❈ WIRRAL

Transformation and Resources Policy and Performance Committee

Date:	**Tuesday, 30 July 2013**
Time:	**6.00 pm**
Venue:	Committee Room 1 - Wallasey Town Hall

Contact Officer:	Andrew Mossop
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AGENDA

1. **INTRODUCTIONS AND WELCOME**

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

   Members are asked to consider whether they have any disclosable pecuniary interests and/or any other relevant interest in connection with any item(s) on this agenda and, if so, to declare them and state the nature of the interest.

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

3. **MINUTES (Pages 1 - 6)**

   To approve the accuracy of the minutes of the meeting of the Council Excellence Overview and Scrutiny Committee held on 26 March, 2013.

4. **TERMS OF REFERENCE AND AREAS OF RESPONSIBILITY (Pages 7 - 12)**

5. **MEETING PROCEDURE RULES (Pages 13 - 24)**

6. **BRIEFING PACK (Pages 25 - 32)**

   The Transformation and Resources Briefing Pack is attached for ease of reference.

7.   **TRANSFORMATION AND RESOURCES DIRECTORATE PLAN (Pages 33 - 62)**

8.   **TRANSFORMATION AND RESOURCES DIRECTORATE - PERFORMANCE MANAGEMENT (Pages 63 - 74)**

9.   **COMMITTEE WORK PROGRAMME (Pages 75 - 80)**

10.   **ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR**

COUNCIL EXCELLENCE OVERVIEW AND SCRUTINY COMMITTEE

Tuesday, 26 March 2013

Present:	Councillor	J Hale (Chair)	
	Councillors	P Brightmore	S Whittingham
		A Cox	J Williamson
		P Doughty	P Gilchrist
		S Hodrien	
Deputies:	Councillors	S Mountney	
		J Salter	

71 MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST/PARTY WHIP

Members of the Committee were asked to declare any disclosable pecuniary and non pecuniary interests, in connection with any item(s) on the agenda and state the nature of the interest.

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

No such declarations were made.

72 FILMING/RECORDING BY THE PUBLIC OF COUNCIL COMMITTEE MEETINGS

Further to legal advice given to Members by the Acting Director of Law, HR and Asset Management regarding the issue of filming Committee Meetings. The Chair indicated that this issue was currently under review and sought views from Members as to whether to allow filming of the meeting.

On a motion by Councillor Hale and duly seconded it was:

RESOLVED:

That members of the public be allowed to film/record at the committee meeting.

73   **MINUTES**

RESOLVED:

That the minutes of the meetings held on 30 January 2013 and 14 February 2013, be approved as a correct record.

74   **REVENUE MONITORING 2012/13 - MONTH 10 (JANUARY 2013)**

The Cabinet considered the report the Interim Director of Finance setting out the revenue position for 2012/13 as at Month 10 (January 2013). The report identified the latest financial projections and prioritised the risks for ongoing management actions, to ensure any year end overspend was minimised.

Mr Peter Timmins, Interim Director of Finance introduced the report and indicated that discussions had been held with Cheshire West and Chester regarding shared services in particular around procurement.

In response to Members, Mr Timmins indicated that a detailed report would be taken to the Special Cabinet meeting on 18 April 2013 in relation to the Department of Adult Social Services and the Pension Fund outlining an action plan for improvement.

A budget book was to be circulated to Members at the end April outlining the budget to date. Training was also to be undertaken by Officers on Budget Management and information made available on the Council's website to assist them.

In relation to the budget position for the Department of Adult Social Services (DASS), Mr Timmins indicated that an Officer whose expertise was in DASS budgets had been employed and had put in place proposals to ensure savings and efficiency for the Department.

RESOLVED:

That Committee notes the report and in particular the progress made in reducing the projected overspend from circa £17 million to £7.6 million pounds.

75   **GIFTS AND HOSPITALITY AND CONFLICT OF INTEREST**

The Committee considered the report of the Acting Director of Law, HR and Asset Management informing of the action taken in relation to changes to the Council's Gifts and Hospitality and Conflict of Interest policies and procedures following a report from the District Audit in September 2012.

On 14 February 2013, the Employment and Appointments Committee approved the revised policies and procedures.

In response to Members, Mr Tony Williams, Human Resources Manager indicated that regular communication would be underatken with all staff to reinforce compliance; information would also be built in as part of the induction process and the distribution of regular key messages was high on HR's agenda. Information was

to be shared at Departmental meetings that a register is to be kept to monitor compliance.

Mr Williams indicated that any breech of the policies may lead to disciplinary action or dismissal; the individual may also be criminally liable. The new Policy was made very clear to all staff as to what their responsibilities were in relation to adhering to the Policies and following procedures.

Members commented that it should be the responsibility of the Audit and Risk Management Committee to monitor the non-compliances.

RESOLVED: That

(1)   the Audit & Risk management Committee be asked to give Gifts, Hospitality and Conflicts of Interest a high priority of risk and investigate the cases detailed within the report; and

(2)   the report and the work undertaken since the Audit Report was produced in September be noted.

76   **ELECTED MEMBER DEVELOPMENT**

The Committee considered the report of the Acting Director of Law, HR and Asset Management updating on the current Elected Member Development Programme and responded to specific questions that had been raised.

The report outlined the Improvement Plan which outlined a number of areas relating to Elected Member Development and the activity that had been taking place to work towards the achievements of these objectives.

Melissa Holt, Organisational Development Manager gave a brief update in relation to the accreditation for which criteria had to be followed for formal assessment in September 2013. Over 75% of Personal Development Plans had been completed which was to be followed by an assessment prior to completion and a collation of a portfolio of evidence.

In relation to Member attendance at training, Ms Holt indicated that she had been pleased with the progress made to date; attendance at courses was varied depending on what the Member had specified within their personal Development Plan and it was not the intention for all Members to attend all training events. Some of the session's i.e. key transformation session had been driven from the Chief Executive's key messages, Leaders and the Improvement Plan these had been well attended on occasion. Ms Holt indicated that the Department was currently trialling a reminder service to encourage more attendances at courses.

In relation to Priority 1 'Skills for Wirral Councillors' programme, Ms Holt indicated that this was a light touch on the LGA's National Leadership Academy Programme and was devised following a suggestion from the Improvement Board who were keen for the Council to devise a programme of training which reflected the needs of the Council.

Following discussion on the item Councillor Whittingham suggested an amendment to the recommendation and moved the following motion which was duly seconded.

'There was a recognition that the role of the councillor in Wirral, and across the country was changing. These development programmes identify and help councillors manage that change

Feedback from this report showed that there was continued appetite amongst Members for their development, something which the take up figures of the PDP's and attendance figure also show.

This Committee recommends that Council reaffirms its commitment to the training and support of elected members'

The Chair indicated that he did not support this Motion and commented that it was not recognised that the Councillor role was changing and that he did not accept the proposals to move services out of area in the form of Constituency Committees.

The Motion was put and carried.

RESOLVED: (6:4)

That there was a recognition that the role of the councillor in Wirral, and across the country was changing. These development programmes identify and help councillors manage that change

Feedback from this report showed that there was continued appetite amongst Members for their development, something which the take up figures of the PDP's and attendance figure also show.

This Committee recommends that Council reaffirms its commitment to the training and support of elected members.

77   **FORWARD PLAN**

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

RESOLVED:

That the Forward Plan be noted.

78   **REVIEW OF SCRUTINY WORK PROGRAMME**

The Chair referred to the Committee's Work Programme and sought the views of Members as to whether any matters should be recommended for inclusion in the Work Programme of the Committee for the 2012/2013 municipal year.

RESOLVED:

That the Work Programme be noted.

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WIRRAL COUNCIL

TRANSFORMATION AND RESOURCES POLICY & PERFORMANCE COMMITTEE

30TH JULY 2013

SUBJECT:	*TERMS OF REFERENCE*
WARD/S AFFECTED:	*ALL*
REPORT OF:	*DIRECTOR OF PUBLIC HEALTH / HEAD OF POLICY AND PERFORMANCE*
RESPONSIBLE PORTFOLIO HOLDER:	*CLLR ANN MCLACHLAN*

1.0 EXECUTIVE SUMMARY

1.1 This report informs members of the Terms of Reference of the Policy and Performance Committees, as set out in Article 6 of the Council's constitution. The specific Service Areas which fall within the remit of this Policy & Performance Committee are listed in Appendix 2.

2.0 BACKGROUND AND KEY ISSUES

2.1 The Council's constitution has recently been revised and updated in response to the need to improve the Council's corporate governance and decision making. These improvements were approved by Cabinet on 23rd April and Council on 30th April 2013. The main changes to the constitution involve:

- The creation of four Policy and Performance Committees to undertake overview and scrutiny
- The creation of four new Constituency Committees to devolve decision-making in line with the Localism Act
- A revised Scheme of Delegation
- Changes to the format of Council meetings

2.2 The terms of reference for the Policy and Performance Committees are set out in Article 6 of the Council's constitution which is published on the Council's website at the following link:

http://democracy.wirral.gov.uk/ecSDDisplay.aspx?NAME=SD867&ID=867&RPID=1000732115&sch=doc&cat=12881&path=12881

3.0 TERMS OF REFERENCE

3.1 The terms of reference set out the functions and powers of the four committees. The terms of reference are included in this report at Appendix 1. In addition, the Service Areas within the remit of this Committee are shown at Appendix 2.

4.0 RELEVANT RISKS

4.1 There are none arising from this report.

5.0 OTHER OPTIONS CONSIDERED

5.1 No other options have been considered

6.0 CONSULTATION

6.1 The terms of reference set out in Article 6 of the Council's constitution, were developed following a series of consultation and Member development events over autumn/winter 2012/13. The proposals have also been presented and discussed through the all-party Democracy Working Party.

7.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

7.1 There are none arising directly from this report.

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

8.1 There are none arising directly from this report.

9.0 LEGAL IMPLICATIONS

9.1 There are none arising directly from this report.

10.0 EQUALITIES IMPLICATIONS

10.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?
(a) No

11.0 CARBON REDUCTION IMPLICATIONS

11.1 There are none arising directly from this report.

12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

12.1 There are none arising directly from this report.

13.0 RECOMMENDATION/S

13.1 Members are requested to note the terms of reference as set out in Appendix 1 and the Areas of Responsibility as shown in Appendix 2.

14.0 REASON/S FOR RECOMMENDATION/S

14.1 This report was produced to inform Members of the terms of reference for this Policy and Performance Committee.

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Article 6 – Policy and Performance committees

6.1 Appointment

The council will annually constitute and appoint four Policy and Performance Committee, comprising at least seven councillors, to discharge the functions conferred by the Local Government Act 2000 for overview and scrutiny, as subsequently amended and associated regulations.

6.2 The four committees will be comprised as follows:

(i) One committee known as the Co-ordinating Committee which will be responsible for:

a. Determining the Overview and Scrutiny Rules and operational protocols set out in Part 4 insofar as they have not otherwise been determined by statute or reserved to the Council.

b. Determining the overall work programme of the Policy and Performance Committees, including ensuring there is an overall planned approach to in-depth reviews generated by the 3 committees.

c. Allocating responsibilities to the Policy and Performance Committees where there is ambiguity or a matter is the concern of more than one committee.

d. Considering any matter affecting the area or its inhabitants including matters referred by constituency committees and councillor calls for action, and exercises the right to call in, for reconsideration, decisions made but not yet implemented by the Cabinet.

e. Approving an overview and scrutiny forward work programme, including the programme of any sub-committees it appoints so as to ensure that committees' and sub-committees' time is effectively and efficiently utilised.

(ii) Three committees, to be called Policy and Performance Committees, responsible for scrutinising the work of the three strategic directorates in accordance with the approved overview and scrutiny forward work programme at 6.2(i)(e) above.

6.3   The Policy and Performance Committees will:

(i)   perform all overview and scrutiny functions on behalf of the council, including

(a)   the review or scrutiny of decisions made, or other action taken, in connection with the discharge of any functions which are the responsibility of the executive,

(ii)   The power of an Policy and Performance committee to review or scrutinise a decision made but not implemented includes power

    (a)   to recommend that the decision be reconsidered by the person who made it, or

    (b)   to arrange for its function under subsection 6.3(ii)(a), so far as it relates to the decision, to be exercised by the authority.

    (c)   to make reports or recommendations to the council or the executive with respect to the discharge of any functions which are the responsibility of the executive,

    (d)   to review or scrutinise decisions made, or other action taken, in connection with the discharge of any functions which are not the responsibility of the executive,

    (e)   to make reports or recommendations to the authority or the executive with respect to the discharge of any functions which are not the responsibility of the executive,

    (f)   to make reports or recommendations to the authority or the executive on matters which affect the authority's area or the inhabitants of that area,

(iii)   appoint such sub-committees, task groups and representatives on major project boards as it considers appropriate to fulfil those functions

(iv)   make reports and recommendations to the Full Council and the Cabinet and any relevant partner in connection with the discharge of any functions

(v)   foster and encourage an inclusive, structured, non-partisan and non-adversarial approach to overview and scrutiny which is reliant on evidence rather than anecdote

(vi)   In addition to the above the Policy and Review Committee responsible for health scrutiny will:

(a) review and scrutinise any matter relating to the planning, provision and operation of health services in The Borough, including significant change to service provision and those jointly commissioned or delivered by the council

(b) require the attendance of an officer of a local NHS body to answer questions and provide explanations about the planning, provision and operation of health services in the Borough

(c) require a local NHS body to provide information about the planning, provision and operation of health services in the Borough, subject to the exemptions outlined in the Health and Social Care Act 2001

(d) participate in cross-boundary overview and scrutiny of health services with other local authorities; including the establishment of joint committees; or the delegation of functions to another local authority

(e) report to the secretary of state for health:

   (i) where the committee is concerned that consultation on substantial variation or development of services has been inadequate

   (ii) where the committee considers that the proposal is not in the interest of the local health service.

(f) maintain an overview of the council's responsibilities and role in relation to health and wellbeing

(vii) The Co-ordinating Committee shall appoint at least two but not more than five parent governor representatives to any Forum dealing with education matters. When the Forum deals with other matters, these representatives shall not vote on those other matters, though they may stay in the meeting and speak.

6.4 Finance

The Co-ordinating Committee will exercise overall responsibility for the finances made available to it.

Appendix 2 – Service Areas of Responsibility

The Transformation and Resources Policy and Performance Committee is responsible for the scrutiny of the following areas of Council business:

1. Resources & Financial Services • Financial Advice • Financial Management (including Treasury Management) • Audit • Procurement • Information Technology Services
2. Legal & Member Services • Legal Services • Registration • Freedom of Information • Records Management & Archives • Complaints
3. Human Resources & Organisational Development • HR / Payroll • Organisational Development
4. Business Processes • Revenue / Benefits • Libraries / One Stop Shops • Customer Services
5. Pensions

WIRRAL COUNCIL

TRANSFORMATION AND RESOURCES POLICY & PERFORMANCE COMMITTEE

30TH JULY 2013

SUBJECT:	***MEETING PROCEDURE RULES***
WARD/S AFFECTED:	***ALL***
REPORT OF:	***DIRECTOR OF PUBLIC HEALTH / HEAD OF POLICY AND PERFORMANCE.***
RESPONSIBLE PORTFOLIO HOLDER:	***CLLR ANN MCLACHLAN***

1.0 EXECUTIVE SUMMARY

1.1 This report describes the meeting procedure rules under which formal meetings of the Policy and Performance Committees should be undertaken. In line with Article 6 of the Council's constitution, the Policy and Performance Coordinating Committee is responsible for determining the Overview and Scrutiny rules and operational protocols. The draft meeting procedure rules were agreed at the Coordinating Committee's meeting on 3rd July 2013. Members of the Transformation and Resources Policy & Performance Committee are requested to note the procedure rules under which their meetings will operate.

2.0 BACKGROUND AND KEY ISSUES

2.1 Four Policy and Performance Committees have been established to drive forward the Council's Overview and Scrutiny function. These committees are part of a wider set of improvements to the Council's governance arrangements which also include:

- Four new Constituency Committees
- A revised Scheme of Delegation
- Changes to the format of Council meetings

2.2 These improvements were approved by Cabinet on 23rd April and Council on 30th April 2013. The details in relation to the Policy and Performance Committees are set out in Article 6 of the Council's constitution which is published on the Council's website at the following link:

http://democracy.wirral.gov.uk/ecSDDisplay.aspx?NAME=SD867&ID=867&RPID=1000732115&sch=doc&cat=12881&path=12881

3.0 MEETING PROCEDURE RULES

3.1 A set of proposed meeting procedure rules have been developed based on the standard sections usually set out in the constitution. They include sections on membership, the scrutiny work programme, agenda setting, reporting and call-in. The draft rules presented to the Coordinating Committee on 3rd July are included at Appendix 1. These were agreed by the Coordinating Committee subject to a couple of

minor amendments in relation to clarifying the approach in respect of written evidence considered by the committee at call-in. The new rules will be included in the Council's revised constitution.

4.0 RELEVANT RISKS

4.1 The rules set out in Appendix 1 mitigate the risk that Policy and Performance meetings do not have clear operating procedures.

5.0 OTHER OPTIONS CONSIDERED

5.1 No other options have been considered

6.0 CONSULTATION

6.1 The Policy and Performance Coordinating Committee will be responsible for determining the Overview and Scrutiny rules and operational protocols.

7.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

7.1 There are none arising directly from this report.

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

8.1 There are none arising directly from this report.

9.0 LEGAL IMPLICATIONS

9.1 Once approved, it will be necessary to include the new rules and operational protocols in Part 4 of the Council's revised constitution.

10.0 EQUALITIES IMPLICATIONS

10.1 Has the potential impact of your proposal(s) been reviewed with regard to equality? (a) No

11.0 CARBON REDUCTION IMPLICATIONS

11.1 There are none arising directly from this report.

12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

12.1 There are none arising directly from this report.

13.0 RECOMMENDATION/S

13.1 The Committee notes this report and the procedure rules detailed in Appendix 1.

14.0 REASON/S FOR RECOMMENDATION/S

14.1 This report was produced to address the need for updated meeting procedure rules in support of the new arrangements for Overview and Scrutiny.

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Appendix 1 - Policy and Performance Committee Procedure Rules

1. The number and arrangements for Overview and Scrutiny Committees

The Council has established Overview and Scrutiny arrangements in accordance with the requirements of the Local Government Act 2000.

The Council will have four Policy and Performance Committees as set out in article 6 and will appoint to them as it considers appropriate from time to time. Such committees may appoint sub committees. The role of the Policy and Performance Committees is wide ranging and can relate to all the Council's functions and responsibilities and to external bodies.

The Council recognises that these arrangements are an important and integral part of its political structure not only in relation to calling the Cabinet to account but more importantly allowing all Members of the Council to participate in the development of the Council's policies, plans and strategies including the formulation of the Budget and the Policy and Planning Framework and to contribute to decision-making in the Council.

The role for the Council in scrutinising other public bodies such as the National Health Service is recognised and the Council's arrangements reflect these statutory responsibilities.

2. Membership of Policy and Performance Committees

All Councillors except for members of the Cabinet may be members of a Policy and Performance Committee. However, no member may be involved in scrutinising a decision with which he/she has been directly involved. A member of a Policy and Performance Committee may however be involved in scrutinising the recommendations of a working party, where he or she was involved in drawing up those recommendations.

The membership of the Policy and Performance Coordinating Committee shall include the Chairs and Vice Chairs of the other three Policy and Performance Committees.

3. Co-optees

Policy and Performance Committees or their sub-committees shall be entitled to recommend to Council the appointment of a number of non-voting co-optees (see also 4 below). Co-options may relate to a prescribed period of office or to specific issues under consideration.

4. Families and Wellbeing Policy and Performance Committee

The Families and Wellbeing Policy and Performance Committee and any sub-committee dealing with education matters shall include in its membership the following co-optees:

(a) One Church of England diocese representative

(b) One Roman Catholic diocese representative

(c) Two parent governor representatives

Where the Policy & Performance committee / sub-committee deals with other matters, these statutory consultees shall not vote on those matters, though they may stay in the meeting and speak.

5. Meetings of the Policy and Performance Committees

There shall be at least four ordinary meetings of each Policy and Performance Committee in each year plus further dedicated meetings to support the annual consultation and/or budget setting process where necessary. In addition, extraordinary meetings may be called from time to time as and when appropriate. Committee meetings may be called by the Chair (after consulting the Party Leaders or spokespersons before the date is determined), or by any three members of the committee.

6. Quorum

The quorum for a Policy and Performance Committee shall be set out in the Council Procedure Rules in Part 4 of the Constitution (Standing Order 29).

7. Policy and Performance Committees Chairs

The Chairs and Vice Chairs of Policy and Performance Committees will be appointed by Council, sub-committee Chairs will be drawn from among the members sitting on the sub-committee.

8. Work Programme

The Policy and Performance Coordinating Committee will be responsible for developing a single integrated overview and scrutiny work programme. The work programme will reflect the priorities of all four Policy and Performance Committees. In preparing the Work Programme, the Coordinating Committee will consult with other parts of the organisations where practically possible.

9. Agenda items

Any member of a Policy and Performance Committee or sub-committee, Cabinet Portfolio Holder or the Leader shall be entitled to notify the Chair that they wish an item falling within the remit of the committee be included on the agenda of the next available meeting of the Committee / sub-committee. On receipt of such a request, the Chair will ensure that it is included on the next available agenda.

The Policy and Performance Committee shall also respond, as soon as its work programme permits, to requests from the Council and, if it considers it appropriate, the Cabinet to review particular areas of Council activity. Where it does so, the Policy and Performance Committee shall report its findings and any recommendations back to the Cabinet and / or Council. The Council and / or Cabinet shall consider the report of the Policy and Performance Committee within two months of receiving it or the next available meeting should that not be possible.

10. Policy review and development

(a) The role of the Policy and Performance Committees in relation to the development of the Council's budget and policy framework is set out in detail in the Budget and Policy Framework Procedure Rules in Part 4 of the constitution.

(b) In relation to the development of the Council's approach to other matters not forming part of its policy and budget framework, Policy and Performance Committees or sub-committees may make proposals to the Cabinet for developments in so far as they relate to matters within their terms of reference.

(c) Policy and Performance Committees may hold inquiries and investigate the available options for future direction in policy development and may appoint advisers and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations. They may ask witnesses to attend to address them on any matter under consideration and may pay to any advisers, assessors and witnesses a reasonable fee and expenses for doing so.

11. Reports from Policy and Performance Committees

(a) Once it has formed recommendations on proposals for development, the Policy and Performance Committees will prepare a written report for submission to Cabinet (if the proposals are consistent with the existing budget and policy framework), or to the Council (if the recommendation would require a departure from or change to the agreed budget and policy framework).

(b) If a Policy and Performance Committee cannot agree on one single final report to the Council or Cabinet, as appropriate, then up to two minority reports may be prepared and submitted for consideration by the Council or Cabinet with the majority report.

(c) The Council or Cabinet shall consider the report of the Policy and Performance Committee within two months or the next available meeting should that not be possible.

12. Making sure reports are considered by the Cabinet

The agenda for meetings of the Cabinet will, where appropriate, include an item entitled 'Issues arising from Policy and Performance Committees'. The reports of Policy and Performance Committees referred to the Cabinet shall be included in that point in the agenda (unless they have been considered in the context of the deliberations on a substantive item on the agenda) within two months of the Policy and Performance committee completing its report/recommendations or the next available meeting should that not be possible.

13. Rights of Policy and Performance Committee members to documents

(a) In addition to their rights as Councillors, members of Policy and Performance Committees have the additional right to documents, and to notice of meetings as set out in the Access to Information Procedure Rules in Part 4 of the Constitution.

(b) Nothing in this paragraph prevents more detailed liaison between the Cabinet and Policy and Performance Committees as appropriate depending on the particular matter under consideration.

14. Members and officers giving account

(a) Any Policy and Performance Committee or sub-committee may scrutinise and review decisions made or actions taken in connection with the discharge of any Council functions. As well as reviewing documentation, in fulfilling the scrutiny role, it may require any member of the Cabinet, the Head of Paid Service and/or any officer to attend before it to explain in relation to matters within its remit:-

     i. any particular decision or series of decisions;
     ii. the extent to which the actions taken implement Council policy; and / or
     iii. their performance

and it is the duty of those persons to attend if so required.

(b) Where any member or officer is required to attend a Policy and Performance Committee under this provision, the Chair of that committee will inform the Head of Legal and Democratic Services who will inform the member or officer giving at least three working days notice of the meeting at which they are required to attend. This notice will state the nature of the item on which they are required to attend to give account and whether any papers are required to be produced for the committee. Where the account to be given to the committee will require the production of a report, then the member or officer concerned will be given sufficient notice to allow for preparation of that documentation.

(c) Where in exceptional circumstances, the member or officer is unable to attend on the required date, the Policy and Performance Committee shall in consultation with the member or officer arrange an alternative date for attendance to take place within a maximum of fifteen working days from the original request.

15. Attendance by others

A Policy and Performance Committee may invite people other than those people referred to in paragraph 14 above to address it, discuss issues of local concern and / or answer questions. It may for example wish to hear from members and officers in other local public sector organisations, or from residents or other stakeholders and shall invite such people to attend.

16. Call-in

(a) When a decision is taken by Cabinet, committee of the Cabinet or individual Cabinet member (other than one referred to the Council or which is certified urgent by a unanimous decision of the Cabinet – see paragraph 17 below) and notified to all members of the Council (by electronic and / or other means), any six members of the Council, may by notice in writing submitted to the Chief Executive within five working days of such notification require that the decision be not implemented and be referred to the Policy and Performance Coordinating Committee for scrutiny within a further fifteen working days from receipt of the notice.

Any such notice must specify:

  i. the decision in question,
  ii. detailed reasons for the call-in,

and be signed by the members concerned.

(b) All requests to Call in a decision must be submitted directly to the Chief Executive. The Chief Executive will liaise with the Member listed first on the call-in schedule, to ensure there is sufficient information provided to enable the call in to proceed. As long as there is a clear reason given, the call-in should be allowed.

(c) The Chief Executive will notify the decision-taker of the call-in and shall then call a meeting of the Coordinating Committee on a suitable date in consultation with the Coordinating Committee Chair within 7 working days of the decision to call in. The relevant Senior Officer and all members will be notified of a call-in immediately and no action will be taken to implement the decision until the call-in procedure has been completed.

(d) The Chair will consider all proposed witnesses to be relied upon in relation to the call in. The Chair shall confirm his or her agreement to the proposed witnesses, having regard to details provided by the lead signatory as to the nature of the evidence and information each witness will provide. Should the Chair not agree to a proposed witness being called, he/she will not be invited to attend and address the committee. The Chair may accept written documentary evidence where appropriate.

(e) When a matter is referred to the Coordinating Committee, the Chair may require the presence of the relevant Cabinet member and any Council officer to answer questions on that matter and may require the production of appropriate documents or reports in the custody of the Council or may call for additional reports.

(f) Having considered the decision, the Coordinating Committee may:-

  i. Refer it back to the decision making person or body for reconsideration, setting out in writing the nature of its concerns or;
  ii. Refer the matter to full Council. Such a referral should only be made where the Coordinating Committee believes that the decision is outside the policy framework or contrary to or not wholly in accordance with the budget. The procedures set out in those rules must be followed prior to any such referral.

(g) If the Coordinating Committee agrees with the decision the relevant Senior Officer may implement it. In the event of any political group not agreeing with the majority decision of the Coordinating Committee, it may prepare a written minority report for consideration by Council when the minutes of the Coordinating Committee are considered. Any such report must be handed to the Head of Legal and Democratic Services in accordance with Standing Order 7(2). The Leader of the relevant group or his/her representative will have an opportunity to explain the minority report to the Council and Council may discuss and vote for/or against such a report without prejudice to any decision already implemented.

(h) In considering any matter called-in the Coordinating Committee shall follow the process set out in annex 1 and will have due regard to the Call In Guidelines that have been produced to support consistency in the call-in process. The Chair of the Co-ordinating Committee may, from time-to-time, amend the process and guidelines as appropriate.

17. Call-in and urgency

(a) The call-in procedure set out above shall not apply where the decision being taken by the Council is urgent. A decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the Council's or the Public's interest. The record of the decision and the notice by which it is made public shall state whether, in the opinion of the decision making person or body, the decision is an urgent one, and therefore not subject to call-in. The Chief Executive must agree both that the decision proposed is reasonable in all circumstances and to it being treated as a matter of urgency. Decisions taken as a matter of urgency must be reported to the next available meeting of the Council, together with the reasons for urgency.

(b) The operating of the provision relating to call-in and urgency shall be monitored annually, and a report submitted to Council with proposals for review if necessary.

18. The party whip

When considering any matter in respect of which a member of a Policy and Performance Committee is subject to a party whip, the member must declare the existence of the whip and the nature of it before the Policy and Performance Committee's consideration of the matter. The declaration and detail of the whipping arrangement shall be recorded in the minutes of the meeting.

19. Procedure at Policy and Performance Committee meetings

(a) Policy and Performance Committees and sub-committees shall consider the following business:-

   i.   declarations of interest (including Party Whip declarations);
   ii. minutes of the previous meeting(s);
   iii. response of the Cabinet to reports of the Policy and Performance Committee;
   iv. the business otherwise set out on the agenda for the meeting.

In the case of the Coordinating Committee, an additional item shall be included to cover the issue of call-ins.

(b) Where the Policy and Performance Committees conduct investigations (e.g. with a view to policy development), the committees may also ask people to attend to give evidence at meetings which are to be conducted in accordance with the following principles:-

   i.   that the investigation be conducted fairly and all members of the committee be given the opportunity to ask questions of attendees, and to contribute and speak;

ii. that those assisting the committee by giving evidence be treated with respect and courtesy; and

iii. that the investigation be conducted so as to maximise the efficiency of the investigation or analysis.

20. Matters within the remit of more than one Policy and Performance Committee

Where a matter for consideration by a Policy and Performance Committee falls within the remit of more than one Policy and Performance Committee, the decision as to which Committee will be responsible for the matter will be resolved by the Coordinating Committee.

ANNEX 1 CALL IN PROCEDURE

Chair's opening remarks (5 minutes)
The Chair will open the call in setting out the following procedure.

Explanation of the call in by the lead signatory (5 minutes)
The Chair will invite the lead signatory to set out the reasons for the call in.

Overview and explanation of the decision taken by the relevant Cabinet Member (5 minutes)
The Chair will invite the Cabinet Member to explain the reasons for the decision.

Evidence from call in witnesses
The Chair will invite the lead signatory to call the following witnesses. Members of the Committee will be invited to ask these witnesses relevant questions:

1.
2.
3.
4.
5.

Evidence from Cabinet member's witnesses
The Chair will invite the Cabinet Member to call the following witness. Members of the Committee will be invited to ask witness relevant questions:

1.
2.
3.
4.
5.

Summary of the lead signatory (5 minutes)
The Chair will invite the lead signatory to summarise the key points of evidence given in support of their case.

Summary of the Cabinet Member (5 minutes)
The Chair will invite the Cabinet Member to summarise the key points of evidence given in support of the initial decision.

Committee Debate
The Chair invites comments, observations and discussion from members of the committee.

Committee Decision
The Committee having considered the evidence and debate may:-

- Refer the decision back to the Cabinet Member setting out in writing the nature of its concerns.

- Refer the matter to full Council. Such a referral should only be made where the Coordinating Committee believes that the decision is outside the policy framework or contrary to or not wholly in accordance with the budget. The procedures set out in those rules must be followed prior to any such referral.

- Uphold the decision - If the Coordinating Committee agrees with the initial decision the relevant Senior Officer may implement it.

In the event of any political group not agreeing with the majority decision of the Coordinating Committee, it may prepare a written minority report for consideration by Council when the minutes of the Coordinating Committee are considered. Any such report must be handed to the Head of Legal and Democratic Services in accordance with Standing Order 7(2).

The Leader of the relevant group or his/her representative will have an opportunity to explain the minority report to the Council and Council and Council may discuss and vote for/or against such a report without prejudice to any decision already implemented.

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Scrutiny: Briefing ⚙WIRRAL

Subject:	Transformation and Resources Policy and Performance Committee
Date:	June 2013
From:	Scrutiny Support Team

Summary of contents:

1. The purpose of overview and scrutiny
2. Service areas relevant to this committee
3. Dates of meetings
4. Committee Membership
5. Outstanding items from previous scrutiny committees
6. Key Internal Plan & Strategies
7. Key local and national policy drivers
8. The role of the Chair
9. Officer support arrangements
10. Key contacts

1. The purpose of overview and scrutiny

Overview and scrutiny is a vital component of good governance, which has the potential to significantly improve the quality of Council decision-making, service provision and cost-effectiveness. It includes:

- Holding the Executive to account – a primary role is to provide a framework of accountability which seeks to modify executive behaviour and prevent the abuse of power.

- Holding Partners to account – scrutiny provides an opportunity to investigate the work of public, private and voluntary sector partners and their impact on the community.

- Horizon-scanning – looks ahead to future changes in local government in order to help the Council adapt to them. This will usually mean considering future actions by central government which will have repercussions for local government.

- Policy Development and Review – scrutiny contributes to the development of key policies to be included in the Council's policy framework, as well as examining how well a policy has been implemented and if outcomes have been achieved.

- Pre-decision scrutiny – examines the council's proposals, objectives, and draft programmes in order to inform their development before they are delivered. This helps the council to achieve optimum impact by avoiding mistakes and grasping opportunities.

- Post-decision scrutiny – examines the implementation of council policy and performance and enables the council to review the effects of its decision-making

- In-depth review – small groups of councillors will undertake detailed investigations into a specific topic of particular interest to them. The process is member-led and can involve methods such as informal meetings, mystery shopping, external visits etc. This type of review can facilitate greater involvement of residents and community organisations.

- Performance management and improvement – involves reviewing achievement against Corporate Plan goals and targets. This can be a powerful force for improvement by highlighting areas of poor performance and ways to address this.

2. Service areas relevant to this committee

1. Resources & Financial Services

- Financial Advice
- Financial Management (including Treasury Management)
- Audit
- Procurement
- Information Technology Services

2. Legal & Member Services

- Legal Services
- Registration
- Freedom of Information
- Records Management & Archives
- Complaints

3. Human Resources & Organisational Development

- HR / Payroll
- Organisational Development

4. Business Processes

- Revenue / Benefits
- Libraries / One Stop Shops
- Customer Services

5. Pensions

3. Dates of meetings 2013/14

- Tuesday 30th **July**
- Monday 23rd **September**
- Wednesday 6th **November (budget)**
- Wednesday 4th **December (budget)**
- Wednesday 29th **January (including budget)**
- Monday 14th **April**

4. Committee Membership

15 Members			
8 Labour	**5 Conservative**	**1 Liberal Democrat**	**1 Independent**
Cllr. Ron Abbey (Vice) Cllr. Pat Glasman Cllr. Rob Gregson Cllr. Sylvia Hodrien Cllr. Christina Muspratt Cllr. John Salter Cllr. Stuart Whittingham (Chair) Cllr. Janette Williamson	Cllr. Andrew Hodson (S) Cllr. Chris Blakeley Cllr. John Hale Cllr. Les Rowlands Cllr. Adam Sykes	Cllr. Phil Gilchrist (S)	Cllr. Mark Johnston

5. Outstanding items from previous scrutiny committees

Previous Committee / Date	Item	Description	New Committee
CE 22/04/13	IT Strategy	Scope document produced in early 2013. Panel meeting with Tony Glew who agreed to refer the refreshed IT Strategy to the Panel (still outstanding). Cllr Whittingham requested the review be on the work programme of the new committee.	Trans & Resources

6. Key Plans & Strategies

Plan/Strategy	Current status
Corporate Plan	2013-16 Corporate Plan agreed 18th February 2013: http://democracy.wirral.gov.uk/ieListDocuments.aspx?CId=121&MId=3872&Ver=4 Refresh scheduled for December 2013 following Policy Council
Medium Term Financial Strategy	Budget strategy submitted to Cabinet 18 April 2013: http://democracy.wirral.gov.uk/ieListDocuments.aspx?CId=121&MId=3872&Ver=4
Improvement Plan	View plan here: http://wbcnet.admin.ad.wirral.gov.uk/my-services/improvement-plan Progress report submitted to Cabinet – 13 June 2013: http://wir06metrognome.admin.ad.wirral.gov.uk/ieListDocuments.aspx?CId=121&MId=4358&Ver=4
Asset Management Strategy	A Review of Asset Management is one of the projects included in the Council's new Transformational Programme. Details of the scope of this project are included at: http://democracy.wirral.gov.uk/ieListDocuments.aspx?CId=121&MId=4473&Ver=4
ICT Strategy	This is currently being reviewed and updated.

People strategy	Current Strategy 2010 – 2013.
Transformation programme	Programme details approved by Cabinet 23rd May: http://democracy.wirral.gov.uk/ieListDocuments.aspx?CId=121&MId=4473&Ver=4

7. Key policy drivers

Queen's Speech - Legislation 2013/14

Local Audit and Accountability Bill [Royal Assent expected May 2014]

This bill will formally abolish the Audit Commission and replace it with a new local audit framework. The main objectives are to reduce the cost of local audit and improve 'direct democracy' over Council Tax. The latter is achieved through giving local council taxpayers a veto to rises in council tax caused by bodies such as waste disposal authorities and integrated transport authorities. The bill will also cut down on the amount of council-funded newspapers produced.

Implications: Transformation and Resources will have a role in the development of a new local audit framework. Budget Strategy considerations may also be impacted by the changes to the Council Tax threshold for triggering a referendum.

Draft De-regulation Bill

This draft bill lays out how the government intends to reduce the amount of regulation with which businesses, individuals and public bodies have to comply. Measures include exempting from health-and-safety legislation people who are self-employed and whose work poses no risk of harm to other people, and removing the ability of employment tribunals to make wider recommendations in successful discrimination cases, which they were granted in the Equality Act 2010.

Implications: In its current form, there may be both direct and indirect implications, e.g. in respect of HR and contract / procurement regulations, that the Local Authority may wish to explore as the Bill is further debated and refined.

Other policy drivers

Whole Place Community budgets

Whole place community budgets' are a flagship policy of the coalition government to put major principles of localism, 'customer first' service integration, public services reform and deficit reduction into practice. They also tend to be supported enthusiastically by local government in both community leadership and local results delivery roles.

Implications: Wirral has expressed an interest in involvement in the newly established Community Budgets network.

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Individual Electoral Registration (Implementation 2014 prior to 2015 General Election)
Individual Electoral Registration (IER) will require electors to register individually and end reliance on registration through heads of household. There are immediate duties to: • Take part in dry run of data-matching electoral rolls with DWP database through the IER Digital Service • Local publicity plans in place from June

In advance of the forthcoming Spending Review, the **LGA** prepared a submission to HM Treasury seeking to influence government spending and public sector reform. The table below summarises the main proposals of this submission relevant to this committee. The Government's Spending Review is due to be announced on 26 June and an update will be provided at the first meeting of this committee.

Finance	
Remove restrictions on council tax	The LGA is proposing that the government should: • Give full and unconstrained ability to vary locally all council tax discounts • Change Treasury rules to enable local government to capitalise on one-off revenue expenditure
Increase the local share of business rates to be retained locally	**Implications:** Wirral's business rate base suggests that Wirral is unlikely to benefit from moves to allow Council's to retain a share of locally collected business rates.
Provide Local Government with a stable funding outlook in respect of Public Health	Beyond 2014/15, there is no indication of the financial allocations for public health or the pace of any funding changes.
Develop alternative borrowing mechanisms – i.e. local authority bonds agency	**Implications:** The Local Authority may wish to further explore the potential impact of this announcement
Public Sector Reform	
At least maintain NHS investment in social care and explore case for adding to it	**Implications**: LCR and Wirral have argued that the integration of social care needs more rapid and sustained transfer of resources from the NHS to local authorities with a duty to lead the delivery of integrated community services – this would provide us with a very effective model for meeting the increased challenge of an ageing population, and contribute to reducing pressure on acute Hospital services.
Explore use of Dedicated Schools Grant to support early intervention	Current restrictions on the use of the Dedicated Schools Grant ring-fence expenditure to those with High Needs. This makes it harder to maintain focus on prevention work.

Undertake a joint central / local review of the statutory duties on local government	The Local Authority may wish to further explore the potential impact of this announcement
Introduce a landfill tax freeze at 2014/15 levels	A landfill tax freeze would contain the Council's costs to a 3 per cent rise in 2015/16.

8. The role of the Chair

The role of a Policy and Performance Committee Chair is to:

1. Provide leadership and direction to the Committee and act as Champion for the functions falling within its remit.
2. Chair formal and informal meetings connected with the work of the Committee and ensure that such meetings are conducted fairly, efficiently and follow the Council's Constitution and the law.
3. Identify and help meet the development and training needs of the Committee collectively and its individual members.

Responsibilities:

1. Actively promote the work of the Committee and generally act as a 'Champion' for its activities.
2. Ensure that Committee members lead on developing an effective and prioritised work programme. Ensure the work programme includes service scrutiny/performance management.
3. Encourage the Committee to challenge and scrutinise Cabinet decisions.
4. Encourage the committee to horizon scan and seek opportunities to undertake pre-decision scrutiny in advance of Cabinet decisions.
5. Encourage the Committee to scrutinise the performance of non-Council bodies, for example partnership delivery plans, and the effectiveness of partnership working, to ensure this is adding value.
6. Endeavour to engage all members of the Committee within the scrutiny process.
7. Co-ordinate work with other Policy and Performance Committees and their Chairs and share learning.
8. Ensure that adequate resources i.e. financial and officer support are identified and sought from the Council.
9. Develop a constructive relationship with the Cabinet, especially the relevant portfolio holders, and with the Chief Executive, Strategic Directors and Heads of Service in the areas that the Committee scrutinises.
10. Chair formal and informal meetings connected with the work of the Committee in a fair and open manner following the terms of reference of the Committee, the Council's Constitution and the law.
11. Ensure that meetings are conducted in a suitable manner that encourages contributions from all members, co-opted representatives and witnesses.
12. Help achieve more community and partner involvement in the scrutiny process by using alternative venues, co-option and innovative meeting styles.
13. Ensure that scrutiny reviews are more efficient through the application of effective project management.

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14. Ensure that 'in depth' scrutiny takes place by using expert witnesses and working with officers to help improve members' knowledge base.
15. Maintain awareness of national and local issues related to the Committee and its work.
16. Keep under review, advise on and agree the training and development requirements of the Committee and its individual members.
17. To be responsible for continuous personal development. Take advantage of learning opportunities to build understanding and knowledge, and to develop relevant skills.
18. To promote and participate in Member training, and attend relevant training events each calendar year.

Skills Required:

In order to fulfil the above responsibilities a Policy and Performance Committee Chair will need to ensure that they develop and maintain the following core skills:

- Actively encourages involvement of others and works collaboratively to analyse information and promote understanding.
- Is open to new ideas and ways of doing things.
- Works closely with others to develop, promote and achieve objectives.
- Leadership and excellent chairing skills

In addition to the above core skills, meeting Chairs may also require the following supporting skills:

- Good communication, including media, presentation and interpersonal skills
- Conflict resolution
- Team working
- Project and time management
- The ability to influence and work constructively with Members, officers, the public and outside organisations.

Behaviours

To act in accordance with the values and principles required of those operating in public life:

- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural difference

9. Officer support arrangements

The Chair of the Transformation and Resources Policy and Performance Committee will be supported by the Strategic Director (Transformation and Resources). A dedicated support officer will be allocated to the Committee from the Scrutiny Support Team. The key responsibilities of the Scrutiny Support Team include:

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- Working with the Chairs of the Policy & Performance Committees and working groups in agenda preparation and work programme coordination, dealing with matters arising from meetings.
- Providing support for the scoping and planning of reviews, including notes of working group meetings, coordination of witnesses, etc.
- Project managing reviews.
- Ensuring Chairs and Members are kept informed of any relevant scrutiny guidance, and that Chairs have the information needed to feel confident in chairing, or being involved in, their relevant committee.
- Undertaking research for policy reviews and general communication purposes.
- Working with Members to draft reports for Policy & Performance Committee reviews.
- Providing assistance to Members with monitoring the progress of recommendations.
- Liaising with officers across the Council about the work of the Policy & Performance Committees.
- Keeping up to date with best practice.
- Providing facilitation of appropriate events for Members and officers involved in scrutiny work.

Additional capacity will be provided by staff from the Directorates as required.

10. Key contacts

Scrutiny Support

Mike Callon – 691 8379
Project Coordinator
michaelcallon@wirral.gov.uk

Committee Services

Andrew Mossop – 691 8501
Principal Committee Services Officer
andrewmossop@wirral.gov.uk

WIRRAL

TRANSFORMATION AND RESOURCES

DIRECTORATE PLAN

2013-2014

APRIL 2013

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1.   Directorate Overview

2.   What are we going to deliver in 2013/14?

3.   Financial Planning

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5.   Workforce
- **Monitoring**
- **Planning**

6.   Equality and Diversity

Directorate Overview

Introduction

Welcome to the 2013/14 Directorate Plan for Transformation & Resources Directorate. This Plan sets out our areas of responsibility and demonstrates the crucial role that the Transformation and Resources Directorate plays in ensuring the Council's corporate centre both supports and drives transformational change across the organisation and its contribution to the delivery of the Corporate Plan priorities in place for the coming year; which are underpinned by consultation and engagement with our residents, partners and staff. This year, we will:

- Deliver 2013/14 savings through a clearly defined programme management approach
- Develop a robust process for dealing with our financial challenges in 2014-16, ensuring service transformation and innovative delivery is at the heart
- Develop a corporate approach for commissioning services
- Improve governance and decision making through adopting a revised constitution and scheme of delegation
- Establish new arrangements for neighbourhood working
- Review the Council's assets maximising both efficiency and savings
- Establish business unit functions to support strategic directorates and transform business support
- Put in place a robust system to make sure that where we charge for services, those charges are assessed fairly and equitably, ensuring people are able to pay and we are able to collect

The Directorate is lead by the **Strategic Director of Transformation and Resources, Joe Blott**. The Directorate Management Team comprises of the following who work closely with the Strategic Director.

Director of Resources

The Director of Resources (also the Section 151 Officer and the Senior Information Risk Officer) has a statutory duty to ensure the proper administration of the Council's financial affairs. The Director manages Financial Services, Internal Audit, Procurement and Information technology services.

Head of Financial Services - Tom Sault

The Head of Financial Services (also the Deputy Section 151 Officer) leads the Division which supports the Director is the statutory duty to ensure the proper administration of the Council's financial affairs. This encompasses financial management, financial planning and reporting and financial control. The latter includes Insurance and Risk and Treasury Management.

Chief Internal Auditor – Mark Niblock

The Internal Audit Service is an independent, objective assurance and consulting activity designed to add value and improve the Council's operations. It helps the Council accomplish all of its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Chief Information Officer, Information Technology Service – Tony Glew (Interim)

The Information Technology (IT) Service is responsible for delivering secure and effective IT services to all the Council and Schools, including a continuous IT function based on the Wide Area Network connecting 4500 devices to the central servers.

Head of Procurement – Ray Williams

The procurement and accounts payable team are responsible for coordinating the procurement and third party payments across the Council.

Head of Legal and Member Services - Surjit Tour

The Head of Legal and Member Services (also the Council's Monitoring Officer), has statutory responsibilities to ensure the Council conducts itself lawfully and has effective governance arrangements in place. The division is responsible for providing legal, democratic and statutory services to the Council, its Members and Officers and the public through the efficient and effective utilisation of resources, adoption of new and innovative working practices and the promotion and embedding of good governance and a healthy work ethic.

Head of Human Resources and Organisational Development (HR/OD) – Chris Hyams

The division provides a wide range of Human Resources and Organisational Development support, development, strategies, policies and advice for Council Managers, Employees and Schools including:

Head of Business Processes – Malcolm Flanagan

This division plays a key role in delivering direct services via its wide direct service remit broadly split into the following key areas:
- Payment and Assessment of Benefits and Charges along with Collection of all Revenues
- Provision of the Statutory Library Service
- Customer Services including One Stop Shops and Call Centre with support staff to enable Council services to deliver more for less minimising contacts, focusing on lean processes, migration to self access and development of customer insight.

Head of Merseyside Pension Fund - Peter Wallach

Merseyside Pension Fund is a part of the statutory Local Government Pensions Scheme.
The principal aim of the Fund is to provide secure pensions, effectively and efficiently administered at the lowest cost to the contributing employers. This requires the Fund to strike a balance between achieving the most from its investments and the need to exercise prudence and caution in considering its future liability profile.

Change Team

The team are responsible for supporting each of the Council's transformational projects. The team also play a key role in monitoring the delivery of budget option savings across the Council, reporting exceptions and progress to the Budget Delivery Group.

Our Approach

The Strategic Directorate Management Team (DMT) meet on a weekly basis to discuss matters raised at the Executive Team, delivery of the Corporate and Directorate Plan goals and priority projects as well as other issues relating to the management and operation of the Directorate.

The Heads of Service meet with their senior manager teams on a fortnightly basis to discuss the outcome of Directorate DMT's, Service Plan progress, strategies specific to their service and operational/performance matters.

We will measure the progress of our Directorate Plan on a monthly, quarterly and annual basis using a range of metrics and report our performance to Cabinet, Policy & Performance Committees and strategic and operational DMTs.

The following management structure chart identifies the considerably diverse services delivered by this Directorate; the summary covers both statutory and non-statutory activities.

DIRECTORATE MANAGEMENT TEAM STRUCTURE / SERVICES:

Joe Blott
Strategic Director
Transformation and Resources

Change Team

Director of Resources

Tom Sault
Head of Service
Financial Services

- Financial Management
- Financial Planning and Reporting
- Financial Control

Mark Niblock
Chief Internal Auditor

- Delivery of Strategic Internal Audit Plan

Tony Glew
Information Technology (IT) Service

- IT Service
- IT support
- IT Security
- IT Networking
- IT Infrastructure

Ray Williams
Procurement and Payments Service

- Co-ordination of the Procurement and Payments functions

Surjit Tour
Head of Service
Legal & Member Services

- Legal Services
- Committee / Member Services
- Civic Services
- Electoral Services
- Monitoring Officer
- Information Management Services
- Registrars Services
- Coroner Services
- Central Services
- Complaints

Chris Hyams
Head of Service
Human Resources and Organisational Development

- Payroll and Pensions
- Employment and Recruitment Admin
- Employee Development
- Organisational Development
- Partnership Workforce Development
- HR Policy and Strategy
- Employee Relations – individual and collective

Malcolm Flanagan
Head of Service
Business Processes

- Revenues and Benefits
- Libraries
- One Stop Shops
- Customer Services

Peter Wallach
Head of Pensions

- Administration of the Merseyside Pension Fund

Corporate Plan Priorities 2013/14

The Transformation and Resources Directorate contributes to the delivery of the Corporate Plan priorities through:

Improving Corporate Governance by:
- Managing the Council finances and achieving long term financial stability.
- Monitoring the delivery of budget savings to reduce our net budget by a third.
- Delivering a range of intervention in relation to Learning and Development for leaders, managers and elected members to improve corporate Governance
- Providing effective legal advice and assistance and robustly managing the democratic functions.
- Imbedding and promoting strong governance arrangements.
- Delivering a Strategic Internal Audit Plan designed to evaluate and improve the effectiveness of a range of systems and processes.
- Rationalising the procurement function.
- Providing secure pensions, effectively and efficiently administered at the lowest cost to the contributing employers through the Merseyside Pension Fund.
- Reviewing the Council's IT assets and services, to improve efficiency and maximise savings.
- Providing effective and secure sharing of information and data.

Protecting the vulnerable by:
- Providing joined up services that are easily accessible and are responsive to the needs of the community and the individual.
- Progressing channel migration activity
- Improved customer insight
- Implementing all elements of welfare reform fairly and ensuring that the vulnerable are as adequately protected as limited funding allows
- Offering a safe, creative community space within Libraries that is enjoyable and easy to use, in both physical and virtual form and ensuring our staff has the necessary skills to provide rigorous quality assurance of provision for our vulnerable residents.
- Working in Partnership with the key public bodies and other agencies to develop joined up services and deliver improved outcomes for children, young people and adults living in Wirral.

Tackling health inequalities by:
- Working with health and wellbeing services to develop signposting services and risk assessment frameworks to support preventative initiatives and early intervention.
- Restructure of the libraries and one stop shops with a key focus on their role in supporting health initiatives and reducing health inequalities and maintain library focus on public health role through national and local initiatives.
- Service re-engineering activities in the areas of health and adult and children's' services.

Driving growth in our economy by:
- Supporting service re-engineering activities.

- Promoting digital inclusion and ensuring that staff have the skills to develop and respond to digital developments and support users.
- Service re-engineering activities in the areas of business licensing, development and support
- Helping young people find work, through our libraries and partnership work, by developing literacy to improve educational opportunities, assisting with access to IT to tackle barriers to employment, encouraging reading for pleasure to develop literacy.
- Supporting the development of the neighbourhood model, to help create vibrant communities where people will want to live and work and where businesses will want to invest.
- Ensuring that our revenues collection as well as benefits payments is both robust and fair in recognising how it can support business growth issues.

Directorate Objectives

The objectives of the Transformation and Resources Directorate are:

- Financial management and the safeguarding of Council assets.

- Rationalise the procurement function by centralising all purchasing activity, and the enforcement of purchase orders prior to the commissioning goods and services.

- Efficient and effective management of the Pension Fund and its assets to ensure stable and affordable contribution rates for employers.

- Delivery of high quality legal, democratic and statutory services to the Council; its Members and Officers.

- Delivery of: effective people management policies and strategies; learning and development interventions; Improved HR services to internal and external customers and Improved support and challenge to leaders and managers to implement HR polices and strategies.

- Fair and robust collection of all council revenues; and prompt and accurate payment of council benefits and assessments.

- Effective delivery of all elements of the Welfare Reform Act.

- Effective management of the ongoing merger of Libraries and One Stop Shops and subsequent changes to service delivery

- Ensure that libraries are resilient and sustainable. Explore ways in which communities can become more involved in the design and delivery of services to supplement local authority support.

- Successful implementation of the Customer Access and Library Strategy

- Successful support of channel migration.

- Effective delivery of the Internal Audit Service strategy, to support managers and staff across the Council by providing them with assurance opinions on the effectiveness of their systems and processes that allow them to more effectively deliver the expectations of the organisation in their respective service delivery areas.

- Reduce the cost of IT Services via shared service or reduced manpower.

- Reduce revenue costs for IT equipment.

- Commence the replacement of Windows XP with W7.

- Deliver Agile Working with users.

- Obtain compliance with external codes of connection including the Information Governance (IG) Toolkit.

- Successful support of the delivery of the Council's Transformational Projects.

- Effective monitoring and reporting on the delivery of 2013/14 budget savings.

Key Partnerships

The Directorate works closely with all the Directorates and with Council leadership teams (officers and Elected Members). The nature of the work undertaken also involves regular liaison with external bodies, including:

- HMRC (Revenues and Customs)
- Bodies representing local authorities (Local Government Association (LGA), CILIP, IRRV, and Special Interest Group of Metropolitan Authorities (SIGOMA)).
- General Registrar Office
- Electoral Commission
- Boundary Commission
- Information Commissioners' Office (ICO)
- Local Government Ombudsman (LGO)
- Association of Democratic Services Officers (ADSO)
- The Law Society
- Department for Work and Pensions (DWP)
- Police
- Lawyers in Local Government
- Job Centre Plus
- The Merseyside Capacity Building & learning Group
- North West Employers (Elected Members)
- LSCB
- ASPB
- Private and Registered Social Landlords
- Voluntary and community sector bodies such as welfare advice agencies including Citizens Advice Bureau (CAB) and Wirral Council for Voluntary Service (WCVS)
- Children's Trust
- Liverpool Internal Audit Services
- North West Chief Internal Auditors Group (GMAG)
- Cheshire West and Chester Council
- Suppliers including British Telecom (BT), Oracle, Microsoft and other critical suppliers
- Merseyside and regional authorities
- Other public local authorities and public sector bodies
- Other agencies involved in delivering services to the local community
- Community groups, such as friends and support groups in libraries
- Merseyside Fire & Rescue Service
- Schools

Joe Blott
Strategic Director of Transformation and Resources

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This Directorate plan has been endorsed by:

Cllr Ann McLachlan, Deputy Leader and Portfolio Holder for Governance & Improvement

Cllr Adrian Jones, Portfolio holder for Central Services

Chris Meaden, Portfolio Holder for Health & Wellbeing

Key Objectives for 2013/14

Ref	Objective	Responsible Officer	Source
P1	Financial Planning Implement a deliverable and sustainable Budget 2014/15 and the medium term 2014/17	Tom Sault	Improvement Plan (Financial stability)
P2	Risk Management Review and implement a revised Risk Management Strategy	Tom Sault	Improvement Plan (Risk management)
P3 **P4**	Rationalise the procurement function by centralising all purchasing activity, and the enforcement of purchase orders prior to the commissioning goods and services.	Ray Williams	
P5	Deliver Strategic Internal Audit Plan	Mark Niblock	Improvement Plan Corporate Plan
P6 **P7** **P8** **P9**	Improve the Council's corporate governance and decision-making arrangements through continuous review, training and raising awareness.	Surjit Tour	Corporate Plan Improvement Plan
P10 **P11**	Implement appropriate arrangements to support the delivery of Neighbourhood Working		Corporate Plan
P12 **P13**	Implement appropriate arrangements to support the Health and Well-being Board		
P14 **P15** **P16** **P17** **P18**	Improve the Council's FOI responses and DPA arrangements	Jane Corrin	Improvement Plan
P19	Match long-term liabilities through the implementation of the Merseyside Pension Fund Strategy	Peter Wallach	Regulatory Framework
P20	Administration of the Merseyside Pension Fund's statutory responsibilities		Legislation

Ref	Objective	Responsible Officer	Source
P21	**Leadership Development** To design, deliver and evaluate the new Wirral Leadership Development Programme	Chris Hyams	Corporate Plan
CP6 P22	**Management Development Programme** To roll out the new Management Development Programme to all managers across the organisation		
P23 P24	**Performance Appraisal** To roll out Performance Appraisal and Development across the organisation to Senior Manager Level	Chris Hyams	Corporate Plan
P25 P26 P27 P28	**Delivery of Learning and Development interventions to deliver organisational and departmental improvement** • To deliver revised organisational values and supporting Culture Change Programme • To deliver an Employee Engagement Survey • To support the improvement and delivery of Elected Member Development and the achievement of the North West Employers Organisation Elected Member Development Charter	Chris Hyams	Corporate Plan
P29 P30 P31 P32	Continue To Implement HR/Payroll Self Serve	Chris Hyams	Corporate Plan
P33	Review Schools HR Service Level Agreement (SLA) for the provision of integrated HR/Payroll Admin		
P34	Review of Employee Equality data source		

Ref	Objective	Responsible Officer	Source
P35	**HR Policy Review** To review key HR policies; • Disciplinary • Capability • Redundancy and Redeployment • Restructure • Dignity at Work	Chris Hyams	Corporate Plan
P36 P37	Develop and implement policy on annualised hours		
P38	Review of Council Services in partnership with Trade Unions and APSE	Chris Hyams	Corporate Plan
DP7	**HR Budget Savings** To address HR/OD's/Payroll budget savings £574K		
DP8 DP9 DP10 DP11 DP11a	Welfare Reform- Ensure all elements of the Welfare Reform Act are implemented effectively, delivered and reviewed.	Malcolm Flanagan	Legislation & Corporate Plan
	• Council Tax Support	Malcolm Flanagan	
	• Under Occupation Rules		
	• Discretionary Housing Payment Scheme		
	• Local Welfare Assistance		
	Increase in Council Tax and Business Rates collections Increased court costs and amended Council Tax discounts and exemptions alongside collection from Council Tax Support recipients paying for the first time.	Malcolm Flanagan	Budget Options
	Improved Personal Finance Unit charging, assessment and recovery	Malcolm Flanagan	Directorate Objectives
	Business Rates Discretionary Rates Relief Policy development	Malcolm Flanagan	Budget Options

Ref	Objective	Responsible Officer	Source
	Reduce the cost of IT Services via shared service or reduced man power. Reduce revenue costs for equipment	Tony Glew	Budget
DP13	Replace Windows XP etc		Silver Project Monitoring
DP14	Obtain Compliance with external codes of connection including IG Toolkit		Silver Project Monitoring
DP15	Deliver Agile working with users		

2. What are we going to deliver in 2013/14?

PI Ref	Indicator Title	Purpose of PI	Frequency	Responsible Officer	Lead Officer	Outturn 2012/13	Target 2013/14	Desired Direction of Travel
CP1	Chargeable Services (% achievement versus best practice).	To ensure that we have a robust system for providing value for money services and efficiently charging for these services.	Annually	Director of Resources	Jim Molloy	TBC	Upper Middle	*Higher is better*
CP2	Adult Care Packages supported by Direct Debit (as a %).	To introduce a more cost effective and efficient method for the payment of Adult Care Packages.	Monthly	Malcolm Flanagan	Malcolm Flanagan	Nil	30%	*Higher is better*
CP3	Establishment reduction compared to savings assumption.	To improve the management of resources through the alignment finance salary budgets and Human Resource establishment records.	Monthly	Tom Sault	Tom Sault	N/A	100%	*Higher is better*
CP4	Budget savings achieved.	To measure our effectiveness in achieving planned budget savings.	Monthly	Tom Sault	Tom Sault	N/A	£48.4m (100%)	*Higher is better*
CP5	Agency/Consultancy costs.	To measure our effectiveness in reducing use of agency staff / consultants.	Monthly	Chris Hyams	Paul Finch	£2,000,000	£1,500,000	*Lower is better*
CP6	Sickness absence: The number of working days/shifts lost due to sickness absence.	To measure our effectiveness in reducing sickness absence levels, staff morale and motivation.	Monthly	Chris Hyams	Paul Finch	10.50 days	10.50 days	*Lower is better*
DP8	Percentage recovery of Council Tax.	To measure the effectiveness of maximising the recovery of Council Tax revenues	Monthly	Malcolm Flanagan	Neil Powell	96.8%	95.1%	*Higher is better*

PI Ref	Indicator Title	Purpose of PI	Frequency	Responsible Officer	Lead Officer	Outturn 2012/13	Target 2013/14	Desired Direction of Travel
		income.						
DP9	Percentage recovery of National Non Domestic Rates (NNDR).	To measure the effectiveness of maximising the recovery of NNDR revenues income.	Monthly	Malcolm Flanagan	Neil Powell	95.3%	95.4%	*Higher is better*
DP10	Percentage collection rate on additional debit re: impact of Council Tax Support Scheme, Discount and Exemption Changes and increased costs in respect of the additional £9m raised.	To measure the effectiveness of maximising the collection of our revenues income.	Monthly	Malcolm Flanagan	Neil Powell	n/a	66.0%	*Higher is better*
DP11	Percentage recovery of Personal Finance Unit charges.	To measure effectiveness at improving recovery timescales of current Personal Finance Unit charges via cash collected.	Quarterly	Malcolm Flanagan	Nicky Dixon	90.0%	90.0%	*Higher is better*
DP11a	Percentage of Personal Finance Unit assessments completed within timescale	To measure section's effectiveness at improving assessment timescales of Personal Finance Unit charges.	Quarterly	Malcolm Flanagan	Nicky Dixon	55%	80%	*Higher is better*
DP12	Percentage of all current Freedom of Information / Information Requests dealt with within the statutory timescale.	To ensure that backlog is addressed and new requests are dealt with efficiently and effectively, and address backlog.	Monthly	Surjit Tour	Surjit Tour	67%	85%	*Higher is better*

PI Ref	Indicator Title	Purpose of PI	Frequency	Responsible Officer	Lead Officer	Outturn 2012/13	Target 2013/14	Desired Direction of Travel
DP13	To replace Windows XP with W7 (complete 500 machines in 2013/14)	To measure improvements to the effectiveness and efficiency of our IT systems and ensure that they are fit for purpose.	Quarterly	Tony Glew	Debra Curtis	n/a	500	*Higher is better*
DP14	To obtain Compliance with external codes of connection including IG Toolkit: April 2014	To measure improvements to the effectiveness and efficiency of our IT systems and ensure that they are fit for purpose.	Annual	Tony Glew	Debra Curtis	GCSx accreditation	PSN plus IG Toolkit accreditation	*n/a*
DP15	To support the Delivery of Agile working with users: 2013/14		Annual	Tony Glew	Debra Curtis	n/a	Depends on Asset Plan	*n/a*
DP16	Average number of days to respond to complaints recorded under the corporate process.	To ensure that responses to complaints are dealt with efficiently and effectively.	Quarterly	Surjit Tour	Malcolm Flanagan	12	11	*Lower is better*

Ref	Link to Priorities	Project / Activity	Responsible Officer	Delivery Date
P1	To manage the Council finances and deliver financial stability	Produce a 2014/15 budget and proposals for 2015/17 that are sustainable, matched to agreed need and aligned to the Council priorities.	Director of Resources	11/03/2014
P2	To enhance and develop our risk management process to ensure that we effectively manage risks.	Revised Corporate Risk Strategy.	Joe Blott	March 2014
P3	To improve Corporate Governance by: • Managing the Council finances and achieving long term financial stability. • Imbedding and promoting strong governance arrangements.	Implement no purchase order no pay policy.	Ray Williams	31/03/2014
P4		Centralisation of procurement function.		31/03/2014
P5	To ensure that risks are identified and measures put in place to mitigate these.	Deliver Strategic Internal Audit Plan.	Mark Niblock	31/03/2014
P6	To improve Corporate Governance and decision making arrangements through the review / revision of the Constitution.	Make changes to the Constitution under delegated powers.	Surjit Tour	September 2013
P7		Standards and Constitution Oversight Committee recommends changes/revisions to Council.		September 2013
P8		Issue Reporting writing Guidance and Timetable for report authors.		End June 2013
P9		Provide training during session scheduled for June 2013.		June 2013
P10	To implement appropriate arrangements to support the delivery of Neighbourhood Working by assessing additional legal and committee support requirements and development of a protocol to support and assist the Constituency Committees.	Provide a Resource Plan outlining the additional legal and committee support required for Constituency Committees.	Surjit Tour	September 2013
P11		Prepare protocol for governing the operation of Constituency Committees.		September 2013

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	Link to Priorities	Project / Activity	Responsible Officer	Delivery Date
P12	Implement appropriate arrangements to support the Health and Well-being Board by assessing additional legal and committee support requirements to assist the Board.	Assess additional legal and committee resources required to support and assist the Health and Well-being Board.	Surjit Tour	June 2013
P13		Deliver specific Political Awareness Training to transferred NHS staff.		June 2013
P14	Improve the Council's Freedom of Information (FOI) responses and Data Protection Act (DPA) arrangements through the implementation and issuing of revised FOI / Information Requests (IR) / ICO contact procedure and practice protocol to ensure that requests are handled and monitored correctly, effectively and efficiently within statutory timescales.	Deliver FOI/IR/ICO contact procedure and practice protocol.	Surjit Tour	July 2013
P15		Update existing monitoring and reporting arrangements.		June 2013
P16		Prepare a briefing note for senior management outlining current DPA arrangements and proposed course of action.		June 2013
P17		Develop and implement an action plan to improve DPA awareness understanding and information handling, including the provision of training.		August 2013
P18		Develop a DPA procedure and practice protocol.		July 2013
P19	To provide secure pensions, effectively and efficiently administered at the lowest cost to the contributing employers through the Merseyside Pension Fund.	To review and consult on the Merseyside Pension Fund's actuary and prepare the Funding Strategy Statement and Statement of Investment Principles for approval by the Pensions Committee in November.	Peter Wallach	November 2013
P20		To implement Local Government Pension Scheme 2014 reform.		01/04/2014
P21	To ensure that the Council has the leadership and managerial capacity in place to deliver its priorities and that the behaviour of leaders reflects the vision and values of the organisation.	To design, deliver and evaluate the new Wirral Leadership Development Programme.	Chris Hyams	February 2014
P22		To roll out the new Management Development Programme to all managers across the organisation.		September 2014

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Ref	Link to Priorities	Project / Activity	Responsible Officer	Delivery Date
P23	To ensure that performance appraisal is consistently applied across the whole of the Council and to improve the delivery of council services.	To roll out Performance Appraisal and Development across the organisation to Senior Manager Level.	Chris Hyams	September 2013
P24		To support the completion of Key Issue Exchanges across the entire organisation.		September 2013
P25		To ensure that external inspections reflect that staff are receiving the required statutory learning and Development.	Chris Hyams	April 2014
P26	To implement Learning and Development interventions to deliver organisational and departmental improvement.	To deliver programme of support in response to Welfare Reform around Conflict & Aggressions skills training in targeted areas (Libraries, Contact Centres, front line services) to affected staff.		April 2014
P27		To design, deliver & evaluate the new Wirral "Change Agent" Programme		February 2014
P28		To deliver an Employee Engagement Survey.		September 2013
P29	To continue to implement HR/Payroll Self Serve to realise savings and implement changes required to ensure that managers are able to effectively analyse workforce data and implement changes required.	To continue to roll out the first phase (basic details) Self Serve to schools	Chris Hyams	December 2013
P30		To implement the absence and expenses modules across the Council		December 2013
P31		To implement the timesheet module across the Council		December 2013
P32		To implement a Managers reporting dashboard' Insight'		December 2013
P33	To improve efficiency and deliver a high quality Human Resources Service for Schools through the review of Schools HR Service Level Agreement (SLA) for the provision of integrated HR/Payroll Admin.	To agree the level of Buyback and roll out of Self Service to schools	Chris Hyams	April 2014
P34	To ensure the Council meets its legal requirements under the Equality Standard 2010, through recording the relevant information about our employees.	To review the Employee Equality data source and target the areas where information is currently unavailable, to ensure that equality data meets the statutory requirements under Equality Act 2012.	Chris Hyams	December 2013

Ref	Link to Priorities	Project / Activity	Responsible Officer	Delivery Date
P35	To effectively support and guide Managers in dealing with key Human Resource issues through the review, revision, implementation and roll out of training of key HR policies (Disciplinary, Capability, Redundancy & Redeployment, Restructure and Dignity at Work).	To review, revise, develop and approve key HR policies.	Chris Hyams	September 2013
P35a		To implement the roll out a training and development programme on the revised key HR policies to managers		December 2013
P36	To develop and implement policy on annualised hours, to reduce the cost of overtime to the Council.	To undertake consultation with the key managers and trade unions on annualised hours policy	Chris Hyams	September 2013
P37		To seek agreement from trade unions and seek appropriate approval on annualised hours policy		October 2013
P38	To identify and make recommendations on potential savings that can be made in relation to staffing issues and support the implementation of any proposed budget savings relating to staff approved by the Council.	To carry out a review of Council Services in partnership with Trade Unions and APSE	Chris Hyams	October 2013
P39	To support the vulnerable, support both work in tackling health inequalities and Neighbourhood Working by the provision of a sustainable and efficient network of Library / One Stop Shops	To merge the staffing of these areas and then review service delivery for implementation of proposals to improve sustainability of network.	Malcolm Flanagan	September 2013
P40	To manage our finances in respect of vulnerable people who have been assessed for payment contributions for services delivered in respect of domiciliary and non residential care.	To address the historic Personal Finance Unit charges and maximise recovery by use of all available methods	Malcolm Flanagan	March 2014
P41	To support vulnerable people who need access to the authority's Local Welfare Assistance scheme	To review the Local Welfare Assistance scheme and propose amendments for future year schemes	Malcolm Flanagan	November 2013
P42	Promoting Digital Inclusion via use of self access facilities	To significantly increase the percentage of service requests available and made on-line	Malcolm Flanagan	December 2013

3. Financial Planning

An analysis of how the Directorate budget delivers the Corporate Plan priorities is contained within the following table:

A. Revenue

Revenue Budget 2013/14		Gross Budget	Net Budget
Priority or Service	**Services (provided)**	**£000**	**£000**
Business Processes	Administration, Customer Services, Libraries and One Stop Shops, Revenues and Benefits	167,602	10,264
Human Resources and Organisational Development	Human Resources, Payroll, Organisational Development	6,422	24
Legal and Member Services	Legal Services, Records Management and Registration	7,299	1,679
Merseyside Pension Fund	Pension services on behalf of Merseyside	17,137	0
Resources	Financial Services, Treasury Management and Financing, Audit, Information Technology Services and Procurement	45,337	230
Transformation and Resources	Change Management Team	226	226
Total		**244,023**	**12,423**

Funding Increased Demand

No additional funding was provided by the Council for the Directorate in 2013/14 in respect of demand issues.

Budget Savings

Description	2013-14 £000s	2014-15 £000s	Total £000s
Reducing Council Management	5,000	0	0
Reducing the numbers of Agency workers	500	0	0
Service Restructures	905	642	0
Trade Union funding	- 270	0	0
Reducing the Cost of Democracy	100	75	100
The Mayor of Wirral	50	0	0
Procurement / Commissioning	320	4,000	5.000
Treasury Management	1,700	0	0
Information Technology Service	210	90	0
**Better Use of Buildings	100	0	458

Description	2013-14 £000s	2014-15 £000s	Total £000s
Transforming Business Support	500	1,000	1,000
Revenues and Benefits	550	0	0
**Marketing and Public Relations	167	0	0
**Tranmere Rovers Sponsorship	135	0	0
Power Supplies - Contract Saving	11	0	0
Reduction in External Audit Fees	140	0	0
Workforce Conditions of Service	3,800	0	0
**Area Forum Funding	391	0	0
Libraries and One Stop Shops	391	466	117
Shared Services Development	0	400	1,000
Council Tax Increase	2,600	0	0
Council Tax: Discounts and Exemptions	2,284	0	0
Council Tax: Court Costs	2,429	0	0
Council Tax: Discretionary Relief	0	320	0
Transformation And Resources Total	**22,013**	**6,993**	**7,675**

Note: A number of the above savings are held within the Directorate budget on a corporate basis.
**Savings in other Directorates but were reported under Transformation (Chief Executive's Dept)

B. Capital

The Directorate has one capital scheme within the 2013/14 capital programme. This relates to improvements at West Kirby and Conway Street One Stop Shops. The Directorate plays a key financial management role in managing the capital programme which will also include improvements to procedures, controls, monitoring and reporting arrangements 2013/14.

4. Risk Management

Transformation & Resources Directorate Risk Register 2013-14 (10/07/2013)

Objective	Risk Ref.	Risk Description	Risk Category	Risk Owner	Existing Control Measures	Current Net Scores			Risk Review Frequency	Additional Control Measures Planned	Officer Responsible	Target Date
						Likelihood	Impact	Total				
All		Staff do not possess the required skills, knowledge and expertise to deliver the Directorate's full range of objectives and priorities	People	Joe Blott	Key issue Exchange / Staff Appraisal Training Plans / Continuing Professional Development Procedure manuals Flexible arrangements to deploy resources to meet demands Access to external support - Membership of professional organisations	3	3	9	Monthly	Staff Development and Training system (audit) Internal training /development via staff sessions / team briefings. Enhance use of IT to achieve greater standardisation	Chief Internal Auditor Individual Heads of Service	Ongoing Ongoing
All		Insufficient capacity to deliver the Directorates full range of objectives and priorities (including response to demand changes and for new areas / projects)	People	Joe Blott	Training and development Flexibility within structures to re-allocate staff to deliver priorities Use of temporary staff, secondments or redeployment of staff Workforce planning Regular reviews to ensure that Workforce and Service plans reflect requirements Access to external support - Membership of professional organisations	3	3	9	Monthly	Further use of temporary support Regular report to the Management Team Scrutiny of service performance Review resources needed for key projects re-prioritisation of work	Individual Heads of Service	Ongoing
All		Interruption to services eg a major incident / IT failure, loss of buildings or staff	Operational	Joe Blott	Contingency plans in some sections / services. Succession planning. Specific arrangements for IT back-up / resilience. Remote working (e.g. Treasury Management) Reviews of Business Continuity Plans	2	3	6	Monthly	Enhancements to IT resilience Development of Shared Service arrangements	Head of IT Services Individual Heads of Service	Ongoing Ongoing

Objective	Risk Ref.	Risk Description	Risk Category	Risk Owner	Existing Control Measures	Current Net Scores			Risk Review Frequency	Additional Control Measures Planned	Officer Responsible	Target Date
						Likelihood	Impact	Total				
All		Failure to identify and respond effectively to any changes in legislation	Regulatory / Legal / Statutory	Joe Blott	Awareness of changes maintained through relevant professional bodies Liaison with other authorities and information sharing; Flexibility within the structures with key members of staff trained to deal with changes	3	3	9	Monthly	None		
All		Failure to plan, resource or deliver agreed budget changes adversely affecting service delivery	Financial	Joe Blott	Procedures for the identification of changes Project plans to deliver the required savings Monitoring of delivery against targets	3	3	9	Monthly	Enhancement to project plans and monitoring of delivery	All Heads of Service	Ongoing
IT Services		Failure to achieve the Security accreditation for PSN, IG toolkit (NHS)	Information / Technological	Tony Glew	Identification of resources Project plan to deliver the accreditation	3	4	12	Monthly	None	Head of IT Services	
Improving Corporate Governance		Failure to follow procedures and practices eg information is not adequate or lack of understanding of arrangements, obligations and duties	Operational	Surjit Tour	Code of Corporate Governance in place Training to officers on the revisions to the Council's Constitution scheduled for delivery in June 2013 Training on Code of Corporate Governance June/July 2013	3	4	12	Monthly	In-year review of Constitutional changes Restructure of Legal Services to better align resources to meet need and improve resilience	Head of legal Services	Ongoing
Improve the Council's FOI responses and DPA arrangements		Failure to comply with statutory obligations and duties. Could lead to enforcement action by ICO, financial penalty and reputational damage	Legal Operational Financial	Surjit Tour	Disclosure Officer appointed Use of Sch.12A Exemptions Decision making procedure and practice	3	5	15	Monthly	DPA Training to key staff Review current DPA arrangements to identify areas of improvement Implement Action Plan for improvement	Head of Legal Services Head of Legal Services Head of Legal Services	June 2013 July 2013 August 2013
Merseyside Pension Fund		Benchmark performance does not keep pace with liabilities	Financial	Peter Wallach	Triennial ALM, FSS./SIP, Asset Allocation, WM Performance data and Independent Advisers	4	4	16	Monthly	None		

5.   Workforce

A.   Workforce Development

The Directorate contributes to corporate workforce planning by recognising the strengths of the current workforce and by planning to meet staffing needs for the future.

Staff work collaboratively with other departments, providing expertise in finance, legal and member services, human resources, organisational development, audit, risk, transformational change, procurement, business processes, information technology, customer services and records management.

The directorate is committed to ensuring that all staff should have a performance appraisal. It is also committed to ensuring that during the financial year ahead, relevant individuals will take a timeout to consider future plans for the directorate.

The directorate is committed to supporting continuing professional development which is both good practice and also mandatory for some individuals.

The directorate will also annually review the collective needs of the directorate staff to identify training opportunities that are common across several individuals and develop a cost effective approach to addressing these needs.

B.   Workforce Monitoring

The following table provides an analysis of Transformation and Resources Directorate staff (including Resources Department and Pensions Department) over gender, age bandings, ethnicity and disability status as at 1st April 2013.

Employee Information	Female		Male		Total	
	No	FTE	No	FTE	No	FTE
Total	717	578.95	412	395.93	1,129	974.89

Employee Profiles	Female		Male		Total	
	No	FTE	No	FTE	No	FTE
Age 16 - 19	1	0.14%	2	0.49%	3	0.27%
Age 20 - 29	91	12.69%	50	12.14%	141	12.49%
Age 30 - 39	123	17.15%	85	20.63%	208	18.42%
Age 40 - 49	252	35.15%	147	35.68%	399	35.34%
Age 50 - 54	113	15.76%	61	14.81%	174	15.41%
Age 55 - 63	123	17.15%	59	14.32%	182	16.12%
Age 64	6	0.84%	5	1.21%	11	0.97%
Age 65 Plus	8	1.12%	3	0.73%	11	0.97%
Total	717	63.51%	412	36.49%	1,129	

Ethnic origin	Female		Male		Total	
	No	FTE	No	FTE	No	FTE
White British	584	81.45%	326	79.13%	910	80.60%
Irish	4	0.56%	1	0.24%	5	0.44%
White Other	8	1.12%	6	1.46%	14	1.24%
Mixed White/Black Caribbean	1	0.14%	0	0.00%	1	0.09%
Mixed White/Black African	0	0.00%	0	0.00%	0	0.00%
Mixed White/Asian	2	0.28%	1	0.24%	3	0.27%
Mixed other	2	0.28%	0	0.00%	2	0.18%
Indian	0	0.00%	1	0.24%	1	0.09%
Pakistani	0	0.00%	0	0.00%	0	0.00%
Bangladeshi	2	0.28%	3	0.73%	5	0.44%
Chinese	6	0.84%	1	0.24%	7	0.62%
Asian Other	1	0.14%	2	0.49%	3	0.27%
Black Caribbean	0	0.00%	0	0.00%	0	0.00%
Black African	0	0.00%	2	0.49%	2	0.18%
Black Other	0	0.00%	1	0.24%	1	0.09%
Arab	0	0.00%	0	0.00%	0	0.00%
Gypsy/Romany/Irish Traveller	0	0.00%	0	0.00%	0	0.00%
Other	1	0.14%	1	0.24%	2	0.18%
Not declared	74	10.32%	63	15.29%	137	12.13%
Data not available	32	4.46%	4	0.97%	36	3.19%
Total with data available	685	95.54%	408	99.03%	1,093	96.81%
BME Summary	15	2.45%	12	3.48%	27	2.82%

Disability	Female		Male		Total	
	No	FTE	No	FTE	No	FTE
No	508	70.85%	279	67.72%	787	69.71%
Yes	19	2.65%	16	3.88%	35	3.10%
Not Declared	159	22.18%	108	26.21%	267	23.65%
Data not available	31	4.32%	9	2.18%	40	3.54%
Total with data available	686	95.68%	403	97.82%	1,089	96.46%

C.   Workforce Planning

Workforce Issue	Broad Skill Development Needs	Planned Actions	Financial Implications
Staff awareness of role in delivering Corporate, directorate and divisional objectives (KIE)	Compliance with Corporate standards	Revised procedures and training leads to identifying development needs	Within existing resources
Compliance with behaviours and standards e.g. attendance, Equality and Diversity, stress, anti-	Managers to undertake appropriate training	Verification of compliance within HR/OD systems	Within existing resources

Workforce Issue	Broad Skill Development Needs	Planned Actions	Financial Implications
fraud			
Structure to ensure Business Continuity with reduced staffing	Identify training development needs	Agreed from 1 July 2013 but keep under review	Achieve savings
Workforce development and capacity building	To ensure required level of qualified staff	Commitment to professional training (CPD development)	Within existing resources
Communication with staff to keep informed of changes	To ensure staff and management are aware of issues	Weekly management meetings Core One Brief Division newsletter	Within existing resources

6. Equality and Diversity

The Equality Duty 2010 places legal duties on bodies including three general duties:

- To eliminate unlawful discrimination, harassment and victimisation
- To advance equality of opportunity
- To foster good relations between different groups of people

The Directorate has representation at the Corporate Equality and Inclusion Group to ensure equality and inclusion issues policy and procedures are embedded across the Directorate.

Equality Impact Assessments are completed, included within Committee reports and published on the Council's website.

In support of compliance with the Equality Act 2010, specifically the requirement to publish information relating to people who are affected by our policies and practices who share protected characteristics, i.e. customers, customer services gathered this data across corporate access channels (web; one stop shops; libraries and call centre) during 2012/13. Over 15,000 Wirral residents accessing council services were asked for anonymised equality data during this period and the results of this analysis will be published on the council's website/other channels to demonstrate who accesses our services and how representative this is of the wider population. Actions identified from the analysis, e.g. under-representation of certain protected groups suggesting accessibility issues will also be published.

A longer term objective will be to allow the council's Customer Relationship Management (CRM) system to record equality data as an optional standard template for all customers accessing our services. This will provide a rich source of customer insight; highlight accessibility issues and promote service take-up across all protected groups.

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WIRRAL COUNCIL

TRANSFORMATION AND RESOURCES POLICY AND PERFORMANCE COMMITTEE

30TH JULY 2013

SUBJECT:	DIRECTORATE PLAN PERFORMANCE MANAGEMENT REPORT
WARD/S AFFECTED:	ALL
REPORT OF:	JOE BLOTT (STRATEGIC DIRECTOR TRANSFORMATION & RESOURCES)
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

1.1 The aim of this report (Appendix 1) is to outline the proposed performance management report to support the delivery of the Directorate Improvement Plan for 2013/14.

1.2 It translates the priorities set out in the Plan into a coherent set of performance outcome measures and targets. They will be used to evaluate the achievement of the priorities outlined in the plan over the next year.

1.3 It is anticipated that the development of the Plan will be an iterative process during 2013/14 based on the feedback and requirements of elected members and the portfolio lead. It will run in parallel to the wider development of the underpinning business planning and performance management infrastructure within the council (e.g. Performance Management Framework Policy, electronic provision of performance information to elected members, transition from targets to outcomes).

2.0 BACKGROUND AND KEY ISSUES

2.1 The Directorate Plan links directly to the Corporate Plan and sets Directorate objectives in national and local context. The indicators contained within the Directorate Plan form a hierarchy underneath the high level indicators specified in the Corporate Plan.

2.2 The Strategic Director, Transformation and Resources (Joe Blott) has signed off the indicators contained within the performance report and agreed the following parameters which underpin their on-going performance management:

- 2013/14 Plan target
- 2013/14 Plan trajectory (see Appendix 2)
- 2013/14 Performance tolerance levels (determine RAG [Red, Amber, Green] status
- Head of Service responsible for delivery of target

1

2.3   Directorate Plan performance (includes Corporate Plan targets) will be monitored on a monthly basis against the parameters agreed as part of the business planning process (e.g. RAG tolerance levels). A number of indicators are only available on a quarterly basis, in line with the availability of data.

2.4   The outputs from this monitoring process will be performance managed proactively on an exception basis. The system is designed to promote a "no surprises" approach to performance management.

2.5   Heads of Service responsible for the delivery of targets must complete an exception report and delivery plan for all indicators which are under performing (e.g. red RAG rated indicators).

2.6   Monthly Directorate Plan performance reports will be produced and made available (to support corporate challenge) in line to support:

- Monthly DMTs
- Monthly Portfolio Lead briefings
- Quarterly Audit, Risk, Governance and Performance meetings
- Quarterly Policy and Performance Committees

3.0   RELEVANT RISKS

3.1   The performance management framework is aligned to the risk management strategy. At present no risks are identified in relation to the latest version of the Corporate Plan performance report.

4.0   OTHER OPTIONS CONSIDERED

4.1   N/A

5.0   CONSULTATION

5.1   The Corporate plan was drafted based on the feedback generated by the What Really Matters public consultation. The Directorate plan underpins this plan.

6.0   IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

6.1   N/A

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

7.1   Financial implications of undertaking the actions to deliver the Directorate Plan will be addressed by Directorate as appropriate.

8.0   LEGAL IMPLICATIONS

8.1   Legal implications of undertaking the actions to deliver the Directorate Plan will be addressed by Directorate as appropriate.

9.0 EQUALITIES IMPLICATIONS

9.1 The Directorate 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 Directorate Plan will be addressed by the Directorate as appropriate, and details set out in individual Directorate plans.

10.0 CARBON REDUCTION IMPLICATIONS

10.1 N/A

11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

11.1 N/A

12.0 RECOMMENDATION/S

12.1 Committee are requested to use the information contained within this report to inform its future work programme.

13.0 REASON/S FOR RECOMMENDATION/S

13.1 To ensure that the report provides elected members with the information required to evaluate the delivery of the key priorities identified by the Directorate Plan.

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APPENDICES

Appendix 1 – Directorate Plan Performance Report (13/14)

Appendix 2 – Directorate Plan Performance Report (13/14) Technical Specification

REFERENCE MATERIAL

N/A

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WIRRAL COUNCIL

Transformation and Resources Directorate

Corporate and Directorate Plan Performance Report as at 31st May 2013

No.	Description	Data Source	Performance 2012/13	Target/Plan 2013/14	YTD Target 2013/14	YTD Performance	Overall Status	Monthly Trend	Reporting Period	Accountable Officer (Head of Service)	Comments
Domain 3: Transformation and Resources											
Financial Services											
CP1	Chargeable Services (% achievement versus best practice)	KPMG Annual Study	TBC	Upper Middle Quartile (Feb 2014)	-	-	-	-	-	Director of Resources	Following a report presented to the Chief Executive Strategic Group (5/06/2013), it was agreed; - to trial Trading Accounts in a central service; - to implement Trading Accounts for Legal Refresh (the recharge system), and - to commission an external company to recommend appropriate recharge system.
CP2	Adult Care Packages supported by Direct Debit (as a %)	Accounts Payable Ledger	NIL	30%	0%	0%	G		May	Director of Resources	Department on target to have the system available by the end of September 2013, to support the introduction of direct debit payments from October 2013.
CP3	Establishment reduction compared to savings assumption	Establishment List	N/A	100%	-	-	-	-	-	Director of Resources	The process of aligning finance salary budgets and Human Resource establishment records has commenced (first meeting on 11/06/2013). Performance will be measured from July 2013.
CP4	Budget savings achieved	General Ledger	N/A	£48.40m (100%)	£14.90m	£19.37m	G	+	May	Director of Resources	May savings are £4.47m ahead of target
Human Resource / Organisational Development											
CP5	Agency/Consultancy costs	General Ledger	£2,000,000	£1,500,000	£333,333	NYA	-	-	-	C Hyams	Human Resource are currently developing a process that will enable them to provide this data accurately on a timely monthly basis. Savings will be realised by quarters 3+4
		M44 Form	10.50days	10.50days	1.78days	1.48days (P)	-	-	-	C Hyams	April's latest sickness absence rate is 0.78, above the target of 0.73 with a RED rating, but is still an incomplete figure as data is still being collated. The cumulative sickness level has improved from May 2012, when it was 1.72 days, but is still an incomplete figure as data is still being collated.
CP6	Sickness absence										
Business Processes											
DP8	Percentage recovery of Council Tax.	Rev Ben system	96.8%	95.1%	17.9%	19.0%	G	-	May	Malcolm Flanagan	Additional £10m raised for 13/14 It is in line with 12/13 performace for May, which was 19.6%.
DP9	Percentage recovery of National Non Domestic Rates (NNDR).	Rev Ben system	95.3%	95.4%	21.0%	19.5%	R	-	May	Malcolm Flanagan	Additional recovery work being undertaken but reflective of general economic situation of most small businesses. Performance is expected to be back on target by the end of July as the Council payments still need to be collected.
DP10	Percentage collection rate on additional debit re: impact of Council Tax Support Scheme, Discount and Exemption Changes and increased costs in respect of the additional £9m raised.	Rev Ben system	N/A	66.0%	8.00%	8.50%	G	-	May	Malcolm Flanagan	Effective 01.04.13. £7.8m additional debit

WIRRAL COUNCIL
Transformation and Resources Directorate
Corporate and Directorate Plan Performance Report as at 31st May 2013

No.	Description	Data Source	Performance 2012/13	Target/Plan 2013/14	YTD Target 2013/14	YTD Performance	Overall Status	Monthly Trend	Reporting Period	Accountable Officer (Head of Service)	Comments
DP11	Percentage recovery of Personal Finance Unit charges.	Oracle AR	90.0%	90.0%	-	-	-	-	-	Malcolm Flanagan	To be monitored quarterly
DP11a	Percentage of Personal Finance Unit assessments completed within timescale.	Civica	55.0%	80.0%	-	-	-	-	-	Malcolm Flanagan	To be monitored quarterly
Legal and Member Services											
DP12	Percentage of current FOI/IRs dealt with within the statutory timescale.	CRM system	67%	85%	80%	NYA	-	-	-	Surjit Tour	The Council is subject to monitoring by ICO 1 July and 30 September 2013 and is resigned under an Undertaking to achieve a least 85% response rate for FOIs and Internal reviews by end September 2013. Measures are in hand to make sure obligations are met.
DP16	Average Number of days to respond to complaints recorded under the corporate process.	CRM system	12	11	-	-	-	-	-	Surjit Tour	To be monitored quarterly
Information Technology Services											
DP13	To replace Windows XP with W7 (complete 500 machines in 2013/14)	Silver Project reports	N/A	500	-	-	-	-	-	Tony Glew	To be monitored quarterly
DP14	To obtain Compliance with external codes of connection including IG Toolkit: April 2014	CoCo process	GCSx accreditation	PSN plus IG Toolkit accreditation	-	-	-	-	-	Tony Glew	To be monitored annually
DP9	To support the Delivery of Agile working with users: 2013/14	Asset plan	N/A	see Asset mmmt plan	-	-	-	-	-	Tony Glew	

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WIRRAL COUNCIL

Transformation & Resources Directorate

Corporate and Directorate Plan Performance Report as at 31st May 2013: **Projects**

No.	Project/Activity	Delivery Date	Project Status	Reporting Period	Accountable Officer (Head of Service)	Comments
Financial Services						
To develop a robust process for effectively dealing with, monitoring and managing our financial challenges.						
P1	Produce a 2014/15 budget and proposals for 2015/17 that are sustainable, matched to agreed need and aligned to the Council priorities.	11/03/2014	Green	May-13	Director of Resources	Cabinet 18 April 2013 agreed report including Draft Timetable for production of the Budget 2014/15 and beyond.
To enhance and develop our risk management process to ensure that we effectively manage risks.						
P2	Revised Corporate Risk Strategy.	Mar-14	Green	May-13	Joe Blott	Strategy work commenced with initial sessions being held with Council leadership in July 2013.
Procurement						
Improving Corporate Governance by managing the Council finances, achieving long term financial stability, imbedding and promoting strong governance arrangements.						
P3	Implement no purchase order no pay policy.	31/03/2014	Green	May-13	Ray Williams	This project has five key tasks and is due to be completed by 1st December 2013, followed by a full assessment report in March 2014. A number of sub tasks are fully or partially completed.
P4	Centralisation of procurement function.	31/03/2014	Green	May-13	Ray Williams	This project has six key tasks and is due to be completed by 1st November 2013, followed by a full assessment report in February 2014. A number of sub tasks are fully or partially completed.
Internal Audit						
To ensure that risks are identified and measures put in place to mitigate these.						
P5	Deliver Strategic Internal Audit Plan.	31/03/2014	Green	May-13	Mark Niblock	
Legal and Member Services						
To improve Corporate Governance and decision making arrangements through the review / revision of the Constitution						
P6	Make changes to the Constitution under delegated powers.	Sep-13	Green	May-13	Surjit Tour	
P7	Standards and Constitution Oversight Committee recommends changes/revisions to Council.	Sep-13	Green	May-13	Surjit Tour	
P8	Issue Reporting writing Guidance and Timetable for report authors.	Jun-13	Green	May-13	Surjit Tour	An action plan is being drawn up and reviewed as part of detailed plan re: Mod Gov
P9	Provide training during session scheduled for June 2013.	Jun-13	Green	May-13	Surjit Tour	
To implement appropriate arrangements to support the delivery of Neighbourhood Working by assessing additional legal and committee support requirements and development of a protocol to support and assist the Constituency Committees.						
P10	Provide a Resource Plan outlining the additional legal and committee support required for Constituency Committees.	Sep-13	Green	May-13	Surjit Tour	A resource plan will be prepared and arrangements determined, by the Constituency Committee working groups.

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WIRRAL COUNCIL

Transformation & Resources Directorate

Corporate and Directorate Plan Performance Report as at 31st May 2013: Projects

No.	Project/Activity	Delivery Date	Project Status	Reporting Period	Accountable Officer (Head of Service)	Comments
P11	Prepare protocol for governing the operation of Constituency Committees.	Sep-13	Green	May-13	Surjit Tour	Working arrangements are currently being developed by the Neighbourhood Engagement Team.
Implement appropriate arrangements to support the Health and Well-being Board by assessing additional legal and committee support requirements to assist the Board.						
P12	Assess additional legal and committee resources required to support and assist the Health and Well-being Board.	Jun-13	Completed	May-13	Surjit Tour	This project has been completed
P13	Deliver specific Political Awareness Training to transferred NHS staff.	Jun-13	Green	May-13	Surjit Tour	
Improve the Council's Freedom of Information (FOI) responses and Data Protection Act (DPA) arrangements through the implementation and issuing of revised FOI / IR / ICO contact procedure and practice protocol to ensure that requests are handled and monitored correctly, effectively and efficiently within statutory timescales.						
P14	Deliver FOI/IR/ICO contact procedure and practice protocol.	Jul-13	Completed	May-13	Surjit Tour	This project has been completed
P15	Evaluate existing monitoring and reporting arrangements.	Jun-13	Completed	May-13	Surjit Tour	This project has been completed
P16	Prepare a briefing note for senior management outlining current DPA arrangements and proposed course of action.	Jun-13	Green	May-13	Surjit Tour	
P17	Develop and implement an action plan to improve DPA awareness understanding and information handling, including the provision of training.	Aug-13	Green	May-13	Surjit Tour	
P18	Develop a DPA procedure and practice protocol.	Jul-13	Green	May-13	Surjit Tour	
Merseyside Pension Fund						
To provide secure pensions, effectively and efficiently administered at the lowest cost to the contributing employers through the Merseyside Pension Fund.						
P19	To review and consult on the Merseyside Pension Fund's actuary and prepare the Funding Strategy Statement and Statement of Investment Principles for approval by the Pensions Committee in November.	Nov-13	Green	May-13	Peter Wallach	
P20	To implement Local Government Pension Scheme 2014 reform.	01/04/2014	Green	May-13	Peter Wallach	
Human Resources / Organisational Development						
To ensure that the Council has the leadership and managerial capacity in place to deliver its priorities and that the behaviour of leaders reflects the vision and values of the organisation.						
P21	To design, deliver and evaluate the new Wirral Leadership Development Programme.	Feb-14	Green	May-13	Chris Hyams	
P22	To roll out the new Management Development Programme to all managers across the organisation.	Sep-14	Green	May-13	Chris Hyams	
To ensure that performance appraisal is consistently applied across the whole of the Council and to improve the delivery of council services.						
P23	To roll out Performance Appraisal and Development across the organisation to Senior Manager Level.	Sep-13	Green	May-13	Chris Hyams	
P24	To support the completion of Key Issue Exchanges across the entire organisation.	Sep-13	Green	May-13	Chris Hyams	
To implement Learning and Development interventions to deliver organisational and departmental improvement.						

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WIRRAL COUNCIL

Transformation & Resources Directorate

Corporate and Directorate Plan Performance Report as at 31st May 2013: Projects

No.	Project/Activity	Delivery Date	Project Status	Reporting Period	Accountable Officer (Head of Service)	Comments
P25	To ensure that external inspections reflect that staff are receiving the required statutory learning and Development.	Apr-14		-	Chris Hyams	
P26	To deliver programme of support in response to Welfare Reform around Conflict & Aggressions skills training in targeted areas (Libraries, Contact Centres, front line services) to affected staff.	Apr-14		-	Chris Hyams	
P27	To design, deliver & evaluate the new Wirral "Change Agent" Programme	Feb-14	Green	May-13	Chris Hyams	
P28	To deliver an Employee Engagement Survey.	Sep-13	Green	May-13	Chris Hyams	
To continue to implement HR/Payroll Self Serve to realise savings and implement changes required to ensure that managers are able to effectively analyse workforce data and implement changes required.						
P29	To continue to roll out the first phase (basic details) Self Serve to schools.	Dec-13	Amber	May-13	Chris Hyams	Review of system implementation.
P30	To implement the absence and expenses modules across the Council.	Dec-13	Amber	May-13	Chris Hyams	Review of system implementation.
P31	To implement the timesheet module across the Council.	Dec-13	Amber	May-13	Chris Hyams	Review of system implementation.
P32	To implement a Managers reporting dashboard' Insight'.	Dec-13	Amber	May-13	Chris Hyams	Review of system implementation.
To improve efficiency and deliver a high quality Human Resources Service for Schools through the review of Schools HR Service Level Agreement (SLA) for the provision of integrated HR/Payroll Admin.						
P33	To agree the level of Buyback and roll out of Self Service to schools.	Apr-14	Amber	May-13	Chris Hyams	Review of system implementation.
To ensure the Council meets its legal requirements under the Equality Standard 2010, through recording the relevant information about our employees.						
P34	To review the Employee Equality data source and target the areas where information is currently unavailable, to ensure that equality data meets the statutory requirements under Equality Act 2012.	Dec-13	Green	May-13	Chris Hyams	
To effectively support and guide Managers in dealing with key Human Resource issues.						
P35	To review, revise, develop and approve key HR policies (Disciplinary, Capability, Redundancy & Redeployment, Restructure and Dignity at Work).	Sep-13	Green	May-13	Chris Hyams	
P35a	To implement the roll out a training and development programme on the revised key HR policies to managers.	Dec-13	Green	May-13	Chris Hyams	
To develop and implement policy on annualised hours, to reduce the cost of overtime to the Council.						
P36	To undertake consultation with the key managers and trade unions on annualised hours policy.	Sep-13	Green	May-13	Chris Hyams	
P37	To seek agreement from trade unions and seek appropriate approval on annualised hours policy	Oct-13	Green	May-13	Chris Hyams	
To identify and make recommendations on potential savings that can be made in relation to staffing issues and support the implementation of any proposed budget savings relating to staff approved by the Council.						
P38	To carry out a review of Council Services in partnership with Trade Unions and APSE	Oct-13	Green	May-13	Chris Hyams	
Business Processes						
To support the vulnerable, support both work in tackling health inequalities and Neighbourhood Working by the provision of a sustainable and efficient network of Library / One Stop Shops						

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WIRRAL COUNCIL

Transformation & Resources Directorate

Corporate and Directorate Plan Performance Report as at 31st May 2013: Projects

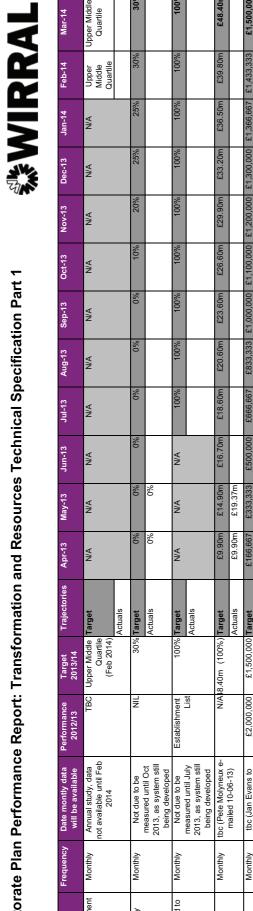| No.	Project/Activity	Delivery Date	Project Status	Reporting Period	Accountable Officer (Head of Service)	Comments
P39	To merge the staffing of these areas and then review service delivery for implementation of proposals to improve sustainability of network.	Oct-13	Amber	May-13	Malcolm Flannagan	Requires first stage move of staff under joint management prior to implementation of lean staffing structure to achieve required budget savings.
To manage our finances in respect of vulnerable people who have been assessed for payment contributions for services delivered in respect of domiciliary and non residential care.						
P40	To address the historic Personal Finance Unit charges and maximise recovery by use of all available methods	Mar-14	Green	May-13	Malcolm Flannagan	Project underway looking at expanded recovery methods and decisions on write off of irrecoverable debts.
To support vulnerable people who need access to the authority's Local Welfare Assistance scheme.						
P41	To review the Local Welfare Assistance scheme and propose amendments for future year schemes.	Nov-13	Green	May-13	Malcolm Flannagan	Project to review commences in September.
To promote digital inclusion via use of self access facilities						
P42	To significantly increase the percentage of service requests available and made on-line.	Dec-13	Green	May-13	Malcolm Flannagan	Part of Customer Access Transformation Project now underway.

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Corporate and Directorate Plan Performance Report: Transformation and Resources Technical Specification Part 1

WIRRAL

Indicator	Frequency	Date montly data will be available	Performance 2012/13	Target 2013/14	Trajectories	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
CP1 Chargeable Services (% achievement versus best practice)	Monthly	Annual study, data not available until Feb 2014	TBC	Upper Middle Quartile (Feb 2014)	Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Upper Middle Quartile	Upper Middle Quartile
					Actuals												
CP2 Adult Care Packages supported by Direct Debit (as a %)	Monthly	Not due to be measured until Oct 2013, as system still being developed	NIL	30%	Target	0%	0%	0%	0%	0%	0%	10%	20%	25%	25%	30%	30%
					Actuals	0%	0%										
CP3 Establishment reduction compared to savings assumption	Monthly	Not due to be measured until July 2013, as system still being developed	Establishment List	100%	Target	N/A	N/A	N/A	100%	100%	100%	100%	100%	100%	100%	100%	100%
					Actuals												
CP4 Budget savings achieved	Monthly	tbc (Pete Molyneux e-mailed 10-06-13)	N/A	£48.40m (100%)	Target	£9.90m	£14.90m	£16.70m	£18.60m	£20.60m	£23.60m	£26.60m	£29.90m	£33.20m	£36.50m	£39.80m	£48.40m
					Actuals	£9.90m	£19.37m										
CP5 Agency/Consultancy costs	Monthly	tbc (Jan Evans to check and confirm 11-06-13)	£2,000,000	£1,500,000	Target	£166,667	£333,333	£500,000	£666,667	£833,333	£1,000,000	£1,100,000	£1,200,000	£1,300,000	£1,366,667	£1,433,333	£1,500,000
					Actuals	NYA	NYA	NYA									
CP6 Sickness absence	Monthly	20th of the following month	10.50days	10.50days	Target	0.73days	1.78days	2.58days	3.37days	4.01days	4.75days	5.74days	6.82days	7.70days	8.75days	9.68days	10.50 days
					Actuals	0.78days (P)	1.48days (P)										
DP8 Percentage recovery of Council Tax.	Monthly	7th of following month	96.8%	95.1%	Target	8.6%	17.9%	27.0%	36.0%	46.0%	55.0%	64.0%	73.0%	83.0%	92.0%	94.0%	95.1%
					Actuals	9.9%	19.0%										
DP9 Percentage recovery of National Non Domestic Rates (NNDR).	Monthly	7th of following month	95.3%	95.4%	Target	10.0%	21.0%	31.0%	39.0%	50.0%	58.0%	66.0%	76.0%	85.0%	92.0%	94.0%	95.4%
					Actuals	9.6%	19.5%										
DP10 Percentage collection rate on additional debit re: impact of Council Tax Support Scheme, Discount and Exemption Changes and increased costs in respect of the additional £9m	Monthly	7th of following month	N/A	66.0%	Target	4.00%	8.00%	12.00%	18.00%	23.00%	28.00%	34.00%	40.00%	46.00%	52.00%	58.00%	66.00%
					Actuals	4.00%	8.50%										
DP11 Percentage recovery of Personal Finance Unit charges.	Quarterly	10th of the following month	90.0%	90.0%	Target	N/A	N/A	88.0%	N/A	N/A	86.0%	N/A	N/A	88.0%	N/A	N/A	90.0%
					Actuals												
DP11a Percentage of Personal Finance Unit assessments completed within timescale.	Quarterly	10th of the following month	55.0%	80.0%	Target	N/A	N/A	65.0%	N/A	N/A	70.0%	N/A	N/A	75.0%	N/A	N/A	80.0%
					Actuals												
DP12 Percentage of current FOI/IRs dealt with within the statutory timescale.	Monthly		67%	85%	Target	70%	80%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%
					Actuals												
DP13 To replace Windows XP with W7 (complete 500 machines in 2013/14)	Quarterly		N/A	500	Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	500
					Actuals												
DP14 To obtain Compliance with external codes of connection including IG Toolkit: April 2014	Annual		GCSx accreditation	PSN plus IG Toolkit accreditation	Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	PSN plus IG Toolkit accreditation
					Actuals												
DP15 To support the Delivery of Agile working with users: 2013/14	Annual		N/A	see Asset mnmt plan	Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	see Asset mnmt plan
					Actuals												
DP16 Average Number of days to respond to complaints recorded under the corporate process.	Quarterly	7th of following month	12	11	Target	N/A	N/A	11	N/A	N/A	11	N/A	N/A	11	N/A	N/A	11
					Actuals												

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WIRRAL COUNCIL

TRANSFORMATION AND RESOURCES POLICY & PERFORMANCE COMMITTEE

30TH JULY 2013

SUBJECT:	***COMMITTEE WORK PROGRAMME***
WARD/S AFFECTED:	***ALL***
REPORT OF:	***DIRECTOR OF PUBLIC HEALTH / HEAD OF POLICY AND PERFORMANCE.***
RESPONSIBLE PORTFOLIO HOLDER:	***CLLR ANN MCLACHLAN***

1.0 EXECUTIVE SUMMARY

1.1 Members of the Policy & Performance Committees will formulate a work programme for the forthcoming municipal year. This report advises members of the criteria that would be suitable to inform their work programme and requests that members propose items for inclusion on the Committee's programme.

2.0 BACKGROUND AND KEY ISSUES

2.1 Four Policy and Performance Committees have been established to undertake the work of the Council's Overview and Scrutiny function. Each of these committees is responsible for scrutinising specific areas of responsibility or departmental functions, which are reported elsewhere on the agenda. It is recommended that each of the Committees selects items within their remit to be included on their work programme. Due to the wide remits of the Committees, focusing on a small number of high priority issues will be beneficial. It is envisaged that the work programme will be subsequently monitored and updated at Committee meetings throughout the municipal year.

The Coordinating Committee will have an additional role to ensure that there is no duplication between the work of the other committees and to make sure that resources are available, from both members and officers, for the work items to be completed in a timely manner.

3.0 THE FUNCTIONS OF SCRUTINY

As a reminder, the types of work that Overview and scrutiny is empowered to undertake includes:

- Holding the Executive to account – a primary role is to provide a framework of accountability which seeks to modify executive behaviour and prevent the abuse of power.

- Holding Partners to account – scrutiny provides an opportunity to investigate the work of public, private and voluntary sector partners and their impact on the community.

- Horizon-scanning – looks ahead to future changes in local government in order to help the Council to adapt to them. This will usually mean considering future actions by central government which will have repercussions for local government.

- Policy Development and Review – scrutiny contributes to the development of key policies to be included in the Council's policy framework, as well as examining how well a policy has been implemented and if outcomes have been achieved.

- Pre-decision scrutiny – examines the council's proposals, objectives, and draft programmes in order to inform their development before they are delivered. This helps the council to achieve optimum impact by avoiding mistakes and grasping opportunities.

- Post-decision scrutiny – examines the implementation of council policy and performance and enables the council to review the effects of its decision-making

- In-depth review – small groups of councillors will undertake detailed investigations into a specific topic of particular interest to them. The process is member-led and can involve methods such as informal meetings, mystery shopping, external visits etc. This type of review can facilitate greater involvement of residents and community organisations.

- Performance management and improvement – involves reviewing achievement against Corporate Plan goals and targets. This can be a powerful force for improvement by highlighting areas of poor performance and ways to address this.

Therefore, it is reasonable to expect that the work programme developed by a Policy and Performance Committee throughout the year will be a mixture of items covering these different functions.

4.0 CRITERIA FOR SELECTING ITEMS

In order to identify and prioritise items for inclusion on the Work programme, it is useful to measure each proposed item against a set of criteria to ensure that the most relevant topics are selected:

Internal Council Priorities
- Is it a priority in the Corporate Plan or in the Transformation Programme?
- Is it a key decision in the current Forward Plan?
- Is it a service with a high budget?
- Is it a service with performance indicators which consistently fail to meet targets?

Public Interest
- Is it an issue that is important to residents in the Borough?
- Is it a service that gives rise to most complaints from the public?
- Is it an issue that is covered heavily in the local media?

External Factors
- Is it a Government priority and how does it affect the Borough?
- Is the issue affected by the key national and local policy drivers within the remit of the Committee?
- Is the issue subject to new Government guidance or legislation?
- Has the particular services / areas of concern been highlighted by internal / external Audit reports?

Impact
- Will the Scrutiny work make a difference?
- What would Scrutiny of a particular issue achieve?
- Are there clear objectives for the scrutiny of a particular issue?

Reasons for exclusion of a particular topic may include:
- The issue is being examined elsewhere, for example, by the Cabinet, a working group of members or by an officer group.
- The issue has already been dealt with recently.
- Relevant new legislation or guidance is expected within the next year.
- There is limited scope for scrutiny to add value and make a difference.
- There is limited time to achieve the objective in the specified timescale.

5.0 METHODS OF UNDERTAKING DETAILED WORK

It is envisaged that as much work as possible will take place outside the formal committee meetings, with members reporting findings back to the Committee. In developing their work programme for the municipal year, members may wish to reflect on the different methods which are available to undertake scrutiny work. Whilst the following list is not exhaustive and is currently being further developed, members may wish to utilise a mixture of the following techniques:

- **In-depth Reviews** – Typically undertaken by a Task & Finish Group, members will review a specified topic in detail. Methodology will include scope definition, evidence-gathering via a series of separate meetings with witnesses over a period of time, report writing and recommendations to Cabinet. A number of scrutiny reviews in Wirral have followed this methodology, for example, the International Trade Centre Scrutiny Review and the Looked After Children Scrutiny Review.

- **Evidence Days** – This method is similar to the In-depth Reviews, although the evidence-gathering is undertaken during an Evidence Day(s) when a series of individual meetings are held with witnesses. This method is suitable for investigative scrutiny undertaken over a shorter timescale. The method was used for the Under-occupation Scrutiny Review undertaken earlier in 2013.

- **Workshop-style** – This method lends itself to collaborative work where a number of stakeholders / members are brought together to review a particular issue and to jointly identify potential solutions. An example of the possible use of this method is a review of the potential impact on the Borough of a piece of new legislation, prior to its implementation.

- **Reference Groups / Rapid scrutiny** – This method would be suitable for short, specific pieces of work whereby a small group of members, possibly supported by knowledgeable co-optees, review a specific issue. As an example, this method may lend itself to pre-decision scrutiny whereby a portfolio holder will present a specific proposal prior to decision by Cabinet and will receive comments from the member's group.

6.0 WORK PROGRAMMES OF THE PREVIOUS OVERVIEW AND SCRUTINY COMMITTEES

Officers have reviewed the work programmes / minutes from the former Overview & Scrutiny Committee meetings and have identified those areas where members had previously requested further work to take place. Those items are listed in the table below. As part of developing the work programme of the new Policy and Performance Committees, members may wish to identify any items from the list that are required for the new work programme. It would be beneficial to carry forward only those most significant items.

Previous Committee / Date	Item	Description	New Committee
Council Excellence 22/04/13	IT Strategy	Scope document produced in early 2013. Panel meeting with Tony Glew who agreed to refer the refreshed IT Strategy to the Panel (still outstanding). Cllr Whittingham (Panel Member) requested the review be on the work programme of the new committee.	Trans & Resources

7.0 RELEVANT RISKS

7.1 Without an effective work programme, members of the Policy and Performance Committees will struggle to deliver valuable overview and scrutiny.

8.0 OTHER OPTIONS CONSIDERED

8.1 None

9.0 CONSULTATION

9.1 No consultation has been carried out in relation to this report.

10.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

10.1 There are none arising directly from this report.

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

11.1 It is envisaged that officer support to enable members to deliver their work programme will be delivered from within existing resources. In compiling their work programme members will need to be aware of capacity issues, both in terms of member time and officer support.

12.0 LEGAL IMPLICATIONS

12.1 There are none arising directly from this report.

13.0 EQUALITIES IMPLICATIONS

13.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?
(a) No

14.0 CARBON REDUCTION IMPLICATIONS

14.1 There are none arising directly from this report.

15.0 PLANNING AND COMMUNITY SAFETY

15.1 There are none arising directly from this report.

16.0 RECOMMENDATIONS

16.1 Members are requested to agree initial items for inclusion on the work programme.

16.2 Members are also requested to delegate the completion of the work programme to the Chair and Spokespersons prior to the next meeting of the committee. The Chair and Spokespersons will also be able to agree to the commencement of any specific parts of the work programme prior to the next Committee meeting.

17.0 REASON/S FOR RECOMMENDATIONS

17.1 This report was produced to provide background information to enable Committee members to compile a suitable work programme for the forthcoming municipal year.

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