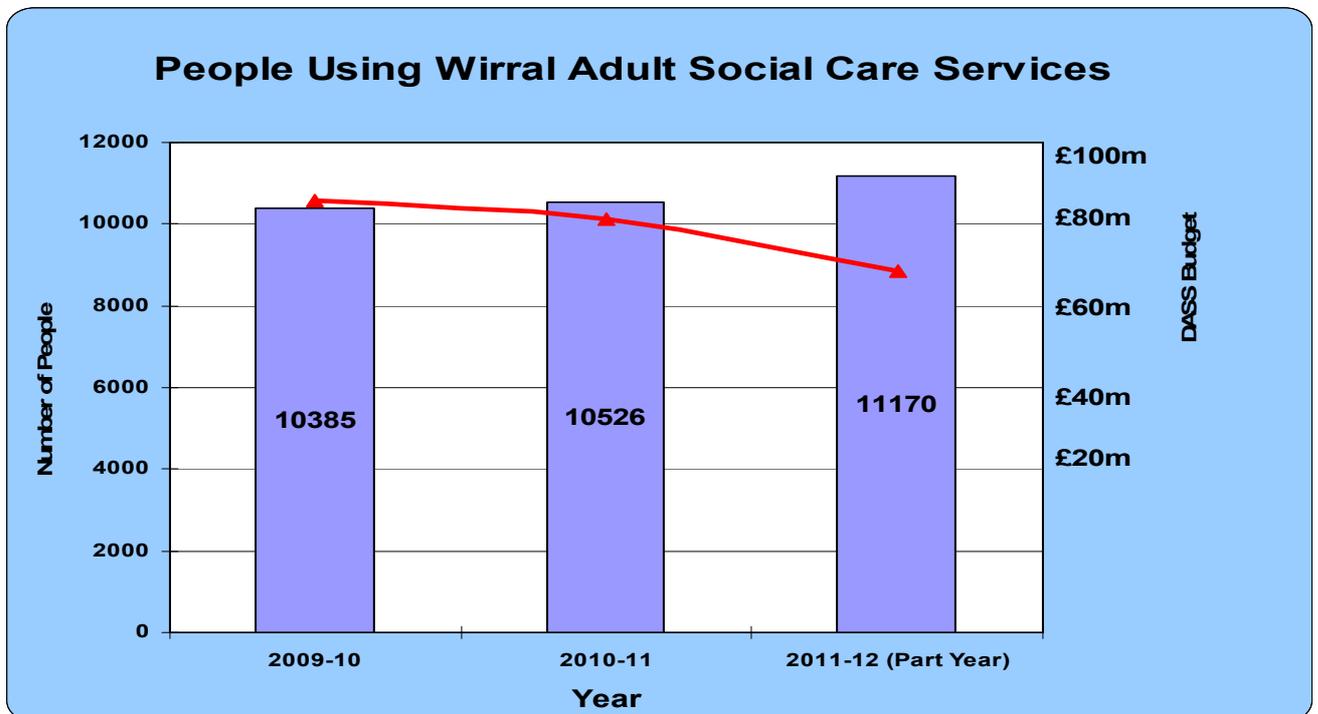
## DEMAND PRESSURES – MENTAL HEALTH

- National data suggests that people with a mental health problem are more likely to be on a lower income, be on welfare benefits and live in debt. Mental health is also the most commonly reported reason for claiming incapacity benefits, both nationally and locally.
- In Wirral it is estimated that there is a higher prevalence of severe mental illness than the North West and England average.
- Hospital admissions data for mental health indicates a strong association between deprivation and increased admissions. Admissions for self harm and prevalence of a common mental illness show a similar pattern. This indicates a greater need for mental health interventions in areas with higher levels of deprivation.
- Wirral's rate for suicide and undetermined injury is higher than both regional and national averages. Alcohol abuse has been associated with many suicide and open verdict deaths and many people were single or lived alone at the time of their death.

4.2 The number of older people is set to increase considerably over the next two decades. By 2031 it is estimated that 26% of the Wirral population will be aged 65 or above. This will have a considerable impact on health and social care services, as the number of older people presenting with health related problems increases. This could also have a considerable impact on the number of family carers in Wirral. Within this ageing population, there is expected to be a 123% increase in the population over 85 by 2033



4.3 The impact of this demographic change on the Council both in terms of numbers requiring social care support and resources is illustrated in the graph below.



## 5. Vision, Outcomes and Priorities

The Department of Adult Social Services has two main sets of strategic drivers, each of which form the basis of the Departmental Plan for 2012-13;

- The Council's Corporate Plan ('Your Family' section); and
- The (statutory) Adult Social Care Outcomes Framework (ASCOF).

<b>Corporate Plan</b>	<b>Adult Social Care Outcomes Framework</b>
Ensure vulnerable people in Wirral are safe and protected.	Safeguard people whose circumstances make them vulnerable and protect them from avoidable harm.
Ensure that the widest possible options for care and support are made available close to where people live	Ensure that the people who use services have a positive experience of care and support.
Ensure that people can choose the care they need from a range of high-quality support services and options for care	Enhance the quality of life of the people who have care and support needs.
Ensure that vulnerable people and those in later life can get the care and support they need at an early stage to prevent problems getting worse	Delay and reduce the need for care and support.

The Departmental Plan is constructed to deliver the requirements contained within these reports in a way that will:

- Ensure that interventions are proportionate and timely;
- Ensure equal access to universal services that exist within the Borough;
- Improve wellbeing and quality of life;
- Encourage people to find their own solutions;
- Ensure closer working with individuals and organizational partners;
- Focus on supporting people to make use of strengths and abilities, and their own resources wherever possible; and
- Ensure that presented carers needs will be addressed.

The Council understands the very challenging financial circumstances in which services are being delivered, and the transformations necessary to focus upon the need to deliver greater efficiency as well as effectiveness and to continue to deliver change. For this reason, the Departmental Plan 2012-13 contains an additional goal which is 'Improving processes to improve services'.

Commissioning has a key role to play in achieving these strategic outcomes as personalization continues to transform the way adult social care is delivered. This transformation, however, is taking place within an environment which is challenged by emerging Government policy, shrinking budgets, capacity issues and rising expectations. The Commissioning agenda is therefore a critical component of the Council's intent to deliver services in the most effective and efficient way.

## 6. Strategy

*Commissioning is the means of securing the best value for local citizens. It is the process of translating aspirations and need, by specifying and procuring services for the local population.  
(Commissioning Framework for Health and Wellbeing, DH 2007)*

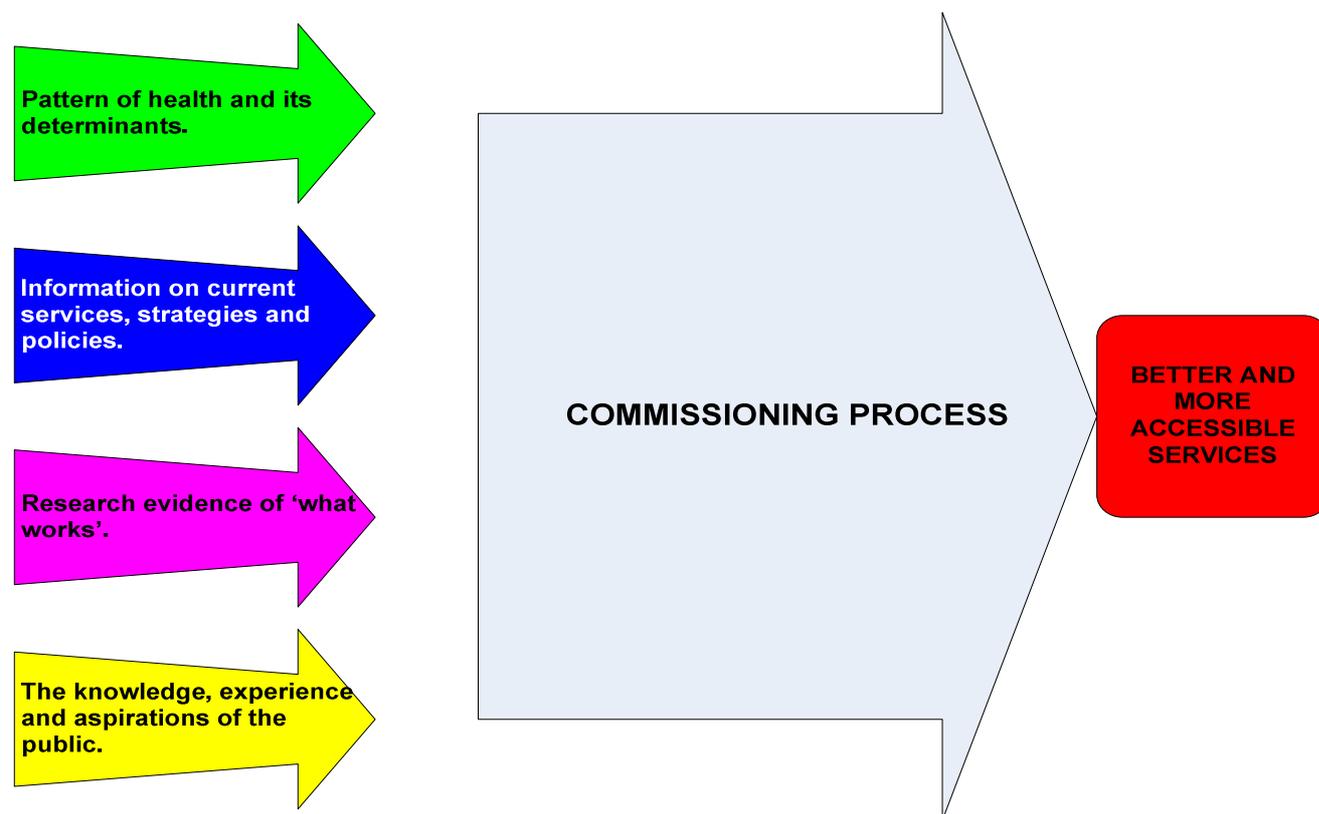
### 6.1 Commissioning Cycle



### 6.2 Evidence Based Commissioning Process

The JSNA describes the health and wellbeing of the people of Wirral. It also identifies the challenges facing organizations involved in delivering better outcomes for the population. It brings together a variety of information that can be used to inform decisions about the planning and commissioning of health and social care services. The Council will ensure the use of this information when commissioning services and promote its use by other organizations and partnerships to commission plan and improve services. The Council will also base its commissioning of services on evidence of what works and use both national and local research to inform its decisions. This process is described diagrammatically below.

## Types of information used in commissioning services



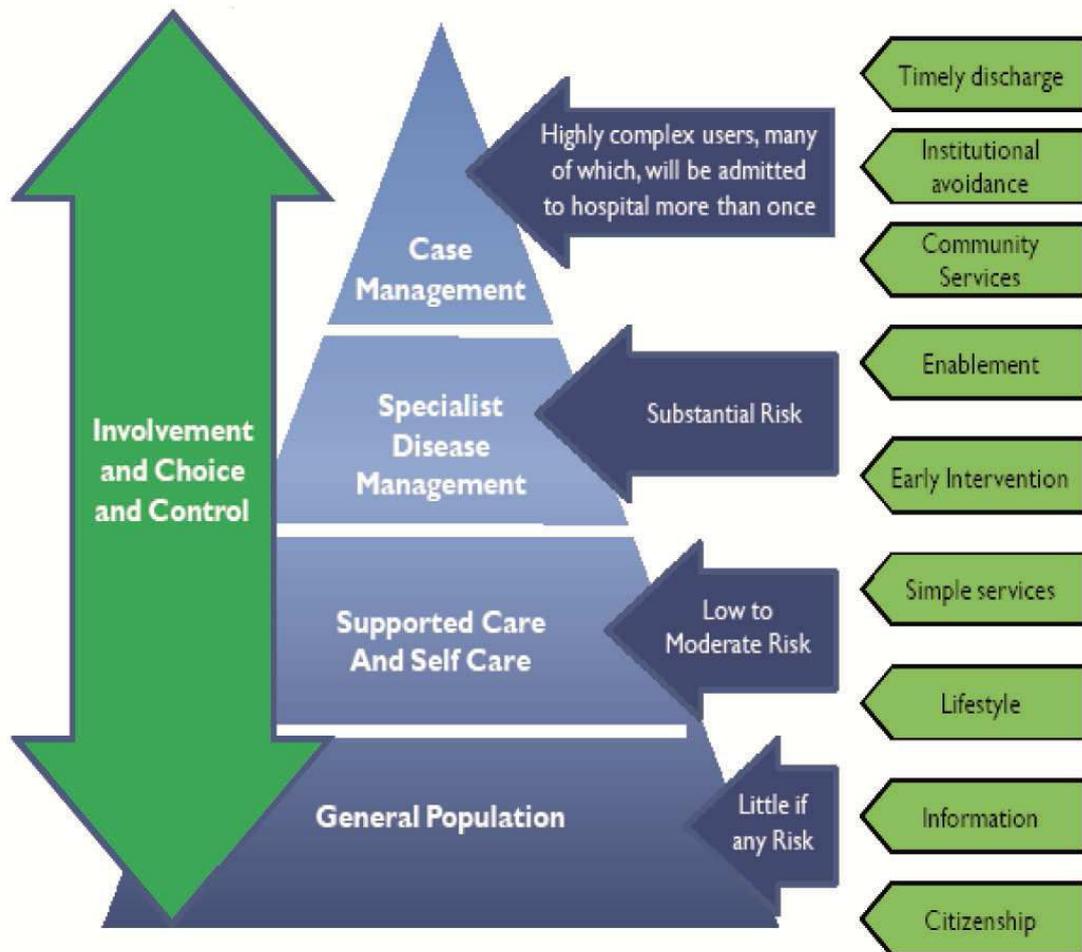
Commissioning for the health and well-being of individuals means helping local citizens to:

- Look after themselves, and stay healthy and independent;
  - Participate fully as active members of their communities;
  - Choose and easily access the type of help they need, when they need it.
- Commissioning for the health and well-being of a local population therefore includes:

- Understanding and anticipating future need;
- Promoting health and inclusion and supporting independence;
- Identifying the groups or areas that are getting a raw deal, and giving them a voice to influence improvements;
- Delivering the best and safest possible quality of care.

The diagram below demonstrates how commissioning varies according to differing levels of complexity and need

**Promoting Independence ('Promoting Independence' CSIP 2007)**



The diagram below, 'the triangle of care', supports this model and makes a link to the people living in Wirral



**6.3. Refocusing Resources**

National research is beginning to demonstrate that people live for longer in health and independence if they are able to access

- high quality universal services;

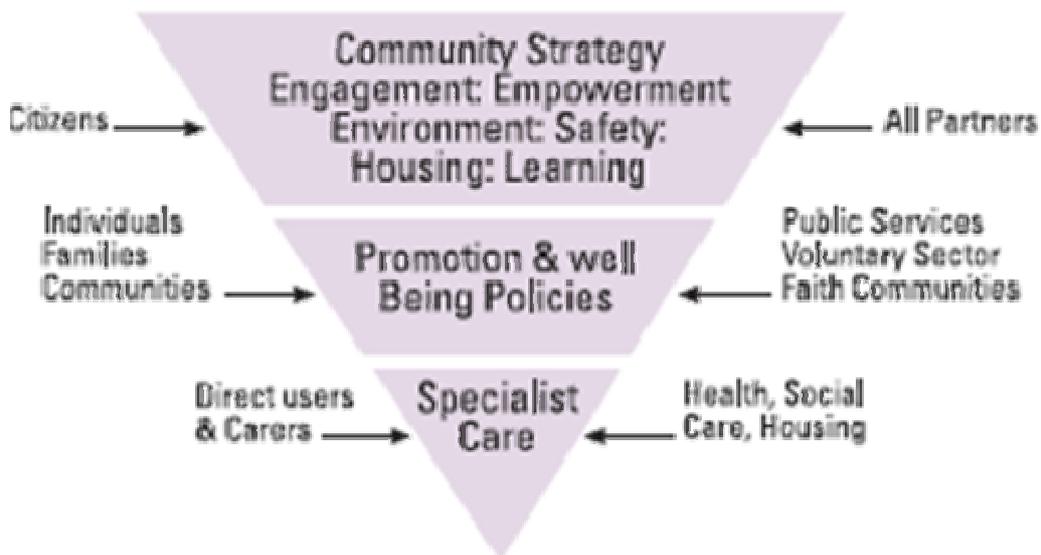
- appropriate advice and information, including provision by the Voluntary, Community and Faith Sector;
- a choice of personal support services including housing;
- being socially included in their community;
- and are able to remain cared for at home as long as possible once they have developed complex care needs.

In order to achieve these outcomes the Council needs to continue the transformation from paternalistic, reactive care to a system focused on;

- early intervention,
- reablement,
- prevention and
- high quality personally tailored services.

The Council also operates within a financial climate which is forcing a drive for efficiency within the public sector. It recognizes that commissioning plays a key role in delivering efficiencies by encouraging innovation and developing new markets and partnerships.

The Council will therefore only commission services which support the transformation described above and inverting “the triangle of care”, which is described diagrammatically below.



#### 6.4 Improving Commissioning Processes

In order to maximize the effectiveness of commissioning the Council will work with others; people who use services, their families and carers, partners, providers and the rest of the Local Authority to develop the following:

- Market/Gap Analysis. This is currently fragmented and further analysis will be undertaken to enable commissioners and providers to better understand where there are gaps in provision.
- Budgetary. The Department will continue to develop its approach to benchmarking and value for money and will focus in particular on areas of service where spend is above that of comparator Authorities.
- Market Development. The Department will continue to move towards “Framework Agreements” which enable individuals to purchase services directly

via their personal budgets. This will provide opportunities for partnerships and sub-contracting between providers to encourage the market to become more flexible and responsive. The Department will work closely with the Council's Corporate Procurement section to develop transparent and appropriate tendering processes that will ensure an appropriate level of provision.

- Market Management. The traditional market management functions of contract monitoring, making sure there is contract compliance, the delivery of quality services and safeguarding will continue to be developed.
- Partnership Approach. The approach to commissioning will also play an important part in supporting the development of 'Neighbourhood Plans' and sustainable communities. The Department is committed to working with communities, neighbourhoods, individuals and the voluntary sector to achieve this and the approach to commissioning services will complement the assets communities already have in place.

## **7. Performance Monitoring**

The successful implementation of this strategy will impact upon the Council's overall performance in relation to Social Care. The performance of the Council is now managed within the Adult Social Care Outcomes Framework (ASCOF). The ASCOF consists of 4 key outcome domains. These were published in the document 'Transparency in Outcomes: a Framework for Adult Social Care' (DH, March 2011).

The purpose of the ASCOF is for local authorities to use the framework as a basis for their own local performance management arrangements, and to assist in any local conversation concerning strengths in delivering better outcomes for people. It also allows the government to understand national trends around social care.

The ASCOF has four specific domains:

- Enhancing quality of life for people with care and support needs;
- Delaying and reducing the need for care and support;
- Ensuring that people have a positive experience of care and support;
- Safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm.

The government no longer sets performance targets, however it has published a set of "outcome measures" in the ASCOF. These 17 measures are based on pre existing national collections and performance indicators and are collated nationally to specific standards.

All these measures currently appear in the 'Adult Social Services Departmental Plan for 2012/13', and outcome information will be reported to the Department of Health under their statutory reporting procedures.

## **8. Conclusion**

Over the coming years there will be an increased need to prioritise high quality personalised services that meet the needs of the changing demographic and ensure there is equality across Wirral for residents to access services. The manner in which services are commissioned is fundamental to achieving this and the strategy set out in this document is key to enabling better outcomes for Wirral citizens.

## WIRRAL COUNCIL

### CABINET

21 JUNE 2012

<b>SUBJECT:</b>	<b>DEPARTMENT OF ADULT SOCIAL SERVICES: REVIEW OF DEPARTMENTAL POLICIES AND PROCEDURES</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>GRAHAM HODKINSON, DIRECTOR OF ADULT SOCIAL SERVICES</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR ANNE MCARDLE</b>
<b>KEY DECISION?</b>	<b>NO</b>

#### 1.0 EXECUTIVE SUMMARY

1.1 The purpose of this report is to request Cabinet approval for the process to update Departmental policies and procedures.

#### 2.0 BACKGROUND

2.1 In February 2006 members of the Social Care and Health Select Committee received a report detailing a “policy making framework” which would rationalise the, then, 2,000 documents held within the Department of Adult Social Services.

2.2 The aim was to clarify and codify the expectations of staff and managers by producing a set of overarching policy statements. As a result of this, 8 Core Policies were developed:

Involving People	Managing Health and Safety Risk
Valuing Diversity	Managing Human Resources
Accessing Services	Managing Information Knowledge
	Managing Resource Policy
	Managing Significant Events Policy

2.3 These were implemented in 2007 and should have been reviewed in 2009, but this did not take place. It was also anticipated that this would be followed by a review of the underpinning procedures. Approximately 220 procedures were identified, but the review did not take place.

2.4 From 2009 onwards the policy development focus within DASS switched to “personalisation” and updating of operational procedures to support this new way of working. One of the consequences of this was that continuing work on generic policies was halted. It should, however, also be noted that at this time significant effort was being made in developing corporate policies in particular in the areas of human resource management and health and safety.

- 2.5 Since this time, the following Departmental policies have been reviewed and updated:
- Complaints, Compliments and Comments procedure,
  - Safeguarding Procedure and Guidance and
  - Staff Supervision Policy and Procedure
  - Case Recording Guidance
- 2.6 All of these policies are currently lodged within the Adult Social Services section of the Council's Intranet.
- 2.7 As part of the ongoing Departmental improvement programme, and in preparation for the Peer Review which taking place in June 2012, an exercise examining key policies and procedures has been undertaken. The exercise confirmed that the Complaints, Compliments and Comments procedure, Safeguarding Procedure and Guidance, Staff Supervision Policy and Procedure and Case recording Guidance were "fit for purpose" and being used on a daily basis. However, the analysis of the eight overarching policies is shown in the Appendix 1 and the outcomes can be summarised as follows:

<b>Policy</b>	<b>Recommendation</b>
Involving People	To be deleted
Valuing Diversity	To be deleted
Accessing Services	To be replaced by revised personalisation procedure and practice manual
Managing Health and Safety Risk	To be deleted, use corporate policies
Managing Human Resources	To be deleted, use corporate policies
Managing Information Knowledge	To be deleted, use corporate policies
Managing Resource Policy	To be deleted, use corporate policies
Managing Significant Events Policy	To be deleted, use corporate policies

### **3. NEXT STEPS**

- 3.1 The policy analysis exercise, detailed above, has also highlighted the need to update and improve a number of aspects of the Department's use of the internet and intranet to inform staff and citizens about the way in which it expects services to be delivered. This will be taken forward by the Transformation Implementation Board regarding personalisation in particular the work focusing on Information and Advice.
- 3.2 The Department's work is defined by a plethora of national policy and guidance. This needs to be referenced on the Council's internet and intranet but it is also important that the outcomes required by national policy are encapsulated in one statement which describes the Purpose of the Department. In order to achieve this it is recommended that the Statement of Purpose (Appendix 2), which will sit above the Policy and Procedure Framework, is agreed.
- 3.3 It has been noted above that the Department has a number of policy documents which are specific to the work of adult social care, for example, Safeguarding, Mental Capacity Act and Deprivation of Liberty. It will be necessary, therefore, to ensure that any additional policies, for example, policies relating to personal relationships between adult service users in residential settings are developed and included within the Departmental Policy and Procedure Framework.

3.4 As noted above there are still 220 procedures including certain Health and Safety issues such as the administration of medication that need to be rationalised. Work has begun on this and the aim is to ensure that all of these are updated or deleted (if no longer appropriate) by the end of July 2012.

3.5 In conjunction with the overhaul of the policies and procedures a Draft Scheme of Delegation is being prepared. This will clarify for all staff the levels at which decisions can be made to carry out the functions of the Department in line with Part 3 Schedule 4 of the Council's Constitution.

3.6 At its meeting on 13 February 2012 Cabinet approved the revised staffing structure for the Department. Within the structure a post of Knowledge Manager was created and has subsequently been established. One of the responsibilities of this postholder will be to ensure that relevant policies and procedures are appropriately authorised and working with corporate colleagues that the internet and intranet are kept up to date.

#### **4.0 RELEVANT RISKS**

4.1 Failure to review, revise and properly authorise Departmental policies could result in the council acting "*ultra vires*".

#### **5.0 OTHER OPTIONS CONSIDERED**

5.1 No further options have been considered.

#### **6.0 CONSULTATION**

6.1 There has been internal consultation with the Chief Executive, the Director of Finance, the Director of Children's Services and the Director of Law, HR and Asset Management.

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

7.1 As the Department moves forward and develops its approach to commissioning services, greater clarity of purpose, policy and procedure will support the work of the VCF sector.

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

8.1 More efficient and effective service delivery should result from a Policy and Procedure Framework that is up to date and "fit for purpose".

8.2 As more citizens, staff and organisation make use of the internet and intranet it is important to have clarity, transparency and consistency of practice and people know what they can expect from the Department. This can be achieved by codifying the Policy and Procedure Framework, making it available "on line" and keeping it up to date.

#### **9.0 LEGAL IMPLICATIONS**

9.1 No specific legal implications arise as a result of this report.

## **10.0 EQUALITIES IMPLICATIONS**

10.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

No because there is no relevance to equality

## **11.0 CARBON REDUCTION IMPLICATIONS**

11.1 No specific carbon reduction implications arise as a result of this report.

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

12.1 No specific planning and community safety reduction implications arise as a result of this report.

## **13.0 RECOMMENDATIONS**

13.1 Cabinet note the work that has been undertaken to review the Policies and Procedure of the Department.

13.2 Cabinet approve the deletion of the Overarching Departmental policies highlighted in paragraph 2.7.

13.3 Cabinet approve the statement of purpose for Adult Social Care as outlined in Appendix 2.

13.4 Cabinet endorses the Next Steps in the process as set out in Section 3.

## **14.0 REASONS FOR RECOMMENDATIONS**

14.1 Cabinet approval is necessary to delete existing policy and approve the Departmental Statement of Purpose.

### **REPORT AUTHOR: *Graham Hodkinson***

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### **APPENDICES**

1. Analysis of Overarching Policies
2. Statement of Purpose

### **REFERENCE MATERIAL**

None.

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

None.

## ANALYSIS OF OVERARCHING POLICIES

Policy	Analysis	Recommendation
<u>Involving People</u>	<p>The original purpose of this document was “to ensure that the involvement of people is embedded in service planning, performance and delivery”.</p> <p>Significant progress has been made in achieving this, particularly with the advent of personalisation. The culture change advocated within the policy has not, however, been fully achieved.</p>	<p>The thrust of national policy is achieve the transformation of adult social care, at the heart of which is the involvement of people and ensuring that services are tailor made to meet the diverse needs of individuals and communities.</p> <p>It is therefore no longer necessary to retain the discrete departmental policies for <i><u>Involving people</u></i> and <i><u>Valuing Diversity</u></i> but to ensure that these two processes are embedded in everything that the department does.</p>
<u>Valuing Diversity</u>	<p>The original purpose of this document was “to place valuing diversity at the heart of departmental activity”.</p> <p>Since the original document was produced the Council has developed a Corporate Equality and Cohesion Policy 2009-12 and Corporate Equality and Cohesion Strategy 2009-12 which cover the issues addressed within the original policy. The corporate documents can be accessed from the dedicated intranet site.</p>	
<u>Accessing Services</u>	<p>Since the original document was produced the Department has developed a personalisation procedure and practice manual which was introduced in November 2010. This covers the issues dealt with in the original document.</p> <p>The personalisation procedure and practice manual was due for review by 31.3.2011 but this was never done. In order to rectify this, a group has been convened to review and update the manual so that it is fit for purpose. This work will dovetail into the Transformation Implementation Board workstream covering Information &amp; Advice.</p>	<p>To be taken forward by the Transformation Implementation Board workstream covering Information &amp; Advice</p> <p>That the revised personalisation procedure and practice manual is retained as departmental policy.</p>
<u>Managing Health and Safety Risk</u>	<p>Since the original document was produced the Council has invested in a Corporate Health, Safety and Resilience Team. Accordingly all of the issues dealt with in the document are now covered within the corporate policies and procedures which can be accessed from the dedicated Health and Safety intranet site.</p>	<p>That the general departmental policy is deleted and staff are directed to use the corporate policy and specific departmental procedures.</p>

<u>Managing Human Resources</u>	Since the original document was produced the Council has centralised the Human Resources function. Accordingly all of the issues dealt with in the document are now covered within the corporate policies and procedures within the HR Handbook which can be accessed from the dedicated intranet site.	That the departmental policy is deleted and staff are directed to use the corporate policy and procedures.
<u>Managing Information Knowledge</u>	<p>Since the original document was produced the Council has invested in a Corporate Reports Management facility; the work of which has included the development of a Corporate Records Management Policy and Corporate Retention Policy.</p> <p>The Data Protection policy and associated procedures are located within the HR Handbook.</p> <p>Freedom of Information procedures are accessible via the Internet, this also has details of the Council's publication scheme</p> <p>The department has supplemented this policy with separate Case Recording Guidance (February 2011) which is also lodged on the intranet.</p> <p>Accordingly all of the issues dealt with in the Departmental Policy document are now covered by the documents outlined above. In addition, the knowledge manager post within the new structure will enable the department to continue to address these issues.</p>	<p>That the departmental policy is deleted and staff are directed to use the corporate policy and procedures.</p> <p>That the Case Recording Guidance remains extant.</p>
<u>Managing Resource Policy</u>	<p>This Policy deals with a range of issues from standards of behaviour through to budget management. These are now all covered within the following corporate policies and procedures:</p> <p>The Employee Code of Conduct</p> <p>The Statement of Internal Control (SIC)</p> <p>The budget setting and monitoring process</p> <p>The procurement policy</p> <p>Charging Policy</p> <p>Personalisation</p>	That the departmental policy is deleted and staff are directed to use the corporate policy and procedures.
<u>Managing Significant Events Policy</u>	Since the original document was produced the Council has invested in a Corporate Emergency Planning Team. Accordingly all of the issues dealt with in the document are now covered within the corporate All Hazards Plan.	That the departmental policy is deleted and staff are directed to use the corporate policy and procedures.

## STATEMENT OF PURPOSE – WIRRAL COUNCIL ADULT SOCIAL CARE

The purpose of Adult Social Care is to:

1: Enhance the quality of life for people with care and support needs by making sure that

- Carers can balance their caring roles and maintain their desired quality of life.
- People manage their own support as much as they wish, so that they are in control of what, how and when support is delivered to match their needs.
- People are able to find employment when they want, maintain a family and social life and contribute to community life, and avoid loneliness or isolation.

2: Delay and reduce the need for care and support by making sure that

- Everybody has the opportunity to have the best health and wellbeing throughout their life, and can access support and information to help them manage their care needs.
- Earlier diagnosis, intervention and reablement mean that people and their carers are less dependent on intensive services.
- When people develop care needs, the support they receive takes place in the most appropriate setting, and enables them to regain their independence.

3: Ensure that people have a positive experience of care and support by making sure that

- People who use social care and their carers are satisfied with their experience of care and support services.
- Carers feel that they are respected as equal partners throughout the care process.
- People know what choices are available to them locally, what they are entitled to, and who to contact when they need help.
- People, including those involved in making decisions on social care, respect the dignity of the individual and ensure support is sensitive to the circumstances of each individual.

4: Safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm by making sure that

- Everyone enjoys physical safety and feels secure.
- People are free from physical and emotional abuse, harassment, neglect and self-harm.
- People are protected as far as possible from avoidable harm, disease and injury.
- People are supported to plan ahead and have the freedom to manage risks in the way that they wish.

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## WIRRAL COUNCIL

### CABINET

21 JUNE 2012

<b>SUBJECT:</b>	<b>READING &amp; WELLBEING LIBRARY</b>
<b>WARD/S AFFECTED:</b>	<b>LEASOWE</b>
<b>REPORT OF:</b>	<b><i>DIRECTOR OF PUBLIC HEALTH</i></b>
<b>RESPONSIBLE PORTFOLIO HOLDERS:</b>	<b><i>COUNCILLOR CHRIS MEADEN</i></b> <b><i>COUNCILLOR ANNE MCARDLE</i></b>
<b>KEY DECISION?</b>	NO

#### 1.0 EXECUTIVE SUMMARY

- 1.1 This report makes a proposal for the development of libraries on Wirral into places where in addition to traditional library resources, local people will also be able to support their wellbeing. This is an initial report which seeks to gain agreement to the proposed model, and suggests an initial library which would be involved in developing the approach.
- 1.2 This report has been developed by the library service, public health and The Reader Organisation.

#### 2.0 BACKGROUND AND KEY ISSUES

- 2.1 Public libraries make a significant contribution to health and well-being in communities. Wirral Library Service is now working closely with The Reader Organisation (TRO) and recent meetings have taken place between library officers and the TRO to see how this can be further developed.
- 2.2 A joint meeting took place on Friday 11th May with representatives from TRO, Library Officers, the Primary Care Trust (PCT) and the Director of Public Health to develop the idea of a new reading and well-being library model. The purpose of this pilot partnership project will be to develop public engagement to reduce health and educational inequalities in the area in a neutral, non-stigmatised, non-clinical community space based upon an holistic approach to health and wellbeing. A recently completed review of mental health and wellbeing commissioned interventions (CHAMPS, 2012) recommends areas support the development of integrated wellness service models; and the public health workstream of the Health & Wellbeing Board is currently developing a strategic approach to commissioning integrated services. The initiative would also contribute to a number of outcomes identified in the Public Health Outcomes Framework, including self reported wellbeing.

A Wirral Mental Wellbeing Study conducted in 2009 concluded that in order to promote wellbeing individual wellbeing messages are used alongside other behaviour change programmes as well as considered in bespoke wellbeing programmes. They also identified that having a poor sense of belonging and a low perception of ability to influence what goes on in an area are both strongly associated with lower levels of mental wellbeing, recommending that community level interventions are therefore central to action to promote positive wellbeing. The proposal also incorporates

recommendations identified in the following Public Health National Institute for Clinical Excellence (NICE) NICE guidance:

- Behaviour change at population, community and individual level (PH6 –NICE)
- Community engagement to improve health (PH9-NICE).

2.3 The ethos will be developed around activities in the library to link in with the Five Ways to Wellbeing initiative. The Five Ways to Wellbeing are evidence based actions that are important for wellbeing and should be built into daily lives (New Economics Foundation, 2008). They are based on a concept of well-being that comprises of two main elements: feeling good and functioning well.

Briefly, this will involve work in the library around the following themes:

- **Connect:** regular GIR groups to reduce loneliness and isolation.
- **Be Active:** provision of physical activity sessions such as yoga, etc.
- **Take Notice:** provision of Read Yourself Well book stock, Council One Stop Shop Advice and Information, etc.
- **Keep Learning:** training courses, literacy help.
- **Give:** volunteering opportunities, community swaps etc.

(A proposal for how this might work developed by The Reader Organisation is attached at appendix 1)

2.4 The proposal is that it will be developed in three phases:

- a. Phase 1 - We will have an understanding of library assets in terms of buildings and how they can be best used to further a variety of health and well-being initiatives. This will enable us to plan as a group what happens when and where.
- b. Phase 2 - We will propose after our next full meeting what aspects of the new well-being library could be operational by October 2012.
- c. Phase 3 - We will aim for a high profile launch the new pilot facility early next year to allow members to consider progress made so far.

2.5 It was suggested, that in the first instance, this approach could be trialled at Leasowe Library. In addition to this, that other library sites in socially deprived areas on Wirral may also benefit from developing this ethos around the Five Ways to Wellbeing and that it could happen with immediate effect and be developed simultaneously within existing resources. The approach is based upon an asset or strength based approach whereby existing facilities and assets are build upon rather than new services being commissioned. Key to this approach are the various partners contributing their expertise and strengths. A number of libraries already have 'Read Yourself Well' schemes which are collection of self help resources for loan. One of the libraries also already has a trained health champion to work with clients accessing the library.

2.6 To enable this initiative, Get Into Reading (GIR) project workers, already funded and based full time in Beechwood, Birkenhead Central, Eastham and Seacombe, could work flexibly between other community library sites in areas of need to continue to expand health and well-being outcomes. Other sites in health action areas like Eastham, Moreton, Prenton, Rock Ferry, St. James and Woodchurch could benefit. Public Health already commission health and wellbeing activities, including healthy eating and physical activity which could be incorporated into the project where appropriate at no additional cost.

- 2.7 GIR project workers, volunteers and library staff may combine resources to offer an extended service on one evening a week (after the proposed 5pm closure) in some libraries mentioned in 2.6. to offer a mixture of community events, GIR groups, book loan opportunities etc. This arrangement could be considered alongside the Leasowe project.
- 2.8 There will be a need to provide qualitative and quantitative evidence that demonstrates the impact of TRO, libraries and health partners working together on the pilot. TRO will provide a business case to demonstrate how effectively they are delivering services that meet strategic partners priorities including running/co-ordinating early intervention and preventative services, providing positive outcomes for users and saving costs.
- 2.9 It was agreed that a steering group should be set up for the duration and consist of representatives from all partners involved in this innovative project to review progress and evaluate outcomes.

### **3.0 RELEVANT RISKS**

- 3.1 The initial projected cost to set up this new library initiative comes at a time of financial challenge for the authority. The potential risk is that in terms of value for money it proves not to be cost effective but if successful it can be used as a prototype. If objectives are met, going forward, all the partners involved could look to attract external funding from various sources once agreement is given to replicate this model to other libraries. The component partners in the proposal have all been positive in engaging with communities within their own right, it is anticipated that the effect of combining these activities will result in the overall impact being greater than the sum of the parts.

### **4.0 OTHER OPTIONS CONSIDERED**

- 4.1 There are a number of libraries on Wirral which could benefit from this approach. The Reader Organisation also considered Birkenhead Library as an option, and would be keen to pursue this as the model develops. (See appendix 1)

### **5.0 CONSULTATION**

- 5.1 There will be a need to work closely with local communities to explore what sort of activities could be provided through the model that would meet their needs. We would want to involve other stakeholders in Leasowe to ensure that the local community benefits from a coherent approach to providing a strong community asset.

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

- 6.1 There will be opportunities for voluntary and community groups to operate from the model.

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

- 7.1 Financial: The Reader Organisation is seeking funding of £59,776. It is anticipated that 50% of these costs will come from the Public Health directorate at NHS Wirral. The remaining 50% of costs will need to be found. The total cost may be less depending on the need to develop a community café (estimated cost £15,000).

### **8.0 LEGAL IMPLICATIONS**

8.1 None at this time.

## 9.0 EQUALITIES IMPLICATIONS

9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

(a) Yes and impact review is attached

## 10.0 CARBON REDUCTION IMPLICATIONS

10.1 *More effective use of building space.*

## 11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

11.1 *n/a at this time.*

## 12.0 RECOMMENDATION/S

12.1 *That the Cabinet support the development of a Reading and Wellbeing Library model, in the first instance based at Leasowe.*

## 13.0 REASON/S FOR RECOMMENDATION/S

13.1 This recommendation supports the implementation of an evidence-based approach to building community assets and developing wellbeing. This contributes to the work being established through the public health workstream of the Health and Wellbeing Board, and is in line with current Council strategy as described in the Corporate Plan.

**REPORT AUTHOR:** *Fiona Johnstone*  
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This report was written with the support of Julie Barkway, Principal Librarian in the Department of Finance; Julie Graham, Health of Healthier Communities, Public Health Directorate; and The Reader Organisation.

## APPENDICES

Appendix 1: The Reader Organisation: Reading and Well-being Library

## REFERENCE MATERIAL

*See appendix 1.*

## SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Council	1 March 2012
Cabinet	13 February 2012

## Equality Impact Assessment Toolkit (from May 2012)

### Section 1: Your details

**EIA lead Officer:** Julie Barkway

**Email address:** juliebarkway@wirral.gov.uk

**Head of Section:** Malcolm Flanagan

**Chief Officer:** Ian Coleman

**Department:** Finance

**Date:** 16/5/12

### Section 2: What Council proposal is being assessed?

Pilot Health and Well-being Library at Leasowe

### Section 2b: Will this EIA be submitted to a Cabinet or Overview & Scrutiny Committee?

Yes / No

If 'yes' please state which meeting and what date

... Yes.... June meeting.....

Please add hyperlink to where your EIA is/will be published on the Council's website

.....

**Section 3:** Does the proposal have the potential to affect..... (please tick relevant boxes)

- Services**
- The workforce**
- Communities**
- Other** Partners, Private Sector, Voluntary & Community Sector

If you have ticked one or more of above, please go to section 4.

- None** (please stop here and email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for publishing)

**Section 4:** Does the proposal have the potential to maintain or enhance the way the Council ..... (please tick relevant boxes)

- Eliminates unlawful discrimination, harassment and victimisation**
- Advances equality of opportunity**
- Fosters good relations between groups of people**

If you have ticked one or more of above, please go to section 5.

- No** (please stop here and email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for publishing)

**Section 5:**

**Could the proposal have a positive or negative impact on any of the protected groups (race, gender, disability, gender reassignment, age, pregnancy and maternity, religion and belief, sexual orientation, marriage and civil partnership)?**

**You may also want to consider socio-economic status of individuals.**

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

<b>Which group(s) of people could be affected</b>	<b>Potential positive or negative impact</b>	<b>Action required to mitigate any potential negative impact</b>	<b>Lead person</b>	<b>Timescale</b>	<b>Resource implications</b>
All people who live on the Leasowe estate and beyond	Potential positive. This initiative is fundamentally inclusive and aims to provide a multi-service approach to tackle health and educational inequalities in an area of high deprivation.	Regular review by partner steering group to ensure specified targets and outcomes are being met.		Three phases – with complete launch of new facility in early 2013	Funding required.
Protected groups	Potential positive. Reading groups, creative activities etc. specifically targeted towards listed vulnerable groups with the specific aim of narrowing the gap in life opportunities.	Regular review as above.		October 2012	Funding required. Staffing. Volunteers assistance.

**Section 5a: Where and how will the above actions be monitored?**

**Quantitative and qualitative outcomes will be regularly evaluated by a multi-partner steering group specifically formed for this purpose.**

**Section 5b: If you think there is no negative impact, what is your reasoning behind this?**

**Monitoring and evaluation have been built into this innovative project from the start and there is an identifiable process in place to ensure any potential problems would be highlighted and immediately addressed. The whole reasoning behind the initiative is to redress issues leading to health and educational inequality.** The components of the proposal have all been positive in engaging with communities within their own right, it is anticipated that effect of combining these activities will result in the overall impact being greater than the sum of the parts

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

- **TRO funded reseach into health inequality in Wirral and beyond – University of Liverpool.**
- **The Reading Agency Health and Wellbeing strategic report 2012 and other national library reading and well-being research papers.**
- **JSNA information for Wirral**
- **Corporate Plan**
- **Public Health Outcomes Framework**
- **Wirral Public Health Annual Plan**
- **Public Health Nice Guidance (PH6 AND PH9)**
- **The Wirral Mental Wellbeing Study (2009)**

**Section 7: Are you intending to carry out any consultation with regard to this Council proposal?**

No – (please delete as appropriate)

**If ‘yes’ please continue to section 8.**

**If ‘no’ please state your reason(s) why:**

The desire is to trial this innovative project for one year to allow the new way of working to embed itself first. It will be subject to regular review and evaluation. Consultation will take place once the initial work has begun to see how it has impacted on the local community and if it has achieved goals. A consultation exercise is currently being undertaken by the Housing Trust on the estate with residents regarding services, however the results will not be available until November. A Joint Strategic Needs Assessment/Asset approach workshop is planned for July 2012 as an initial starting point for developing a local health action plan. A recently completed asset mapping exercise completed by the Housing Trust and a consultation completed with Children’s Centre users will also be fed into this piece of work. It is intended that the overall plan will be developed early in the New Year when all evidence is available.

(please stop here and email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for publishing)

**Section 8: How will consultation take place and by when?**

Before you complete your consultation, please email your preliminary EIA to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) via your Chief Officer in order for the Council to ensure it is meeting it’s legal requirements. The EIA will be published with a note saying we are awaiting outcomes from a consultation exercise.

Once you have completed your consultation, please review your actions in section 5. Then email this form to your Chief Officer who needs to email it to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) for re-publishing.

**Section 9: Have you remembered to:**

- a) **Add appropriate departmental hyperlink to where your EIA is/will be published (section 2b)**
- b) **Include any potential positive impacts as well as negative impacts? (section 5)**
- c) **Send this EIA to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) via your Chief Officer?**
- d) **Review section 5 once consultation has taken place and sent your completed EIA to [equalitywatch@wirral.gov.uk](mailto:equalitywatch@wirral.gov.uk) via your Chief Officer for re-publishing?**

## The Reader Organisation: Reading and Well-being Library

### Summary

The purpose of this project is to pilot a new library model based on an innovative provision of health and educational engagement that reduces health and educational inequalities. This project will be delivered in partnership with Wirral PCT and Wirral MBC

### Vision

Our vision for the Reading and Well-being library is to create more stories like this next one:

### E's story: Integrating The Five Ways To Well Being....

E attended approximately five different high schools, due in part to repeated instances of bullying and subsequent poor attendance, finally leaving at sixteen with 3 GCSEs. E first came into contact with The Reader Organisation through her application to the Trusthouse-funded Reader Organisation Apprenticeship Programme, which she became aware of when a family member picked up a flyer at a local community mental health initiative. Although E did not gain that particular post, we were keen to have her on board and she was invited to complete our Reading Assistant Training Programme. E is now 20 years old, has recently completed the 5 week programme, attends 2 GIR groups every week and has become an indispensable asset to the Wirral team in her volunteer placement as a reading assistant. Here is her story:

*Before I came to the groups I was housebound. I had no motivation, never spoke to no one, had no confidence; unhappy, basically. I was nervous when I first come [to the group] and didn't know what to expect – I just thought, 'what am I doing?!' But when I went in, everyone greeted me and straight away I knew it was a friendly place so I relaxed a bit. When I first heard what we'd be doing [in the group] – reading – I thought, 'is this for me?!' then, once [the facilitator] began I started getting dead into it. The atmosphere and communicating with people – even the layout with the biscuits on the table and getting a drink – is good. It's like being at home.*

*I was dreading reading, thought I'd run away, but [the facilitator] said that there was no pressure to read if you didn't want to and then I felt ok. I never read, not once, when I first came, but then I did the training. I used to stutter my words – was dead edgy talking to people – but even my communication has improved. The other volunteers are lovely – lots of friendly faces when we meet up. To know them is, well, really nice. It's an opportunity to make friends. The support [from Reader staff] has been great, too.*

*It's given me the motivation to get out the house and do more stuff. It's turned my life around. I'm a completely different person – sometimes I don't recognise myself, I think, 'Is this me?!'. It's made me want to get out and get a life. It's given me opportunities I've never had before. It's given me the opportunity to do more with my*

*life – I've had anxiety and depression and it's helped me come out of that. You can express how you feel. I've achieved something. I used to feel like a nobody and now I feel like a somebody. I've never been proud of myself before. I am now. I like feeling helpful. It's nice to be wanted – I've never had that before, I've never really been praised. I never used to take compliments; even if someone praised me I couldn't take it, but now I'm learning to not take the negatives, not to worry what other people think, but just – y'know – see the positives. I used to not like the world, not like people, but I do now.*

*I never liked poetry before and now I love it! It's something I actually enjoy, I like reading something I can relate to. That one the other day (The More Loving One by WH Auden), that was just brilliant! When you leave [a group] it gives you a light, it lights up the rest of your day. I'd suggest this to every single person in the world – it's fantastic! It changes your aspect – it's amazing.*

### **Why TRO?**

The Reader Organisation was recognised by NESTA and The Observer as one of Britain's New Radicals – organisations and people who are creating radical new solutions to the challenges our society faces, whose vision is improving the lives of people and communities across the country. Here is what our beneficiaries think about our service:

***“If it hadn't been for this getting me out of the house, I'd be in a care home now”***

***“I've found two friends since I've come here, and believe me I was badly in need of them”***

***“I don't know what it is, but when I'm in the group I forget all about the pain”***

***“I live on my own - this group is my family”***

***“I've been to AA, it didn't suit me, but it must help others... (This) isn't like other groups because it's not about the problem... here the drink problem is not discussed, only the books, and that seems to help me.”***

***“I've lost so much since being unwell but now I've found somewhere I belong, somewhere I'm appreciated, somewhere I'm respected and listened to. These things are important to everyone but hard to find when you break down and fall out of the life you knew.”***

***“The reading group is really important to me as a man in my 60s. Sometimes, particularly being a male, it can be very difficult to open up and talk about your feelings and I know that in the past I've suppressed them. But the reading group has forced me to confront my feelings and seek out help when I've really needed it – it's been a life-saver, quite literally.”***

***“Since becoming involved with Get Into Reading, I have not been a hospital inpatient once... I know of countless other people who say their actual health has improved thanks to this.”***

***“Keeping my memory alert is very important to me. I am discovering new literature that I would never have been exposed to before. Without this group I would be frightened of going back to that lonely and depressed place...where you shut your front door and that's it.”***

***“This reading group mends holes in the net I would otherwise fall through.”***

***“If you told me this time last year “you’ll be reading poems and enjoying it” I would have said “stop talking crap!” But I love the poems now – I can’t believe I’ve gone from a group member to an assistant and am about to do the admin training... it’s just all ballooning out for me!”***

The Reader Organisation has developed Get Into Reading as an innovative, non-medical intervention which simultaneously delivers social, health and informal education outcomes, making it the perfect public health tool. It improves self-confidence and self-esteem, builds social networks, widens horizons and gives people a sense of belonging, preserving the mental and physical health of those who are well and building mental resilience, whilst supporting those already suffering from chronic mental ill health, protecting them against further acute episodes and encouraging all who attend to do more. If, as has recently been suggested, chronic loneliness, isolation and inactivity are prime causes of many health problems, GIR tackles the ‘causes of the causes’.

The Reader Organisation would like to be given the opportunity to take GIR’s outcomes further, providing a seamless link into other services and activities, creating an integrated wellness centre in an area of the borough with high rates of deprivation.

### **Reading and Well-being Library Offer**

The Reading and Well-being Library will be an attractive and un-patronising multi-service centre that inspires change through positive experiences. We will build on the existing library offer by further developing the following provision:

**Relationship with books and reading:** A significant part of society lacks a relationship with books and reading. For non-readers, this means overcoming deep fears and negative associations with reading. For them, reading is closely associated with failure at school, with reading as a mandatory classroom exercise rather than a deep source of pleasure, or the key to success in learning or work. For others, reading has simply been pushed to the margins while life has created too many pressures or challenges.

To actively develop this relationship, The Reader Organisation will significantly increase the provision of reading activity in the community around the library – this will include the delivery of shared reading groups in schools, care homes, community centres and other outreach venues. It will also include an increased provision of reading activity in the library itself. We will train volunteers to deliver one-to-one reading sessions for people who find it difficult to leave their home. Increasing the provision of reading activity will deliver health and educational outcomes.

**Meaningful Activities:** Increase the range and quantity of meaningful activities for local residents, which will increase usage of the Reading and Well-being library, and improve individuals' self-confidence and decrease social isolation. We propose to deliver the following activities:

- **Daily GIR groups:** Increase the frequency of Get Into Reading groups from weekly to daily, multiplying the number of people who can engage in Get Into Reading groups. We will create specialised Get Into Reading groups, such as groups for learning disabled people, a daily after-school group for children whose parents are not at home and a care leaver group
- **Social Enterprise Café:** The Reader Organisation wishes to work in partnership with a food-based social enterprise to set up a high-quality café which will sit at the heart of the reading and well-being library. The café will serve high quality affordable food and will attract users to the reading and well-being library – on certain occasions, free food will be served to encourage healthy eating.
- **Healthy Eating Masterclasses:** Working in partnership with the food-based social enterprise, healthy eating masterclasses will be delivered at the reading and well-being library, to provide the local community with the skills to cook healthier food for themselves and their family.
- **Community Champion:** This will be a voluntary opportunity for local members of the community to receive training and support to promote services to other members of the community. They may be promoting services and opportunities with their friends, neighbours, relatives, or workmates. The champions will build social connections across the community.
- **Reading Friend:** This volunteering position will provide local members of the community with the skills to go and visit members of their community who are housebound and deliver one-to-one reading sessions for them. In some cases this could provide respite for carers and some volunteers in this role could also be trained as Health Champions.
- **IT Buddy:** Through our work with the community in Wirral, we have identified the need for local community members to be encouraged to use a computer and to be supported to do so. We provide local community members with volunteering opportunities to assist local people using the computer at the reading and wellbeing library.
- **Tai Chi and Walking Club:** Providing physical activity for the community is important due to the higher number of older people living in Wirral. This low intensity physical activity will enable older members of the community to remain active.

This offer is based on research carried out by the New Economics Foundation, '5 Ways to Well-being'. Appendix 1.1 demonstrates the relationship between the 5 Ways to Well-being and the Reading and Well-being Library.

During the delivery of the project, The Reader Organisation will work with the local community to identify other activities which could be established at the Reading and Well-being Library. This will help ensure the offer remains engaging and relevant to the local community. Other activities could include: Allotment, Music Activities for young people, Cultural Festival and other health services to co-locate at the reading and well-being library.

### **Evidence of need**

Whilst the project will be open to all, we will target provision towards the following groups of individuals (based on the Wirral Joint Strategic Needs Assessment (JSNA)<sup>1</sup>):

**Mental Health:** In Wirral it is estimated that there is a higher prevalence of severe mental illness than the North West and England average. Hospital admissions data for mental health indicates a strong association between deprivation and increased admissions. Admissions for self-harm and prevalence of a common mental illness show a similar pattern. This indicates a greater need for mental health interventions in areas with higher levels of deprivation.

**Older People:** Wirral has a relatively high older population and a relatively low proportion of people in their twenties and thirties compared to England and Wales as a whole. The population of older people (aged 65 years and above) is expected to increase at the fastest rate (faster than any other age group) over the next two decades; between 2008 and 2033 it is estimated that this population group will have increased by 43%. Emergency admissions for dementia in Wirral are significantly higher (54%) than the national average.

**Carers:** There is a higher than national average number of carers per head of population in Wirral. There are 37,929 carers living in Wirral currently, which accounts for 12% of the population, compared with 10% nationally. Nearly a quarter of those are carers providing over 50 hours unpaid care per week (Buckner & Yeandle 2011) whereas only 2,188 receive a service from Social Services (March 2011).

**Young People:** The number of young people in Wirral who are not in education, employment or training (NEET) is higher in Wirral compared to national and regional averages. There are some groups at higher risk of becoming NEET. Wirral has a high proportion of children in care compared to national and regional comparators.

**Substance Misuse:** Wirral has a high mortality rate, morbidity rate and admissions to hospitals as a result of excessive drinking.

### **Outcomes**

Beneficiaries of the Reading and Wellbeing Library will report the following improvements to their health and wellbeing

- 70% - I am more likely to share books with friends or family members
- 80% - I am more understanding towards other people

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<sup>1</sup> Wirral JSNA -

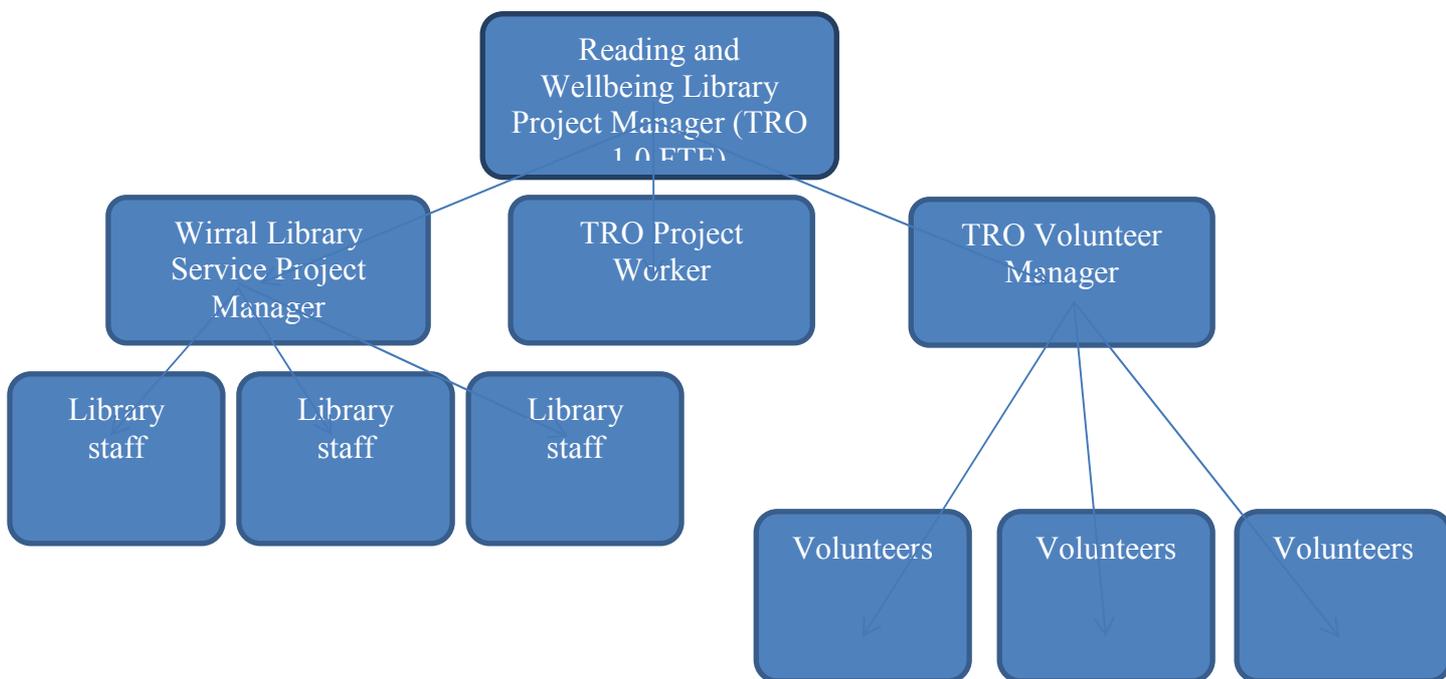
[http://info.wirral.nhs.uk/document\\_uploads/CurrentVersion/ExecSummaryFeb2012.pdf](http://info.wirral.nhs.uk/document_uploads/CurrentVersion/ExecSummaryFeb2012.pdf)

- 70% - I feel more confident about socialising
- 70% - An opportunity to meet with people who I wouldn't usually meet in my day to day life
- 70% - I feel more positive about life
- 50% - I visit my GP less often
- 70% - I feel more able to cope with stress
- 65% - I feel more confident about using the various support services
- 70% - I am more interested in doing a course for training of some kind

We anticipate that building usage will increase by 15% during the first year of the project. As well as the above outcomes, the project will contribute to reducing admissions to hospitals, given the number of excess bed days in 2010/11 (42,904 excess days).

### Management

The Reader Organisation will have overall responsibility for the Health and Well-Being Library. This will be crucial to ensure that the vision of the Health and Well-being Library is implemented successfully and to a high standard. The existing legal and statutory responsibility to deliver Wirral Library Service will remain with Wirral MBC – the existing provision will support this project. The Reader Organisation is seeking funding to appoint a Project Manager who will be responsible for the Health and Well-Being Library. The diagram provides an example of the staffing structure:



## **Location - A Brief Examination of 2 Possible Venues**

### **Birkenhead Central Library**

- The JSNA identifies Birkenhead as an area of high deprivation and also cites strong links between mental health problems, health inequalities and areas of social deprivation. For example, the highest rate for a common mental health problem in the last 3 years (and ever recorded in Wirral) was in Birkenhead and recorded prevalence of mental health problems in the last three years range from 9.8 per 1000 to 82 per 1000 between different GP practices in west and east Wirral. The JSNA also reports that the standardised admissions ratio for mental health related hospital admissions in Wirral is 69% higher than that which would be expected when compared with national figures and that 45% of people in Wirral claiming Incapacity Benefit do so because of a mental health problem, with Birkenhead having a particularly high rate.
- High profile centralised venue
- A TRO staff member already works there as reader-in-residence one day per week, running three GIR groups, and has already begun to establish good links within the local community and with other local agencies.
- The Library, though underused, is already frequented by people with mental health and/or addiction problems who use the building to keep warm, but who need daily meaningful activity
- The building is a target for anti-social behaviour: this initiative would aim to engage the community in the immediate vicinity of the library.
- GIR Wirral could relocate from The Lauries Centre, immediately bringing 60 + GIR group members into the building and making Birkenhead Central Library TRO's operational centre in Wirral.
- The Friends of the library could be a valuable support to the project
- The building already houses a 'Read Yourself Well' collection
- The building has many rooms standing empty which could be used for a variety of activities to improve well-being
- There is potential for a social-enterprise/volunteer run community café

### **Leasowe Library**

- The JSNA also identifies Leasowe as an area of high deprivation whose community suffers health inequalities, with lower than average life expectancy, higher rates of worklessness, self-harm and literacy difficulties.

- One member of library staff has already been trained by the PCT as Health Champion for the estate.
- Two members of staff at Leasowe library have already been trained as GIR facilitators by TRO.
- A weekly GIR group aimed at people with health needs and run by library staff is already hosted in this library.
- The building already houses a 'Read Yourself Well' collection
- Doctors, nurses and other health workers on the estate already refer people to the library to either join in activities/the reading group or borrow books for further information as regards any health needs.
- The Millennium Centre building has empty rooms and potential for a social enterprise/ volunteer-run café.

### Financials

The Reader Organisation will require the following resources in addition to existing provision:

<b>Activity</b>	<b>£</b>
Reading and Wellbeing Project Manager (including on-costs)	25,000
Read to Lead Training	5,000
Social Enterprise Café Setup *	15,000
Project Costs	10,000
Overhead Contribution	4,766
<b>Total Costs</b>	<b>59,766</b>

\*The Reader Organisation has identified a provider of the social enterprise café. The estimated cost of setting up the café is £15,000.

## Appendix 1.1 – 5 Ways to Wellbeing

5 Ways to Wellbeing	Description (from the New Economics Foundation)	Examples of Activities
<b>Connect</b>	Connect with the people around you and those in your local community	<b><i>"I live on my own - this group is my family"</i></b> Daily GIR groups; range of volunteering opportunities; community café; range of other meaningful group activities; IT Buddy scheme; Reading Friends for isolated housebound people; trusted Community and Health Champions who will link people into other local statutory and voluntary services
<b>Be Active</b>	Discover a physical activity you enjoy and that suits your level of mobility and fitness.	<b><i>"It's something to get out of bed for."</i></b> Daily GIR groups (providing weekly structure and opportunities for the type of informal social nudging which often works better than leaflets and campaigns); tai chi; walking club; dancing; chair-based exercise; gardening club
<b>Take Notice</b>	Savour the moment: be aware of the world around you and what you are feeling.	<b><i>"I don't know what it is, but when I'm in the group I forget all about the pain"</i></b> Read Yourself Well collection; daily GIR groups; walking club; cookery classes; gardening club
<b>Keep Learning</b>	Try something new	<b><i>"If you told me this time last year "you'll be reading poems and enjoying it" I would have said "stop talking crap!" But I love the poems now."</i></b> Volunteer training course; daily GIR groups; IT buddy sessions; cookery classes; craft sessions; gardening club
<b>Give</b>	Look out, as well as in - volunteer your time.	<b><i>"I can't believe I've gone from a group member to a (volunteer reading group) assistant and am about to do the admin training... it's just all ballooning out for me!"</i></b> Wide variety of volunteer opportunities including, Care Home Reader, Reading Group Assistant, Adin Assistant, Reading Friend, IT Buddy, Community Champion, Health Champion

## Meaningful Activities – Basic Timetable

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<b>Morning</b>	Get Into Reading Group	Health Eating Masterclass	Volunteer Training	Get Into Reading Group	Get Into Reading Group	Get Into Reading Group (Young People)
<b>Afternoon</b>	Tai Chi	Get Into Reading Group	Walking Club	Lunch (Free)	IT Training	Walking Club
<b>Evening</b>	Healthy Eating Masterclass	Volunteer Training	Get Into Reading Group	Tai Chi	Event (Music, Literature, Theatre)	Event (Music, Literature, Theatre)



## WIRRAL COUNCIL

### CABINET

21 JUNE 2012

<b>SUBJECT:</b>	<b>CYPD CAPITAL PROGRAMME 2012/13</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>ACTING DIRECTOR OF CHILDREN'S SERVICES</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>CLLR TONY SMITH</b>
<b>KEY DECISION?</b>	<b>YES</b>

#### 1.0 EXECUTIVE SUMMARY

1.1 The purpose of this report is to present Cabinet with a proposed CYPD Capital programme for 2012/13 including supporting information on priority schemes. The report also gives members an update on schemes included in the 2011/12 Capital programme.

There are a wide range of projects identified in the Capital programme and these will promote a number of the Council's corporate priorities helping children achieve their full potential, creating more jobs in the local area and creating a clean, pleasant, safe and sustainable environment.

Many of the proposed schemes will increase the efficiency of premises due to energy savings improvements. Schemes have been included in the programme which will ensure health and safety legislative compliance.

1.2 The report does not contain any exempt information.

#### 2.0 BACKGROUND AND KEY ISSUES

2.1 In drawing up the Capital Programme for 2012/13, the department has continued to follow similar strategies in previous years for enhancing premises, improving student learning environments, community accessibility, safety and security compliance. Whilst Capital allocations have not been ring-fenced to particular areas of need by the DfE, the principles followed are:

- (i) to undertake projects identified in the Asset Management Plan to enhance the Suitability and Condition of schools and enable a full range of curriculum activities.
- (ii) to undertake projects supporting the changing Primary and Secondary school pupil rolls across the Borough.
- (iii) to work with other Council departments to deliver the Strategic Asset Review, particularly in the co-location of services, extended schools services,

early years childcare and forward planning for Wirral Waters and other regeneration projects.

- (iv) to enable inclusion within mainstream schools for pupils with physical and mental disabilities and to ensure that Special Schools are able to provide the care required for a range of disabilities.

## **2.2 Wirral Resources 2012/13**

DfE allocations for 2012/13 announced in December 2011 were included in the Council's overall programme approved by Council on 1<sup>st</sup> March.

The main allocation for Capital maintenance has been given to the LA as a single capital grant and not as specific targeted expenditure. None of the allocations are supported borrowing.

- i) LA Capital Allocation This comprises of three funding streams (1) Capital Maintenance allocation of £3,728,680 to meet the needs of Local Authority maintained schools and is the main source of funding for medium and large value projects (2) Voluntary Aided Capital Maintenance of £1,422,000 for similar needs in Aided schools and (3) A Basic Need allocation of £1,436,375 intended for new schools places for all school categories including Academies.
- ii) Devolved Formula Capital (DFC) This is a grant which is devolved to schools for smaller capital works generally in excess of £2,000. A total of £717,828 will be shared between Wirral's maintained schools and £280,083 between Aided schools. The following formula is applied to each school on the basis of a lump sum of £4,000 and additional allocations of £11.25 per primary pupil, £16.88 per secondary pupil and £33.75 for a pupil at a PRU or attending a special school.

A typical Primary School with 300 pupils will receive in the region of £7,400 and a Secondary School with 1,000 pupils receives £21,000.

Academies will receive Capital maintenance and Devolved Formula Capital directly from the DfE via the Education Funding Agency.

## **2.3 Progress of 2011/12 Capital Schemes**

Primary Capital Programme (PCP) is a £12,053,348 Capital grant (2008-11) funding projects linked to the Primary Places Review:

- Park Primary was successfully completed at the end of March 2011 and staff and pupils have now spent a year in their new accommodation. Some minor building issues have occurred within the defects period but on the whole the school is offering very high quality learning and play facilities to pupils, staff and the local community. Defect liability period has recently ended and an on-going schedule to address minor items is being followed.
- Cathcart Street Primary School received an allocation of £370,000 from PCP in addition to £1.5m from the Council's Capital budget. This has been a complex project requiring extensive refurbishment which was completed with the school in-situ. Classrooms were handed back to the school in phases and this process

was completed in September 2011. The new satellite Children's Centre has recently been handed over with staff and activities being moved to the new location shortly from the nearby former St Laurence's school building. External works are almost complete. There is a requirement for a further £100,000 from PCP to meet security, IT and unforeseen building issues during the project, this amount is affordable within PCP resources.

- Pensby Primary School is a new build Primary school which will be co-located on the same site as Stanley Special School. Whilst there has been some delay due to problems with utility service connections, the handover of the building was achieved on 2 May 2012 with pupils and staff using the building on 3 May 2012. Phase 2 of the project (Stanley School) will commence upon demolition of the current Primary school building. A provisional contract sum is being held for this phase and the design team will be working very closely with the contractor, Wates to ensure this phase is kept within budget.

A financial risk has developed with this project in respect of scheme delays and an issue with the total electrical capacity of the site. This is currently being investigated. The potential additional cost to the project could be in the region of £300k. This can not be met from within the existing programme. Should this risk be realised provision would have to be met from future capital allocations.

There are good levels of Merseyside and Wirral residents employed on this scheme. The target of new job opportunities has been exceeded by 100%. In addition 15 trainees have been recruited by Wates and are receiving training through Wirral Met College. Three Wirral based companies have been employed on phase 1 and it is hoped this will increase in phase 2.

- Other notable schemes were successfully completed this year at Gayton Primary (entrance, offices, toilets, learning base), Townfield Primary (hearing support base and link corridor to replace mobile accommodation) and Woodchurch High (former Technology Block refurbishment).

#### Birkenhead High Girls Academy

This is an £11.7m scheme to remodel and refurbish the school. The scheme commenced in February 2011 and is progressing well, although enabling and demolition works have uncovered excessive amounts of asbestos and dry rot, which has had an impact on both the progress of the work and the financial resources. Negotiations are continuing with the contractor (Willmott Dixon) and Partnerships for Schools to ensure that the scheme remains within the maximum target cost. The refurbished sixth form block and large areas of the Primary school have been handed back after extensive refurbishment and have been well received by pupils and staff.

#### University Academy of Birkenhead

A grant of £768,000 has been awarded by Partnership for Schools to the University Academy of Birkenhead for I.C.T improvements. These are likely to include local network equipment, server equipment, audio visual equipment and telephony. Work is expected to take place during the summer months.

### Co-location Scheme

The Co-location Project, which sought to establish local office bases from which Multi Disciplinary Team staff could deliver preventative services from, is now largely complete. A total of eight bases have been created by refurbishing previously unused space predominantly on School and Children's Centre sites. The majority of staff have now moved to these offices, although it is acknowledged that the size and composition of the staff group will change over time as each local communities needs are better understood.

### Large School-Based Schemes

There were a number of schemes with the 2011/12 programme which required a significant amount of architectural design and planning, schemes at Woodlands Primary, Overchurch Infants, Pensby High School, Mosslands are all on site and due for completion in 2012/13. There are no anticipated financial issues or delays with these schemes. The mobile classroom replacement scheme at St Georges Primary is progressing and following senior management changes at the school, designs have been modified to allow more flexible teaching spaces, an assembly hall and PE space which meets current size recommendations to be proposed, which will also enhance the security of the building. Additional funding may be required from future Capital Programmes along with contributions from the school budget. A scheme and estimate report for this project will shortly be presented to Cabinet.

### Medium/Lower Value School-Based Schemes

A significant amount of smaller schemes were completed in 2011/12, mainly during the school holidays, when access to classrooms, toilets, playgrounds and general refurbishments etc was easier. Security, roofing and other areas of work have been completed during term time where it has been possible to undertake the works in safety.

### Feasibility Studies

A total of seven feasibility studies were planned in 2011-12. Three of these feature in this years programme (Somerville, Hoylake Holy Trinity and Egremont). Limited work has taken place at the three Special Schools, Foxfield has been delayed due to the PFI application and smaller scale works are planned at Claremount and Meadowside. The final feasibility study at Woodchurch Road will commence shortly, this has been delayed due to staff sickness.

## **2.4 2012-13 New Schemes**

### (i) Somerville Primary School - £1,000,000

This is the largest new scheme in the programme and will remove a total of 6 poor quality mobile classrooms and re-provide accommodation within the main school building. The scheme will also address circulation problems and an inadequate school hall and resource space. Due to the limited availability of capital resources this project will be phased over two years. Initial architectural designs indicate the total scheme cost being in the region of £1,800,000.

### (ii) Hoylake Holy Trinity - £700,000

This scheme will provide additional / re-modelled classrooms providing extra space within the school. The proposed works will be phased over a number of years. The first phase will allow enabling works to take place during the summer holiday to meet

the school places demand in September 2012. Phase 2 will build one additional classroom and will refurbish and re-configure existing classrooms with costs being met from this year's allocation. Should further works be required, these will be considered in future years.

(iii) Our Lady and St Edwards - £300,000

The project is funded from Basic Need Allocations. It is a requirement in the Birkenhead area following the Primary Place review. The scheme will provide a library and learning resource space in addition to small group rooms.

(iv) Pensby High Federation - £250,000

This project will refurbish the 6<sup>th</sup> Form accommodation and complete the administration consolidation following the federation of the two schools. The project will complete the phased admin and 6<sup>th</sup> Form works and commence the re- fenestration of the schools.

(v) Medium / Lower Value Works - £1,935,000

A total of 40 schemes at 35 locations have been identified in this year's programme which will address Condition elements of school buildings. This work will include; roof, window and toilet replacements, internal refurbishment, fire alarm installations, security works, heating and ventilation schemes. Following the reduction in Schools Devolved Formula Capital it is necessary for the Capital Programme to fund a greater proportion of these works. Building Officers have determined priorities using DfE Condition assessments. An appendix is attached to this report showing the draft schemes and anticipated costs.

(vi) Feasibility Studies and Design Development - £50,000

Feasibility studies and design development are to be instructed for future schemes at a number of schools; these have been identified at Wirral Hospital School, Thingwall Primary, Woodslee Primary, Town Lane and Gayton Primary. These schemes have arisen due to increases in pupil numbers and the suitability of current teaching accommodation.

(vii) Unallocated Contingency - £180,055

2.5 Wirral Youth Zone £200,000

This Council funding will be used to continue to explore the feasibility of developing a Wirral Youth Zone in Birkenhead. This would be an iconic, modern state of the art centre for young people. There are currently two options to consider for the development:

- Option A, to build Wirral Youth Zone on the land donated by Merseyside Fire and Rescue Service, land currently occupied by Charing Cross Methodist Church and lying between Bright Street, the Youth Zone would include facilities and activities detailed above for young people in Wirral. The estimated size of the plot is 7,100 square metres.
- Option B, to build Wirral Youth Zone only on the land donated by Merseyside Fire and Rescue Service to include facilities and activities detailed above for young people in Wirral. The estimated size of the plot is 4,000 square metres.

## 2.6 Family Support Schemes £100,000

This allocation provides funding to help maintain long term placements of Looked After Children in sustainable family settings. It helps to promote permanence, removes accommodation barriers and may help prevent placements breaking down.

## 2.7 Future Investment

### (i) Priority Building Programme

The CYP department submitted three priority building renewal programme bids to the Department for Education (DfE) in response to an invitation to bid, based upon Condition and Suitability data. These bids were for Foxfield Special School, Ridgeway High School and Bedford Drive Primary School. Information supplied has been assessed and visits to the three sites have been made by DfE representatives. However, decisions on which schools across the country have been accepted into the programme have not yet been made. Cabinet will be informed of the outcome. Should the bids be successful, a detailed affordability assessment will be made as the schemes if successful, would be funded through a Private Finance Initiative (PFI).

### (ii) City Learning Centres

City Learning Centres (CLC's) use equipment at the cutting edge of emerging technology to provide enhanced ICT based learning for pupils across the whole curriculum. They are based on sites at Hilbre, Wallasey and Ridgeway High Schools but benefit all local schools in the area. Annual Capital funding for these centres has now ended and the future of this resource is currently being reviewed. In any continuing form the facilities will require investment which would need to be included in future programmes.

## 3.0 **RELEVANT RISKS**

3.1 Future year's Capital allocations have still to be confirmed. The report therefore only commits projects, or phases of projects, within the confirmed resources for 2012/13.

3.2 Economic pressures have and may continue to have an impact on local and national contractors engaged in construction contracts. The department continues to use Council procurement rules to secure contractors.

## 4.0 **OTHER OPTIONS CONSIDERED**

4.1 Capital allocations have only been made after careful consideration of Asset Management information, school capacity information, feasibility studies and consultations with headteachers and their governing bodies. Schools devolved capital budgets are also used wherever possible to supplement funding.

## 5.0 **CONSULTATION**

5.1 Depending on the project, designs are often developed in consultation with stakeholders including headteachers, staff, pupils, parent/carers and governing bodies.

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

6.1 Premises on school sites are frequently open to voluntary, community and faith organisations.

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

7.1 The capital programme for CYPD in 2012/13 totals £21.5m. The proposed schemes described in the report will be funded from within existing resources. Monthly Capital monitoring takes place to manage and monitor project resources and progress of the programme of works. Scheme and estimate reports for projects in excess of £250,000 will be submitted for approved by Cabinet.

7.2 IT requirements are identified at the project planning stage and ITS is involved were necessary to provide expert advice and support. Many of the larger projects in schools will require some upgrade of IT systems.

7.3 Resources will be drawn form other Council departments such as Law, HR and Asset Management to provide technical support of the projects. In some cases external partners may be used to provide advice where this cannot be delivered in-house. In general the Capital programme will be managed from existing resources from within the CYP department.

7.4 All CYP department assets are considered for inclusion within the Capital programme depending on the departments' priorities for building condition, suitability, sufficiency and service delivery.

## **8.0 LEGAL IMPLICATIONS**

8.1 There are no specific legal implications associated with this report.

## **9.0 EQUALITIES IMPLICATIONS**

9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

(a) Yes and impact review will be published on the web site, hyperlink below.

<http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010/children-young-people>

## **10.0 CARBON REDUCTION IMPLICATIONS**

10.1 Low energy electrical fittings, heating controls, new boiler systems, water saving devices and high level insulation are some of the carbon and energy reduction features used in projects and advice will be sought from the Council's energy conservation section. The scheme at Pensby/Stanley will be achieving BREEAM very good, and has exceptional environmental and ecology features.

10.2 Contractors are required to submit their recycling policies as part of their contract documentation.

## 11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

11.1 Planning permissions will be sought where necessary. The majority of the projects will be on existing school sites. The potential sites for the Wirral Youth Zone lie at the edge of Birkenhead Town Centre, in an area shown as a Primarily Commercial Area on the Unitary Development Plan for Wirral.

## 12.0 RECOMMENDATION/S

12.1 That the proposed schemes within the Capital programme for 2012/13 are approved.

12.2 That individual schemes be the subject of scheme and estimate reports, where applicable.

## 13.0 REASON/S FOR RECOMMENDATION/S

13.1 The report provided sets out a proposed programme of works in 2012/13 for consideration and approval by Cabinet

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## APPENDICES

Capital Programme Chart 2012-13

## REFERENCE MATERIAL

DfE Local Authority Capital Allocations December 2011

## SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet	1 <sup>st</sup> March 2012
Cabinet	8 <sup>th</sup> December 2011
Cabinet	3 November 2011
Cabinet	17 March 2011
Cabinet	22 July 2010
Cabinet	28 May 2009

# CAPITAL PROGRAMME 2012/13: FUNDING AND PROPOSED NEW STARTS

CAPITAL MAINTENANCE & BASIC NEED ALLOCATION  
£5,165,055

**OTHER CAPITAL**

**COMMUNITY AND FOUNDATION SCHOOLS: DEVOLVED**

NON SPECIFIC SCHOOL LOCATIONS	
School Access/DDA	£250,000
Boiler Renewal Programme	£250,000
Kitchen Ventilation Programme	£250,000
<b>Sub-Total</b>	<b>£750,000</b>
<b>NEW STARTS</b>	
<b>FEASIBILITY &amp; DESIGN DEVELOPMENT</b>	
Wirral Hospital School - reconfiguration	£10,000
Thingwall Primary – mobile replacement	£10,000
Woodslee Primary – Foundation replacement	£10,000
Gayton - Additional class space & remodel	£10,000
Town Lane – entrance, security	£10,000
<b>Sub-Total</b>	<b>£50,000</b>
<b>LARGER SCHEMES</b>	
Somerville Primary – phase 1 mobile replacement (F)	£1,000,000
Hoyle Holy Trinity – additional classroom & remodeling (incl £50,000 enabling) (F)	£700,000
Our Lady & St Edwards – Basic Need; library and learning resource	£300,000
Pensby High Federated School – window replacement (phased), 6 <sup>th</sup> form refurbishment	£250,000
<b>Sub-Total</b>	<b>£2,250,000</b>
<b>MEDIUM / LOWER VALUE SCHEMES</b>	
Ganneys Meadow – kitchen window renewal	£10,000
Leasowe Early Years – staff car park overlay	£5,000
Bidston Avenue (Junior) Flat Roof Renewal–Corridors	£20,000
Bidston Village – window replacement (Infant Block)	£75,000
Blackhorse Hill Infants – toilet refurbishment	£15,000
Brookdale – kitchen upgrade	£30,000
Castleway – roof renewal, door replacement	£100,000
Fender – playground refurbishment	£20,000

Church Drive – toilet & internal refurbishments	£80,000
Egremont Primary – remodeling (F)	£55,000
Gayton – playground extension & markings	£30,000
Greasby Infants - car park resurfacing, window renewal (phased)	£20,000 £20,000
Greasby Junior - window renewal	£60,000
Grove Street – mobile unit removal	£10,000
Heygarth – electrics, flat roof renewal (main corridor)	£60,000
Higher Bebington Junior – flat roof renewal, playground extension	£70,000
Kingsway – toilet refurbishment	£10,000
Lingham – hall windows	£50,000
Liscard Primary - chimney stacks, window renewal (phased)	£20,000 £50,000
Mendell – boundary fencing	£20,000
Mount Primary – heating/temp control	£10,000
New Brighton – kitchen/staffroom remodel, window renewal	£180,000
Observatory School – roof security	£20,000
Poulton Lancelyn – Junior annex refurb	£100,000
Riverside – fire alarm renewal, Internal refurbishment	£30,000 £75,000
Sandbrook – fire alarm renewal	£30,000
St George's (Lower) - window replacement , internals	£50,000
St John's Junior – additional teaching space (Basic Need)	£150,000
Thingwall – fascias window renewal (final phase) flagged areas renewal (H&S)	£15,000 £75,000 £10,000
Townfield Primary – entrance, safety	£15,000
Woodchurch Road – security fence (front)	£10,000
Hayfield – internal refurbishment	£100,000
Meadowside – toilet renewal (x 2)	£50,000
Rampworx - contribution	£35,000
Wirral Hospital School/Joseph Paxton – teaching accommodation and Social Care team	£150,000
<b>Sub-Total</b>	<b>£1,935,000</b>
<b>ALL TOTALS</b>	<b>£4,985,000</b>
<b>Unallocated</b>	<b>£180,055</b>

Council Capital  
Wirral Youth Zone  
£200,000

Family Support  
£100,000

\* Birkenhead High Girls  
Academy (DfE )  
£11.7m

\*PCP/SEN (DFE)  
Pensby/Stanley  
£12,500,000

University Academy  
Birkenhead (DfE)  
£768,000 excl vat

Devolved Formula  
Capital  
£717,828

**AIDED SCHOOLS**

Devolved Formula  
Capital  
£280,083

LCVAP  
£1,422,000

\* the overall Programme includes previously approved schemes allocated in previous years.

\*\* all new starts will consider the use of DFC as a contribution to the scheme.

(F) Resultant project from 2011/12 Feasibility Study.

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## WIRRAL COUNCIL

### CABINET

21 JUNE 2012

<b>SUBJECT:</b>	<b>CHILDCARE WORKFORCE DEVELOPMENT CHARGING POLICY</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>ACTING DIRECTOR OF CHILDREN'S SERVICES</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR TONY SMITH</b>
<b>KEY DECISION?</b>	<b>YES</b>

#### 1.0 EXECUTIVE SUMMARY

- 1.1 An extensive workforce development training programme has been available on a termly basis to early years and childcare staff working in the private, voluntary and independent sectors since 1999/ 2000. This has ensured access to continuing professional development for the workforce with the intended impact on raising quality for children and young people.
- 1.2 Course participants have been paying a flat fee of £6 per course for the majority of training, with no charge currently being made for courses delivered internally by SureStart Support team staff.
- 1.4 Training is funded by an allocation made through the Early Intervention Grant.
- 1.5 By offering such training, the Local Authority is addressing a statutory duty to ensure access to high quality early education and care as detailed in the Childcare Act 2006.
- 1.6 This report proposes to increase course fees and establish a regular review of charges for future training courses.
- 1.7 If these proposals are accepted, then income from course fees would increase. This could then be re-invested in workforce development and reduce the amount required through the Early Intervention Grant to maintain this programme.

#### 2.0 BACKGROUND AND KEY ISSUES

- 2.1 Courses offered through the termly workforce development programme continue to have a high demand and evaluation demonstrates that they are well received by participants. Feedback from managers of settings and their staff would indicate that the training on offer is highly valued.

- 2.2 The training programme is planned to reflect key aspects of professional knowledge and skills at both a national and local level. In developing the programme, OFSTED reports are analysed to identify trends, action plans from the Quality Improvement Support Programme for early education providers are taken into account and national developments incorporated to ensure that the workforce is upskilled in order to offer a quality service to children and young people.
- 2.3 Wirral's approach to training and development is generous when compared to other Local Authorities and courses have been heavily subsidised over the years. Increasing the costs of workforce training courses from £6 - £10 is unlikely to deter settings from participating in continuing professional development.
- 2.4 Increases in course fees may encourage settings to prioritise more effectively the staff who attend training.

### **3.0 RELEVANT RISKS**

- 3.1 There may be lower attendance on courses. However, research has shown that this has not been the case with local authorities who have had free courses and subsequently implemented a charging policy.
- 3.2 These changes may be a barrier to smaller settings with reduced budgets. However, settings may prioritise more effectively the staff to attend training.

### **4.0 OTHER OPTIONS CONSIDERED**

- 4.1 No change to any aspect of the current charges for workforce training.
- 4.2 Charge in full for the actual costs of training courses. This could seriously compromise participation in training particularly amongst smaller private and voluntary managed settings.

### **5.0 CONSULTATION**

- 5.1 No plans currently in place to consult more widely with providers.
- 5.2 Paper on this issue has been distributed to and considered by the Children First Strategic Board.

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

- 6.1 Of the total number of settings able to access the workforce training programme, approximately 13% are in the voluntary, community and faith sector.

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

- 7.1 Increase in charges would not have an impact on the administration of the workforce programme as systems are already in place to facilitate this.

## **8.0 LEGAL IMPLICATIONS**

8.1 None identified.

## **9.0 EQUALITIES IMPLICATIONS**

9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

(a) Yes and impact review will be published on the web site, hyperlink below.

<http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010/children-young-people>

## **10.0 CARBON REDUCTION IMPLICATIONS**

10.1 None identified.

## **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

11.1 Not applicable.

## **12.0 RECOMMENDATION/S**

12.1 All courses offered through the termly workforce training programme to increase to £10.00 to include courses that are currently free of charge; this is in line with neighbouring Local Authorities.

12.2 Course fees to be reviewed on an annual basis.

12.3 Changes to course fees to be implemented as soon as possible after 1<sup>st</sup> April 2012.

## **13.0 REASON/S FOR RECOMMENDATION/S**

13.1 In comparison with other Local Authorities, the current level of subsidy available to early years and childcare staff through Wirral's SureStart workforce development training could be considered as high. Anecdotally, providers have recognised that the level of subsidy for training is currently very generous.

13.2 In a survey across 10 neighbouring North West Local Authorities, the average cost for three key courses is as follows:-

Course title	North West – average cost per person	Wirral actual cost per person
First Aid	£31	£54
Food Safety	£22	£37
Safeguarding	£8	£24

- 13.3 An increase in course fees could lead to a reduction in the number of participants failing to turn up for training, thereby taking a place which could have been re-allocated. Many courses, particularly First Aid, Food Safety and Safeguarding are heavily over-subscribed and generate waiting lists on a regular basis.
- 13.4 Improving the income generated through an increase in course fees would lead to an increase from 8.9% of the termly workforce development programme budget to 29%. Re-investing the income could alleviate some pressure on the Early Intervention Grant allocation to this area of workforce development.

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**REFERENCE MATERIAL**

None

**SUBJECT HISTORY (last 3 years)**

Council Meeting	Date
No history to date	

## WIRRAL COUNCIL

### CABINET

21 JUNE 2012

<b>SUBJECT:</b>	<b>EXTENSION OF CHILDREN'S PREVENTATIVE SERVICE CONTRACTS</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>ACTING DIRECTOR OF CHILDREN'S SERVICES</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR TONY SMITH</b>
<b>KEY DECISION?</b>	YES

#### 1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to advise Members of an extension to the following specialised contracts in Children's Services for nine months to 31<sup>st</sup> march 2013 after which they will be aligned with other commissioned services. These contracts have previously been reported to Cabinet and are extended to June 2012.

#### 2.0 BACKGROUND AND KEY ISSUES

The table below summarises the contracts and identifies the areas of the Statutory duty of the Local Authority.

Table:

Contract Area	Organisation	Cost (Part Year 9 months)	Statutory Duty
Engagement, Inclusion and Advocacy	WIRED	£237,745	Yes for SEN Parent Partnership and Choice Advisor
Young Runaways, children at risk of sexual exploitation	Barnardo's	£126,750	Yes
Independent Visitors	WIRED	£31,500	Yes
Advocacy of Looked after children	SCS Kinder (Safeguarding Children's Services)	£46,467	Yes
Contract Carers	Action for Children	£100,460	No

## 2.1 Engagement, Involvement and Advocacy includes:

- Parent Partnership
- Choice Advisor
- Advocacy for Disabled Children
- Pupil Advocate
- Children/Parent/Carer Involvement

WIRED who are the current provider have established relationships and build confidence with parents and children with a disability/learning difficulty and are helping to improve outcomes for children, young people and their families. Currently this organisation is working with 682 children, young people and Parent/carers. Of the evaluations completed 100% of the participants rated the work by this service as successful. Below are a number of quotes from children, young people and their parents who had been supported by WIRED.

*“I just wanted to thank you for all your help. During my initial search it looked like our options were slim, however after you searched for me, things didn’t look too bleak! You were extremely helpful and found a brilliant school for us, great big thank you for all your help.”*

*“As a parent it was good to see that I am not on my own”*

*“.....has helped me a lot and is a very great person and I wish I could have her forever”*

*“Thank you so so so so much .....you are a life changer and you have helped me so much”*

2.2 Children who are at risk of Exploitation, Committing Sexual Offences and Runaways from Home or Care are receiving support through Barnardo’s who were successful in an open tender process. This year they have met their targets and have successfully supported 30 young people who are at risk of Sexual Exploitation as well as 50 young people who have runaway from home or care. This service will be aligned with the Relationship Abuse Service for 16-18 year olds which is also being run by Barnardo’s as this reduces any duplication and reduce the overall cost.

2.3 Independent Visitors (IV) is currently being delivered by WIRED and this service is specifically targeted at looked after children as specified in The Children Act 1989 Schedule 2 sections 17(1) to 17(7) and is part of the Council’s Statutory Duty.

This service is specifically targeted at Looked After Children placed out of borough and on Wirral who are aged between 6-21 years, who have not been visited by either a parent or person with parental responsibility for them during the previous six months. The contract is performing well and they have trained 10 new Independent Visitors this year as well as matching 17 young people to independent visitors to visit and help support them. They have also visited and supported 2 young people who are in secure units.

2.4 The Looked after Children Advocacy Service is currently being delivered by SCS Kinder and this service is to provide an Advocate for looked after children who are

currently in a care home or foster placement in Wirral and outside of the Council's geographical boundaries. This contract is part of the Council's Statutory Duty.

The advocacy service ensures that these young people's voices and opinions are being heard, that there is effective inter agency working and an increase in awareness by staff in both statutory and voluntary agencies of the issues raised with regard to this group of children.

- 2.5 The Contract Carer Scheme is part of the Aiming High for Disabled Children and was awarded to Action for Children. Two Contract Carers have been recruited and are now delivering part of this service. The service was then aiming to recruit four short break carers rather than another 2 Contract Carers as part of the contract. It was expected these would be easier to recruit as it is less commitment for each carer and would allow more flexibility. However, this has not been the case; there is currently one Short Break Carer due to be approved in May 2012.

Through the appointed two contract carers in post an excellent service has been delivered offering a much needed service to an identified group of children to meet their needs. Feedback from families has been extremely positive. To maintain this expectation of the current delivery the proposal is to extend the contract with Action for Children until 31<sup>st</sup> march 2013 but this is based on the following outputs:

- Two Contract Carers supporting six children for 218 nights per year
- Two Short break carer supporting one child for 24 nights per year

### **3.0 RELEVANT RISKS**

- 3.1 These are specialised services and when previously commissioned there were very few organisations that had the expertise or capacity to deliver. There would be a risk if contracts were not extended as the most vulnerable children and young people would not receive a much needed and timely service causing further disadvantage.

### **4.0 OTHER OPTIONS CONSIDERED**

- 4.1 The option of creating a new tender process was considered but rejected in line with the above risks.

### **5.0 CONSULTATION**

- 5.1 As part of the original Tenders a consultation process took place with both children, young people and Parents/carers which contributed to 20% of the final score decision. Also each organisation has signed up to Wirral Charter of Participation and it is part of their quarterly monitoring arrangements.

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

- 6.1 Each of the Contracts has been part of an open commissioning process and the contracts are presently being delivered by the voluntary, community and faith sector. This is Compact compliant as it continues to support capacity within this sector.

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

7.1 Financial provision for these contracts which has an annual cost of £722,900 has been made within the revenue budget for 2012-13.

## **8.0 LEGAL IMPLICATIONS**

8.1 The extension of the contracts are in accordance with Contract Procedure Rules on exception to Procurement Procedure Rule 21.1.1 (ii)

## **9.0 EQUALITIES IMPLICATIONS**

9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

(a) Yes and impact review will be published on the web site, hyperlink below.

<http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010/children-young-people>

## **10.0 CARBON REDUCTION IMPLICATIONS**

10.1 None.

## **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

11.1 These contracts will have a significant impact on community safety implications specifically in relation to young runaways and children at risk of sexual exploitation and will continue work closely with the Police and the Community Safety Team.

## **12.0 RECOMMENDATION/S**

12.1 That the 5 specialist contracts set out in 1.2 are extended until 31<sup>st</sup> March 2013 to ensure continuity of service for those vulnerable groups of children and young people and to allow for time for these contracts to be part of the next commissioning process.

## **13.0 REASON/S FOR RECOMMENDATION/S**

13.1 By bringing together these contracts with the other commissioning commitments of the Children and Young People's Department will help gain efficiencies by reducing duplication and Providers of services will only apply once for a number of different funding streams.

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**APPENDICES****REFERENCE MATERIAL****SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
<b>Cabinet Decision</b>	<b>13<sup>th</sup> December 2010</b>
<b>Children and Young People's Overview and Scrutiny</b>	<b>15<sup>th</sup> March 2011</b>
<b>Children and Young People's Overview and Scrutiny - Areas for Development 0-19 Commissioning</b>	<b>16th March 2012</b>
<b>Cabinet Decision – Extension of Children's Preventative Service Contracts</b>	<b>14<sup>th</sup> April 2011</b>

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## WIRRAL COUNCIL

### CABINET

21 JUNE 2012

<b>SUBJECT:</b>	<b>FEES PAID TO CONNECTED FOSTER CARERS</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>ACTING DIRECTOR OF CHILDREN'S SERVICES</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR TONY SMITH</b>
<b>KEY DECISION?</b>	<b>NO</b>

#### 1.0 EXECUTIVE SUMMARY

1.1 The report provides Elected Members with information about the statutory requirement to pay connected foster carers, formally know as family and friends foster carers, a skills band fee in addition to the fostering allowance. This is a new requirement from 1 April 2012 and for which Council agreed an increase of £450,000 in the Children and Young People Department's revenue budget from 2012-13.

#### 2.0 BACKGROUND AND KEY ISSUES

2.1 Wirral Council approved foster carers receive two types of payments:

##### (a) Fostering allowances

These are remuneration and reimbursement payments. They are paid to cover the daily costs of caring for a child or young person and other payments made to cover specific costs they incur. The fostering allowance is upgraded annually according to the national minimum fostering allowance set by government.

##### (b) Fees

Fees are reward payments, paid to carers recognising their skills in caring for children and young people. The fee scheme allows carers to progress through 3 levels, and on achieving each level, receive a higher rate of payment. Each level is referred to as a band.

2.2 The current payment of skills based fees does not apply to those approved as 'Friends and Family' foster carers. However all newly approved mainstream foster carers and foster carers who through choice do not wish to progress up the structure receive a band1 skill fee of £55.23 per week in addition to the fostering allowance. Before receiving the band 1 fee the carers will have completed pre-approval training, been assessed and approved via the Fostering Panel. They will also have agreed to complete core training within two years of the initial approval.

- 2.3 According to the new Statutory Guidance for Family and Friends Care, the allowance paid to connected carers must be calculated in the same way as mainstream foster carers, and any variation must relate to the child's needs, the skills of the carer or some other relevant factor that is used as a criterion for all of the service's foster carers. It states that "*where a fee is paid, it must be payable to those foster carers who meet the criteria set out for the scheme, including foster carers who are family and friends*". Currently connected carers receive the fostering allowance without any skills based fee unless they in addition foster children that are not known to them.
- 2.4 It is therefore proposed that connected foster carers are eligible to receive the band 1 fee in the same way as all other foster carers once they have completed the skills for foster carer training, are assessed and approved by the Fostering Panel and have agreed to complete the core-training within two years of initial approval as required for all other foster carers. The Guide to Payment of foster carers will be further reviewed to clarify the payment of skills fees to connected carers.
- 2.5 In order to apply the policy equally to all foster carers it is proposed that the new eligibility to the skills Band scheme is implemented from 1<sup>st</sup> April 2012.

### **3.0 RELEVANT RISKS**

- 3.1 The Family and Friends Statutory Guidance is issued under section 7 of the Local Authority Social Services Act 1970 which requires local authorities in exercising their social services functions to act under the guidance of the Secretary of State. The guidance should therefore be complied with unless local circumstances indicate exceptional reasons that justify a variation. This change in policy relating to connected foster carers is required to ensure that the local authority is not open to legal challenge from connected foster carers. Payment of a skills fee to connected carers and the consequent requirement to attend training will provide benefits to children in the local authority's care by improving the quality of care provided.
- 3.2 The level of demand for foster care placements continues to be a challenge adding to the financial pressures on the Children and Young People's Budget. Added to this is the new requirement to pay connected carers (family and friends carers) the skills band fee in addition to the fostering allowance. Promotion of Special Guardianship and Residence Orders to secure permanency for children being cared for by connected carers is taking place within the service and this will reduce the numbers of family and friends who are approved foster carers.

### **4.0 OTHER OPTIONS CONSIDERED**

- 4.1 The Council has to comply with statutory guidance so there are no other options available.

### **5.0 CONSULTATION**

- 5.1 Before the publication of the Family and Friends Care Statutory Guidance there was extensive consultation undertaken nationally.

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

- 6.1 No implications in relation to this report.

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

- 7.1 The cost for all connected carers to be paid an additional skills fee for each child in their care is estimated to be in the region £450,000 and the Council have increased the revenue budget from 2012-13 to meet this cost. This will be sufficient to pay an addition band 1 skills fee for 157 children in the care of foster carers (the number children in the care or connected carers continually changes and was 145 on 16th April 2012) .
- 7.2 There is a revenue budget of £6,658,800 for foster care payments (including connected carers) in 2012-13. There are significant cost pressures in this area which are in excess of £1.4 million and there are plans to safely reduce costs through the Looked After Children Strategic Change Programme Project.

## **8.0 LEGAL IMPLICATIONS**

- 8.1 The recommendations in the report will ensure compliance with statutory guidance.

## **9.0 EQUALITIES IMPLICATIONS**

- 9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?
- (a) Yes and impact review can be found via the link below:

<http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010-0>

## **10.0 CARBON REDUCTION IMPLICATIONS**

- 10.1 There are no implications in relation to this report.

## **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

- 11.1 The Fostering Service ensures that children that are unable to live with their birth families are able to be looked after in a safe and supportive home environment which provides stability to children and young people.

## **12.0 RECOMMENDATIONS**

- 12.1 That:
- i) Elected members agree to implement an increase in the payments to connected foster carers by allowing them to be eligible to receive Band skills fee, from 1<sup>st</sup> April 2012 subject to them receiving training.
  - ii) It be noted that these payments are being met from the £450,000 increase in the revenue budget agreed by Council from 2012-13.
  - iii) “The Guide to the Payment of Foster Carers” is amended to remove the section that states “the payment of Skills Based Fees does not apply to those approved as ‘Friends and Family’ foster carers”.

### 13.0 REASON/S FOR RECOMMENDATION/S

- 13.1 The scheme for the payment of foster carers needs to be amended to allow connected foster carers to be eligible to receive skills band fees according to the same criteria as mainstream foster carers.
- 3.2 Elected Members have previously approved the implementation of the National Minimum Fostering Allowances.

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### APPENDICES

None

### REFERENCE MATERIAL

[Family and Friends Care: Statutory Guidance](#)  
[Fostering Services: National Minimum Standards](#)  
[Guide to the payment of foster carers](#) April 2011

### SUBJECT HISTORY (last 3 years)

<b>Council Meeting</b>	<b>Date</b>
Children and Young People Overview and Scrutiny Committee	21 <sup>st</sup> January 2010
Cabinet	18 <sup>th</sup> March 2010
Cabinet	15 <sup>th</sup> April 2010
Children and Young People Overview and Scrutiny Committee	16 <sup>th</sup> November 2011

## WIRRAL COUNCIL

### CABINET

**21 JUNE 2012**

<b>SUBJECT:</b>	<b>GOVERNORS SUPPORT SHARED SERVICE PROCUREMENT</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>ACTING DIRECTOR OF CHILDREN'S SERVICES</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR TONY SMITH</b>
<b>KEY DECISION?</b>	NO

#### **1.0 EXECUTIVE SUMMARY**

- 1.1 As part of the Governor Support Services shared service with Cheshire East a comprehensive online and telephone support service is required as part of the overall package. The report outlines in accordance with Contract Procedure Rules an Exception to the Procurement Procedure as detailed below.
- 1.2 The report does not contain exempt information.

#### **2.0 BACKGROUND AND KEY ISSUES**

- 2.1 On the 12<sup>th</sup> April 2012 Cabinet gave approval for Wirral Council to enter formally into the shared Governor Support Service with Cheshire East as the lead authority.
- 2.2 As part of this shared service, procurement was taking place for an external service, TEN Governor Support (TGS), by Cheshire East, the lead authority. Cheshire East has used delegated authority to approve the procurement for its schools and possibly for other schools in the other local authorities. Because of the success of Wirral's School Improvement Service, Education Quality (EQ), with a buyback for 2012/13 estimated at 92%, the value of the Wirral element of the cost of this service, funded from school resources, is higher than anticipated. Therefore it is necessary, in the short term, for each authority to secure their own provision of the governor online and telephone support service for its governors in its Wirral schools in line with the shared service.
- 2.3 TGS is an on-line and telephone information and support service for governors in England. It provides practical, expertly researched and time-saving answers to questions about leadership and management in schools directly requested from those governors so that the information is relevant and topical. It disseminates knowledge and best practice among school leaders and governors whilst saving

valuable time and resources for schools. It has the potential to support improved leadership in schools in a time and cost efficient way. This product was developed originally through a government funded project aimed at improving school leadership by better sharing knowledge. This product is unique so it is not possible to enter into a competitive procurement process. However, through the process undertaken by Cheshire East, it is apparent that significant improved value for money position has been achieved for the product TGS.

- 2.4 All costs will be recovered through the fees charged to schools through EQ and the LA would only purchase a school subscription for those schools that are part of EQ on an annual basis, so there are no risks to the Council in terms of costs not being fully met.
- 2.5 TGS is the only such service currently on the market. It is a new product but is already being used by a number of schools across the country and is a high quality service supported by appropriate expertise. It offers a key enhancement to the authority's support to governors.

### **3.0 RELEVANT RISKS**

- 3.1 It is important that the current high quality training, support, advice and other services that are provided to Wirral governors are maintained and enhanced.
- 3.2 If all schools were to withdraw from EQ in 2013/14 or it was decided not to offer EQ in 2013/14, the council could enact a termination of contract clause within the contract with TGS.

### **4.0 OTHER OPTIONS CONSIDERED**

- 4.1 A market mapping process was carried out to ascertain the unique fit of this service into the current infrastructure of the Governor Shared Service. The results concluded that although products with characteristics of TGS could be found, these products are not already specifically designed for schools.
- 4.2 Cheshire East will consider seeking to procure a governor online service for 2013/14 under OJEU rules on behalf of all local authorities involved in the shared service to avoid the individual need to tender.

### **5.0 CONSULTATION**

- 5.1 Consultation as part of the EQ consultation has taken place with all Chairs of governors at locality events and with the EQ Management Board over the provision of TGS within the governor support service.
- 5.2 The corporate procurement team have been consulted on this proposal.

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

- 6.1 The procurement of TGS would enhance service delivery to Wirral's largest group of volunteers, school governors.

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

7.1 The contract will be funded from schools resources.

7.2 The cost of procurement over the two years is dependent on the number of schools buying back into EQ. It is estimated that 120 schools are buying back into EQ for 2012/13 at a cost of £400 for TGS per school which gives a total cost of £48000. For the second year 2013/14 it is estimated that 85% of schools (110) will buy back into EQ at a cost of £450 for TGS per school, which gives a total of £49,500.

## **8.0 LEGAL IMPLICATIONS**

8.1 The contract will be awarded following the Authority's Contract Procedure Rules and has been discussed with the Director of Finance.

## **9.0 EQUALITIES IMPLICATIONS**

9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

No because there is no relevance to equality.

An impact review was done for the original shared services cabinet report on April 12<sup>th</sup> 2012 and is accessed at:

<http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010/children-young-people>

## **10.0 CARBON REDUCTION IMPLICATIONS**

10.1 None.

## **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

11.1 None.

## **12.0 RECOMMENDATION**

12.1 That Cabinet notes this Exception to the Procurement Procedure for the TEN Governor Support service.

## **13.0 REASONS FOR RECOMMENDATION**

13.1 Contract Procedure Rules require exceptions to procurement procedures, where there is only one contractor or supplier and there is no genuine competition, to be reported to Cabinet.

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**APPENDICES**

None

**REFERENCE MATERIAL**

None

**SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
<b>Report on Governors Support Shared Service to Cabinet</b>	<b>12 April 2012</b>
<b>Report on Governor Support Services to CYP Overview and Scrutiny</b>	<b>26 January 2011</b>

## WIRRAL COUNCIL

### CABINET

21 JUNE 2012

<b>SUBJECT:</b>	<b>MERSEYSIDE PENSION FUND GUARANTEE RE ADMISSION BODY APPLICATION HALL CLEANING SERVICES LTD</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>ACTING DIRECTOR OF CHILDREN'S SERVICES</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR TONY SMITH</b>
<b>KEY DECISION?</b>	<b>NO</b>

#### 1.0 EXECUTIVE SUMMARY

1.1 This report requests the approval of a guarantee to the Merseyside Pension Fund (MPF) for any unrecoverable pension contributions or costs arising from the admission of Hall Cleaning Services (a cleaning contractor for Mosslands School) to the MPF.

#### 2.0 BACKGROUND AND KEY ISSUES

2.1 Hall Cleaning Services has secured a cleaning contract at Mosslands High School from November 2011 for a 12 month period. (The contract was previously undertaken by Andron Contract Services Ltd who were also admitted to the MPF). There are 3 staff that have transferred to Hall who wish to continue to participate in the Local Government Pension Scheme. The transfer of past service liabilities is on a fully funded basis and the actual certified employer contribution will be 18.3%. The company have in addition provided a deposit of £14,000 to cover any potential shortfall. This will mitigate the Council's risk of having to fund any unrecoverable pension contributions or pension liabilities following the termination of the contract.

#### 3.0 RELEVANT RISKS

3.1 There is a risk that the potential unfunded liabilities upon expiry of the contract may be in excess of the secured deposit of £14,000. Therefore responsibility for any additional shortfall in monies due will ultimately fall to the Council as prescribed under regulation 6 of the LGPS (Administration) Regulations 2008.

#### 4.0 OTHER OPTIONS CONSIDERED

4.1 The contractor's preferred route in accordance with the Statutory Best Value Authorities Staff Transfer (Pension) Direction 2007 was to secure admitted body status as an alternative to the provision of a comparable pension scheme.

#### 5.0 CONSULTATION

5.1 No consultation required as staff retained access to the LGPS.

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

6.1 None arising from this report.

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

7.1 The transfer of past service liabilities is to proceed on a fully funded basis which will have no impact on Wirral Council's current assessed contribution rate.

7.2 3 Andron Contract Services Ltd employees transferred under TUPE Regulations to alternative employer.

## **8.0 LEGAL IMPLICATIONS**

8.1 The legal documents to be drafted and approved by the Director of Law.

## **9.0 EQUALITIES IMPLICATIONS**

9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

No because there is no relevance to equality as employees retain access to the LGPS.

## **10.0 CARBON REDUCTION IMPLICATIONS**

10.1 None arising from this report.

## **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

11.1 None arising from this report.

## **12.0 RECOMMENDATION**

12.1 That the Director of Children Services approves the application received from Hall Cleaning Services to participate in the Local Government Pension Scheme as a Transferee Admission Body with agreement to the financial terms and to underwrite any exit debt not recoverable from the company.

## **13.0 REASON FOR RECOMMENDATION**

13.1 The recommendation meets the requirements of the LGPS Regulations that any losses arising from the admission of the Transferee Body, Hall Cleaning are not met from within the overall pension fund.

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

<b>Council Meeting</b>	<b>Date</b>

## WIRRAL COUNCIL

### CABINET

21 JUNE 2012

<b>SUBJECT:</b>	<b>SCHEME AND ESTIMATE AND TENDER ACCEPTANCE FOR OUR LADY &amp; ST EDWARDS R.C PRIMARY SCHOOL</b>
<b>WARD/S AFFECTED:</b>	<b>BIDSTON AND ST JAMES</b>
<b>REPORT OF:</b>	<b>ACTING DIRECTOR OF CHILDREN'S SERVICES</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>CLLR TONY SMITH</b>
<b>KEY DECISION?</b>	<b>YES</b>

#### 1.0 EXECUTIVE SUMMARY

- 1.1 The report describes the construction of a single storey extension and internal alterations at Our Lady and St Edwards RC Primary School. Members are requested to approve the scheme and estimate and tendering exercise undertaken by the Diocese. The financial support by the Local Authority for this Aided school has arisen out of the Basic Need requirement at the school, for which the Local Authority is responsible. Planning permission has been obtained for this scheme.
- 1.2 Cabinet is asked to approve the lowest tender submitted by Clovemead Construction Ltd of £243,038.00. Subject to the approval of the CYP Capital Programme 2012/13.

#### 2.0 BACKGROUND AND KEY ISSUES

- 2.1 The proposed scheme includes the building of a single storey extension and internal alterations to create a library, specialist practical area, group room and storage are in line with the guidelines set out in Building Bulletin 99, and refurbishment of staff accommodation.
- 2.2 Following the Primary Place Review in the Birkenhead area which saw the closure of St Laurence's R.C Primary School this has resulted in additional pupils choosing Our Lady and St Edwards R.C Primary School. Whilst Primary Capital investment had previously been spent at the school, there remains pressure on teaching space for library, group rooms and practical areas.
- 2.3 The scheme is included in this years Capital Programme which is to be approved by Cabinet on 21 June 2012. Advances were made to the tendering of this scheme at the request of the Diocese and to make effective use of the summer holiday period due to the internal refurbishments required and the demand on school places in September.

#### 3.0 RELEVANT RISKS

- 3.1 The project will be managed by Diocese appointed architects but will be monitored on a monthly basis by the CYP Facilities Management section.

#### **4.0 OTHER OPTIONS CONSIDERED**

4.1 After design feasibility was undertaken no other options were suitable to allow the required space to be created and which was affordable.

#### **5.0 CONSULTATION**

5.1 Consultation has taken place between the school, architects, Diocese and Local Authority to ensure that the proposed design met school requirements and pupil place requirements in the local area.

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

6.1 None directly associated with this report.

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

7.1 The tender documents were sent out to 7 contractors via the Diocese approved. The lowest tender was received from Clovemead Construction Ltd, the breakdown of the costs are as follows:

Total building costs	£243,038.00
VAT @ 20%	£ 48,607.60
Professional fees @ 15%	£ 36,455.70
VAT @ 20%	£ 7,291.00
Planning	£ 670.00
Insurance	£ 894.04
Building Regulations	£ 1,100.00
VAT @ 20%	£ 220.00
<b>Total outturn cost</b>	<b>£338,446.48</b>

The scheme will be funded from the following resources:-

Basic Need Capital 2012/13	£300,000.00
LCVAP	£ 20,000.00
Devolved Formula Capital	£ 18,446.48
<b>Total resource</b>	<b>£338,446.48</b>

7.2 The Diocese has engaged Aedas Architects to provide architectural services and associated specialist support.

7.3 It is anticipated that there will be no significant increase in revenue costs for energy etc at the school as a result of this scheme.

#### **8.0 LEGAL IMPLICATIONS**

8.1 There are no specific legal implications associated with this report.

#### **9.0 EQUALITIES IMPLICATIONS**

9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

(a) Yes and impact review can be found via the link below.

<http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010/children-young-people>

## **10.0 CARBON REDUCTION IMPLICATIONS**

10.1 Increase in Carbon usage will be minimal due to the low energy building components being specified. No other environmental issues have been identified with this project.

## **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

11.1 Planning Approval has been received.

11.2 Refurbishment of schools allow the most vulnerable accommodation to be removed and other security improvements carried out to ensure the site is safe and secure.

## **12.0 RECOMMENDATION/S**

12.1 That the lowest tender submitted by Clovemead Construction Ltd be accepted, subject to the approval of the CYP Capital Programme 2012/13.

## **13.0 REASON/S FOR RECOMMENDATION/S**

13.1 The proposed scheme which is part of the CYP Capital Programme will meet the teaching space requirements of the school and improve the facilities available to staff and pupils of Our Lady & St Edwards.

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## **APPENDICES**

Floor plans

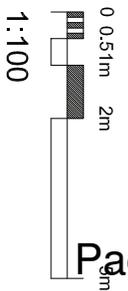
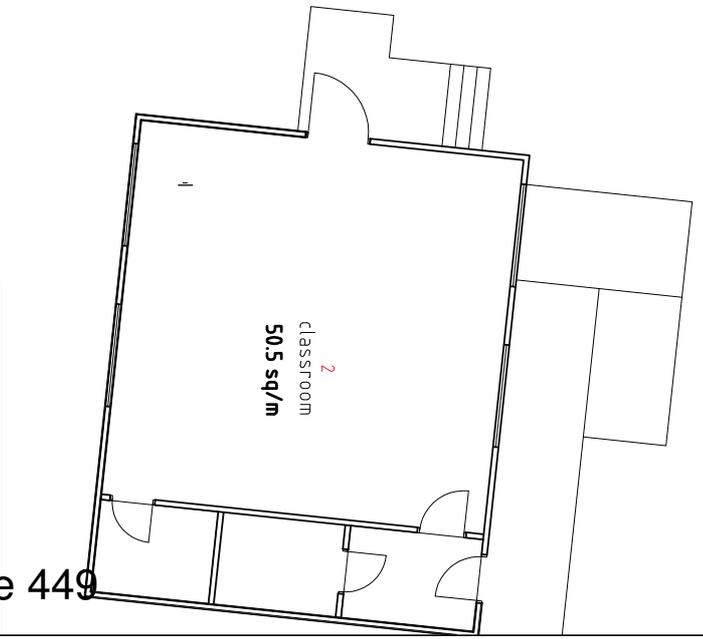
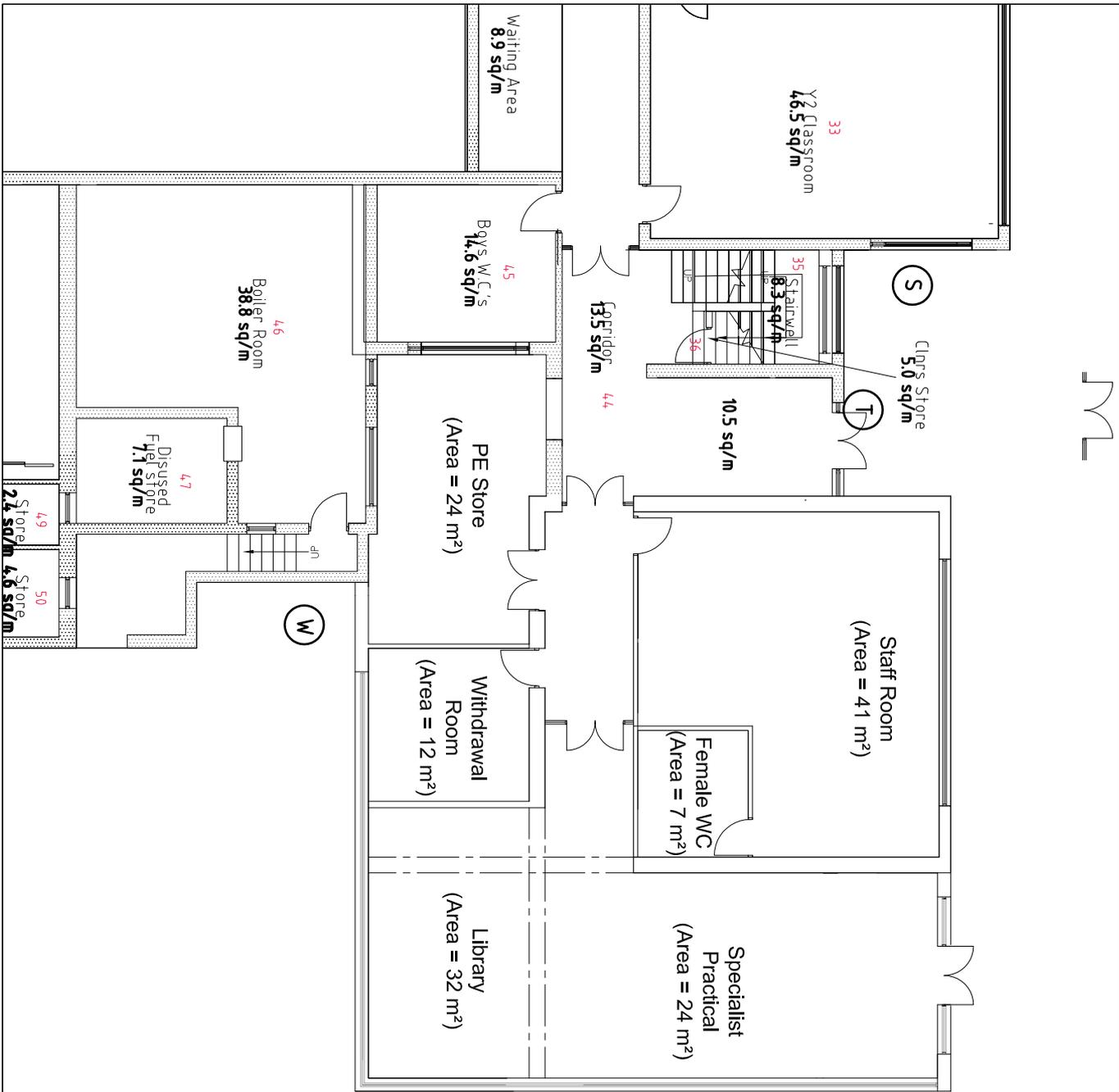
## **REFERENCE MATERIAL**

No background information was used for the drafting of this report.

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

<b>Council Meeting</b>	<b>Date</b>

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no.	description	scale	date	drawn by	checked by
A	Final Ground Floor Plan	3.5.11	LME		
LME	original by		17/03/11		



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client	Shrewsbury Diocesan Trustees Registered
project	Our Lady and St Edwards RC Primary School
drawing	Proposed Part Ground Floor Plan
product number	2010_00927
drawing number	02
scale	1:100
issue status	Preliminary
issue	@A3

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