



Transformation and Resources Policy and Performance Committee

Date:	Monday, 23 September 2013
Time:	6.00 pm
Venue:	Committee Room 1 - Wallasey Town Hall

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AGENDA

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

Members are asked to consider whether they have 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.

2. MINUTES (Pages 1 - 8)

To approve the accuracy of the minutes of the meeting held on 30 July, 2013.

3. ICT STRATEGY (Pages 9 - 38)

4. DIRECTORATE PLAN PERFORMANCE MANAGEMENT REPORT (Pages 39 - 58)

5. TRANSFORMATION AND RESOURCES FINANCIAL MONITORING 2013/14 (MONTH 3) (Pages 59 - 72)

- 6. POLICY UPDATE (Pages 73 - 80)**
- 7. WORK PROGRAMME (Pages 81 - 86)**
- 8. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR**

TRANSFORMATION AND RESOURCES POLICY AND PERFORMANCE COMMITTEE

Tuesday, 30 July 2013

Present: Councillor S Whittingham (Chair)

Councillors RL Abbey S Hodrien
A Hodson M Johnston
P Gilchrist C Muspratt
P Glasman J Salter
R Gregson A Sykes
J Hale J Williamson

Deputies: Councillors S Mountney (In place of L Rowlands)
P Kearney (In place of C Blakeley)

1 INTRODUCTIONS AND WELCOME

The Chair welcomed everybody to the meeting.

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

Members were asked to consider whether they had 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 were reminded that they should also declare 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.

3 MINUTES

The Head of Legal and Member Services presented the minutes of the Council Excellence Overview and Scrutiny Committee, whose terms of reference now fell largely within the remit of this Committee.

Councillor Hale stated that he was content with what was recorded in the minutes but that some comments made at the Committee had not been recorded.

The Chair referred to minute 76, 'Elected Member Development' and part three of the resolution which recommended, 'that Council reaffirms its commitment to the training and support of elected members'; he had expected this to have appeared on the Council agenda.

The Head of Legal and Member Services apologised for the oversight and assured the Chair that it would be referred to the next ordinary Council meeting.

Resolved – That the minutes of the Council Excellence Overview and Scrutiny Committee of 26 March, 2013 be approved.

4 **TERMS OF REFERENCE AND AREAS OF RESPONSIBILITY**

The Committee received the report of the Director of Public Health / Head of Policy and Performance presenting the Terms of Reference of the Policy and Performance Committees, as set out in Article 6 of the Council's Constitution, which had recently been revised and updated in response to the need to improve the Council's corporate governance and decision making. The report also highlighted the specific Service Areas which fell within the remit of the Transformation and Resources Policy and Performance Committee as follows:

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

Resolved – That the Committee’s Terms of Reference and specific Areas of Responsibility, be noted.

5 MEETING PROCEDURE RULES

The Committee received the report of the Director of Public Health / Head of Policy and Performance which presented the Policy and Performance Committee Meeting Procedure Rules, under which the formal meetings of the Committee should be undertaken. The rules had been agreed by the Coordinating Committee, which was responsible for determining the overview and scrutiny rules and operational protocols, at its meeting on 3 July 2013 (minute 11 refers), 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.

A Member expressed the view that contrary to the Policy and Performance Committee Meeting Procedure Rules there were many members who only sat on one of these committees and would therefore find it very difficult to ‘participate in the development of the Council’s policies...’ In respect of the ‘call-in’ procedure he expressed concern at the powers of the Chair over confirming which witnesses would or would not be invited to attend a ‘call-in’ meeting and that the, ‘Chair of the Coordinating Committee may, from time to time, amend the process and guidelines as appropriate.’

Another Member suggested that these concerns should be referred to the LGA / Wirral Improvement Board. He drew the Committee’s attention to paragraph 14 of the procedure rules and suggested that Cabinet members could come along to Policy and Performance Committees, given enough notice, when particular issues were on the agenda.

Resolved – That the report and the Procedure Rules be noted.

6 BRIEFING PACK

For ease of reference, the Director of Public Health / Head of Policy and Performance presented the comprehensive Scrutiny Briefing Pack, which had been prepared for the Transformation and Resources Policy and Performance Committee and had previously been circulated to Members. It provided a summary of the purpose of overview and scrutiny and contained detail in relation to the relevant service areas.

The document also provided an outline of the outstanding items from previous scrutiny committees and indicated the key plans and strategies and key policy drivers of relevance to the work of the Committee.

With regard to pre-decision scrutiny, a Member referred to an item on the Forward Plan, 'Local Asset Backed Vehicle'. In response, the Strategic Director of Transformation and Resources, stated that this was about a major project of building work and he would refer this back to the Regeneration and Environment Policy and Performance Committee.

Resolved – That the Briefing Pack be noted.

7 **TRANSFORMATION AND RESOURCES DIRECTORATE PLAN**

The Strategic Director of Transformation and Resources, Joe Blott, presented the Directorate Plan for 2013/2014, which set out the Directorate's areas of responsibility and demonstrated the crucial role that the Transformation and Resources Directorate played in ensuring the Council's corporate centre both supported and drove transformational change across the organisation. In essence the department was responsible for the corporate health of the organisation.

The Directorate Plan also outlined the contribution to the delivery of the Corporate Plan priorities in place for the coming year; which were underpinned by consultation and engagement with the Council's residents, partners and staff. The Directorate Plan highlighted those key objectives to be delivered in 2013/14, gave an analysis of the Directorate's budget, risk management and of workforce monitoring.

Joe Blott introduced his Directorate Management Team which would be working closely with him in delivering the corporate plan priorities, and they then gave a presentation to the Committee highlighting the key objectives, projects and challenges in their particular areas.

The Chair then invited comments from the Committee. Responding to a comment on employee relations and 'live' cases, the Head of HR and Organisational Development stated that these referred to issues such as disciplinary, grievances, absence management and capability and she would be happy to provide a breakdown of the 239 cases to the Committee in writing. In respect of IT support, although the European Computer Driving Licence was still in existence, this level of training was not now offered to employees as most did not need that level of training for their roles. Discussions were ongoing as to what IT support would be offered to Members once the current Members' IT Support officer had left his post.

The Strategic Director referring to the transformation projects, of which there were eight currently, would be a real opportunity for pre-scrutiny, as

suggested by a Member. A Transformation Board was due to be established, to be chaired by Councillor Ann McLachlan with each project being led by a particular Cabinet Member and they could be invited to the Committee in respect of those projects relevant to this Committee.

The Head of Internal Audit, in response to comments, elaborated on the delivery of a Strategic Internal Audit Plan designed to conduct audits across all of the Council's key risk areas. An online Audit Intranet client communication facility would improve processes and the replacement of the Audit Planning and Management System, at an approximate cost of £20,000 would also improve risk management. The Audit and Risk Management Committee did also receive a monthly risk management report. The Head of Financial Services stated that he would circulate the Risk Register scoring table to the Committee.

The Head of Business Processes stated that the Council had been allocated £917,000 for discretionary housing payments and that by the end of June, £300,000 had been paid out. A number of applications had been made in respect of under occupancy and it was anticipated that all the allocation would be spent. He was unaware of the extra £35m which the Government had announced that afternoon would be distributed to local authorities but a report on discretionary housing payments would be going to Cabinet. He also explained the term, 'channel migration activity' which involved moving people to online applications rather than face to face or by telephone.

The Strategic Director reported that the replacement of the SWIFT, social care case management system was currently out to tender and a report would be going to Cabinet in September. He also referred to the progress made with Freedom of Information requests, in that in 2012/13, 64% were completed within the 20 day timescale, the May, 2013 return was up to 81.12% and in the last month 86.8% of requests had been processed within time which now exceeded the national target.

The Chair thanked the Strategic Director and all the officers for their informative presentation and comments.

Resolved –

(1) That the report be noted.

(2) That Committee notes the improvement in the Freedom of Information requests being processed.

8 TRANSFORMATION AND RESOURCES DIRECTORATE - PERFORMANCE MANAGEMENT

The Strategic Director of Transformation and Resources presented the Directorate Plan Draft Performance Management Report (Performance Dashboard) to support the delivery of the Directorate Improvement Plan for 2013/2014. It translated the priorities set out in the Plan into a coherent set of performance outcome measures and targets that would be used to evaluate the achievement of the priorities outlined in the Plan over the next year.

With regard to those indicators referring to financial matters the Head of Business Processes undertook to provide information in future reports which would show the sums involved.

The Strategic Director elaborated upon the sickness absence indicator in the report which was in respect of the department, although the department was responsible for managing and addressing sickness absence across the Council.

Resolved - That the Performance Dashboard be noted and the information contained within it be used to inform the Committee's future work programme

9 COMMITTEE WORK PROGRAMME

The Committee considered the report of the Director of Public Health / Head of Policy and Performance, which stated that four Policy and Performance Committees had been established to undertake the work of the Council's Overview and Scrutiny function. Each Committee was invited to select items within their remit to be included within their work programme and it was suggested that more effective scrutiny would focus on a small number of the most relevant high priority topics. The Coordinating Committee had an additional role to ensure that there was no duplication between the work of the other Committees and to make sure that resources were available, from both Members and officers, for the work items to be completed in a timely manner.

The report outlined various methods of undertaking detailed scrutiny work and envisaged that the work programme would be monitored and updated at Committee meetings throughout the municipal year.

The report listed one item from the former Council Excellence Overview and Scrutiny Committee on IT Strategy, which the Chair had requested should be on the work programme of the new Policy and Performance Committee.

Members raised a number of topics for discussion that they believed should also be included in the work programme as follows:

- Sickness absence
- Shared services
- Response to Freedom of Information requests

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

Resolved – That,

(1) The initial items for the work programme, include, IT Strategy, sickness absence, shared services and response to Freedom of Information requests.

(2) That the Chair, Vice-Chair, Spokespersons and Independent member meet to agree the completion and prioritisation of the work programme and the commencement of any specific parts of the work programme.

10 **FUTURE MEETINGS**

The Chair informed the Committee that the Coordinating Committee had suggested that Policy and Performance Committees should in future meet in a cross party fashion rather than sit in groups.

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WIRRAL COUNCIL

Transformation and Resources Policy & Performance Committee

23 September 2013

SUBJECT:	ICT STRATEGY
REPORT OF:	Interim Head of ICT

1.0 EXECUTIVE SUMMARY

1.1 This report sets out the Council's ICT Strategy and Strategic Implementation Plan. The report provides Members of the Transformation and Resources Committee with an opportunity to undertake some pre-decision scrutiny in advance of the Strategy being submitted to Cabinet for approval. Members are requested to consider the details of this report and the accompanying presentation and make any appropriate recommendations.

2.0 BACKGROUND AND KEY ISSUES

2.1 The Council's ICT Strategy was last reported to Cabinet on 13 October 2011 as part of its on-going review within a three year rolling cycle.

2.2 The Council's Improvement Plan (approved by Cabinet 6 September 2012) identified the need for the Council to undertake a more fundamental review of its business systems and enabling strategies. The Strategy and Implementation Plan provided are the product of the review work undertaken.

3.0 ICT STRATEGY

3.1 The ICT Strategy is included at Appendix 1. The strategy includes standard sections including an overview, the vision of the IT Service and Key Drivers. However, the main elements of the strategy are developed around providing overall ICT leadership across four key themes:

- Transforming the Council
- Core Business Systems
- Infrastructure
- ICT Governance

3.2 An ICT Strategic Implementation Plan has been developed and is included at Appendix 2. This highlights the key projects that deliver the ICT Strategy and prioritises these as well as highlighting the outcome being sought, the cost of the work, the associated savings and the key milestones of the work involved.

4.0 RELEVANT RISKS

4.1 At the time of writing the strategy the issues to do with business and IT resources to deliver the plan compromised the biggest risk to the strategy. It was unknown as to their extent but the mitigating factor was the availability of revenue budget in the coming financial year to buy in expert resources to replace any areas of loss. In addition a major risk was the extent of the issues

to do with obsolete equipment. As well as having an adverse effect on business processes it was unknown the effect this would have on Security issues. The mitigating action was to take advice from specialist security consultants which is in hand.

5.0 OTHER OPTIONS CONSIDERED

5.1 N/A

6.0 CONSULTATION

6.1 This is on-going with the presentation of this report to the Transformation and Resources Policy and Performance Committee being an opportunity to formally consult with Members.

7.0 OUTSTANDING PREVIOUSLY APPROVED ACTIONS

7.1 N/A

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 N/A

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

9.1 All aspects of the IT strategy are financially covered. The £675K pa refresh budget for all new equipment and software is available to IT and special capital budgets for the Swift replacement project have been made available. The refresh budget can be released when necessary to deliver more replacement hardware and software. There are no further implications on IT , IT staffing and Assets.

10.0 LEGAL IMPLICATIONS

10.1 N/A

11.0 EQUALITIES IMPLICATIONS

11.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

No because of another reason which is

The report is for information to Members and there are no direct equalities implications at this stage.

12.0 CARBON REDUCTION AND ENVIRONMENTAL IMPLICATIONS

12.1 N/A

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 N/A

14.0 RECOMMENDATION/S

14.1 Members are requested to consider the details of this report and make any appropriate recommendations.

15.0 REASON/S FOR RECOMMENDATION/S

15.1 To provide Members of the Committee with the opportunity to scrutinise the ICT Strategy in advance of being approved by Cabinet.

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APPENDICES

Appendix 1 – Information and Communication Technologies Strategy 2013
Appendix 2 – ICT Strategic Implementation Plan

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet	13 October 2011

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WIRRAL COUNCIL

**INFORMATION and COMMUNICATION
TECHNOLOGIES STRATEGY 2013**

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1 OVERVIEW

Purpose of this document

- 1.1 This is a draft ICT strategy and after consultation with members and members of the public will be issued, with consequential changes, as the ICT strategy for 2013.
- 1.2 The ICT Strategy sets out the contribution ICT will make to the delivery of the Council's Sustainable Community Strategy and Corporate Plan within the framework of the Medium Term Financial Strategy (MTFS).
- 1.3 It is supported by the ICT Strategic Implementation Plan.
- 1.4 Within the requirements of the MTFS, the ICT Strategy is the process which links the Wirral Council vision and priorities with ICT investments.

Links to other Key Corporate Plans and Strategies

- 1.5 Within the MTFS, the ICT Strategy compliments the Sustainable Community Strategy and Corporate Plan as a means of ensuring that ICT investments are aligned with the Council's vision, aims and priorities.
- 1.6 The ICT strategy and ICT investment decisions are also aligned with the Customer Access Strategy, People Strategy, Office Rationalisation Project and the developing Commissioning and Neighbourhood Working Approach.

ICT Funding

- 1.7 The ICT 2012/13 revenue budget is £12.2M made up of staff costs £6.1M pa and ICT licenses, equipment maintenance, and leasing costs £6.1M. This includes all support for schools, amounting to £2.623M which the schools pay. The essential maintenance budget includes an amount for equipment refresh, £0.675M, and this will be used to replace old equipment, and old equipment to be replaced in new projects such as the Agile working project and the project to replace SWIFT for DASS and CYPD. These figures are subject to change as the Council's staff restructuring projects are implemented.

Wirral Council vision

- 1.8 Wirral – a Distinctive Global Wirral.

Council's purpose

- 1.9 Wirral Council exists to serve and represent the interests of its citizens and communities and to ensure the provision of the best possible

services for its residents. Wirral Council will provide strong, fair and trusted leadership for the Wirral and its people.

- 1.10 We will work with any organisations or people willing to improve the prospects of Wirral, its communities and residents.

Council's aims and priorities

- 1.11 The Council's aims and priorities are documented within the MTFs.
- 1.12 The ICT strategy will enable Wirral Council staff and partners to deliver all Council aims and priorities via the aim to ensure services are efficient, effective and offer value for money by:
- i. Putting the customer first
 - ii. Encouraging more innovation
 - iii. Empowering our staff
 - iv. Working with partners to improve service quality
 - v. Making the best use of our assets and resources.

2 TECHNOLOGY VISION

- 2.1 To deliver a modern and flexible ICT service to underpin the transformation of the Council into an agile and customer focused authority.

IT Services Service Vision

- 2.2 IT Services' Service Vision is to provide authorised users with secure access to the systems and data they require to fulfil their duties, at agreed times and from appropriate locations, using the most appropriate technology.

3 KEY DRIVERS

- 3.1 This vision is underpinned by a sustainable programme of investment, within the MTFs, that over the lifetime of this strategy will help to:
- 3.2 **Improve the customer experience and community enablement by ensuring that:**
- . Customers have greater choice and access to services, delivered at a lower cost with greater availability via electronic service channels.
 - . Resources are targeted where they are needed by drawing upon technologies such as business intelligence and Geographical Information Systems (GIS), to better understand local needs, service use and customer preferences.

- 3.3 **Increase partnership working and information sharing by ensuring that:**
- The Council works in a 'joined-up' and responsive way to meet its customer needs with technology being used to allow data and information sharing across services and with our partner agencies.
- 3.4 **Supporting a sustainable service by ensuring that:**
- Our communities benefit from access to high quality broadband technology and digital resources in Libraries.
 - Our environment benefits from a reduction in our carbon footprint enabled by improved management of ICT facilities and a green approach to ICT waste disposal.
- 3.5 **Improve efficiency and reduce the total costs of running ICT by:**
- Developing shared service delivery where savings will be delivered
 - Prioritising our ICT asset portfolio, rationalising applications and developing Shared Services.
 - Continuing the growth of appropriate skills and maintaining and improving processes.
- 3.6 **Provide tools and services to drive new ways of working, ensuring that:**
- Residents benefit from more efficient and cost effective services delivered through a reduction in accommodation and administration costs enabled by flexible working technologies.
 - Staff are empowered by having the right tools to do their job effectively and reliably because the Council has a common and robust network, desktop and storage infrastructure.
- 3.7 **Supporting the Council's Strategic Commissioning approach by:**
- Providing appropriate ICT support to the commissioning cycle.
 - Development of Business Intelligence across ourselves and our partners, to inform decision making about our services.
- 3.8 **Raise the prosperity of Wirral through a focus on employment, skills and Infrastructure by:**
- The provision of broadband in areas not well served by commercial providers.

4 CURRENT POSITION

- 4.1 The Council operates a corporate ICT infrastructure that serves all departments and utilises standard operating systems and applications.
- 4.2 The corporate data centre is split between two machine rooms located within the Treasury Building. A second data centre is located at the

headquarters of the Children's and Young People Department in Hamilton Building.

- 4.3 The two sites form the core nodes on the Council's telecommunications network. The core nodes are cross connected at 1Gb/s over private fibre optic links. A 1Gb/s MPLS ring connects the core nodes to 7 distributed nodes hosted in BT exchanges.
- 4.4 IT Services support 4,000 users and key business systems. Corporate applications are hosted on four Oracle (Sun) Servers running virtualised services under Solaris v10. Departmental and smaller applications run on a virtualised HP blade infrastructure running VMWare and Windows 2003. Access to applications is via desktop, laptops, tablets and mobile devices typically running Windows XP.
- 4.5 Data centre storage is provided by a tiered EMC SAN.
- 4.6 Due to Microsoft's plan to stop support for some systems during 2014, IT Services are presently identifying replacements for Windows XP, Windows 2003, Exchange 2003 and Office 2003. Further development of thin clients and virtualisation is going forward.
- 4.7 Wirral Council is coming to the end of a programme to move from supporting a physical infrastructure of many servers to a virtual environment. The virtualised environment is one of the key users of the EMC storage systems. This large and scalable infrastructure supports business critical data. Tiered storage is being developed to ensure data resides on the most cost effective device.
- 4.8 A network of Mitel telephone system provides telephony to all main corporate sites. Smaller sites and schools have independent systems that currently connect over the PSTN. Voice over Internet Protocol (VOIP) and unified communications are being developed. SIP trunking will be implemented in the near future.
- 4.9 IT Services for Schools exists to support educational outcomes in the schools and services that subscribe to them. It is the foremost ICT provider for Wirral schools and the goal is to retain this position despite increasing market pressures and economic constraints.
- 4.10 The service goal is to offer high quality technical support to advise, design, install, manage and repair ICT resources for schools and sites. In-house innovation and development of ICT systems is an objective to provide solutions as low cost alternatives to commercial products.

5 ICT STRATEGY

- 5.1 The Council invests in ICT to enable the secure communication of correct, relevant and timely information in a format which the recipient

can use to fulfil their duties. The ICT strategy identifies how this is to be delivered.

5.2 The Council's investment in ICT will ensure that the Council's ICT operations are:

- i. secure and resilient,
- ii. improve access to services,
- iii. reduce the cost of the Council's operations, and
- iv. provide the best service delivery tools for staff and partners within the resources allocated in the MTFs.

5.3 The ICT Strategy has been written to provide overall ICT leadership within four themes:

- i. **Transforming the Council** is about maximising the contribution ICT can make to service transformation that will deliver joined up and responsive services, agile working and most the suitable tools for our staff.
- ii. **Core Business Systems** is about rationalising the number of applications and developing those that remain to deliver service and quality improvement.
- iii. **Infrastructure** focussed on delivering secure shared technology services for the Council and maintaining existing ICT systems.
- iv. **ICT Governance** sets out how ICT resource investment decisions are taken and the protocols and polices governing the use of ICT within Wirral Council.

6 TRANSFORMING THE COUNCIL

6.1 Strategic Commissioning

6.1.1 Strategic Commissioning ensures that citizens and the community receive services through a holistic plan that identifies the most appropriate delivery organisation for each component.

6.1.2 This typically involves many separate organisations, such as other public sector partners, private sector suppliers, mutual and social enterprises, not for profit organisations, charities and community groups.

6.1.3 We will explore all options for shared services and partnership working including joint procurement e.g. joint hosting and shared support and maintenance.

- 6.1.4 ICT will facilitate the development of the infrastructure required by the Performance and Intelligence Team to support the delivery of business intelligence and facilitate the commissioning cycle.
- 6.1.5 As Service Directorates adopt commissioning models we will learn to understand ICT needs. This is likely to include the need for greater business intelligence regarding current commissioning costs to enable better management.
- 6.1.6 Adopting strategic commissioning is in many ways similar to the Best Value reviews. The principle remains that the ICT function works with others to ensure it can demonstrate its ability to deliver the best service within the strategic objectives of the organisation and take advantage of emerging developments such as the cloud and shared services will provide.

6.2 Customer Focus

- 6.2.1 Clarity of focus on what customers need and expect is vital in order to deliver services to a high standard, manage communications efficiently and ultimately save money. The Council seeks to have the ability to be flexible and continuously adapt and improve what we do, based on the feedback we receive from customers. The Council's Customer Access Strategy and Neighbourhood Working Approach will deliver this.
- 6.2.2 The benefits of improving customer care are clear within the Council's Customer Access Strategy and the Neighbourhood Working Approach. IT Services will work closely with the Customer Services Team and Neighbourhood Working Teams to ensure that data is capable of being integrated into customer channels and that these channels are managed together.
- 6.2.3 Data analysis will also be undertaken which will inform us about where there are opportunities to adapt our services to better meet our customers' needs.
- 6.2.4 Social media tools such as Facebook and Twitter provide new ways to reach out and communicate directly with residents, businesses and visitors to Wirral. Current use within Wirral will be extended to form part of key council communications, engagement and customer service strategies.
- 6.2.5 The Customer Access Strategy (incorporating the web development plan) and the Neighbourhood Working Approach lets us redesign services with the customer at the centre and this has potential to achieve cost savings.
- 6.2.6 Online interaction will not completely replace other channels. The Council will remain mindful of our local demographic and will avoid excluding the segment of the population with limited online access.

6.3 An Agile Organisation

- 6.3.1 Delivery of the Council's Office Rationalisation Programme requires agile working. This will be delivered by remote access to Wirral Council applications and using, where possible, the new government-inspired secure Public Services Network (PSN) which is being developed with partners.
- 6.3.2 The ICT programme to achieve business efficiencies gained by agile working will be based on an architecture approach of:
- *workforce* collaboration
 - *workplace* architecture
 - Borderless *network and access* to systems.
- 6.3.3 Workforce collaboration will include:
- Enabling location independent working
 - Unifying workforce communications
 - Implementing web based collaboration applications
 - Using mobile working tools
 - Closely linking HR initiatives and policies with technology developments under one HR-lead organisational programme.
- 6.3.4 Creating an efficient workplace includes:
- Redesigning and relocating staff and their office space
 - Enhancing existing ICT supporting functions
 - Reviewing printing options to minimise cost
 - Supporting a paperless environment by use of technology
 - Closely linking corporate property with technology will be delivered by the Office Rationalisation Programme.
- 6.3.5 Improving network access to systems will include:
- The PSN supporting service redesign and potential for shared services
 - Cloud telephony and communications "pay as you use" services
 - Creating a Virtual Desktop Environment to allow any person access to authorised systems from any part of Wirral Council and from partner organisations' access devices.

6.4 Efficiencies through Shared Services and Collaborations

- 6.4.1 Shared arrangements offer significant opportunities to reduce the cost of local public services through economies of scale and scope, standardisation and shared risks.
- 6.4.2 All shared services require ICT to enable information sharing, joint communications based on a shared secure infrastructure and systems.

6.4.3 The move to the PSN will enable the design of shared operational applications across partners and unified communications across partners. This simplifies the ability to share any location or use any device across partners.

6.4.4 The Council's Neighbourhood Working Approach will bring forward opportunities for shared provision of services.

6.5 Public Services Network (PSN)

6.5.1 Wirral Council is part of a joint procurement of PSN services with five other Cheshire and Merseyside Councils, Cheshire and Wirral NHS Partnership Trust Merseyside Police Authority, Merseyside Fire and Rescue and Merseytravel. The network contract will be available to Registered Social Landlords and Third Sector and Charities and other organisation within the boundaries of the participating Councils.

6.5.2 The PSN will reduce ICT costs to all participants and, most importantly, provide the ability to join up information and services across partners. This will lead to greater citizen focused services and enable shared services, the Neighbourhood Working Approach, and health and social care working together. The PSN extends this concept to the whole country and is available to any organisation delivering services on behalf of the public sector.

6.6 Broadband

6.6.1 The Council's ICT Strategy includes the investment in broadband in areas of Wirral with low provision at present. This is primarily to support the availability of broadband to SMEs to contribute to the Council's aim to make Wirral the preferred choice for investment. The investment in broadband will also improve provision to citizens within those areas. This will contribute to the Council's Customer Access Strategy enabling citizens to access the Council, and other public sector services, via the web.

6.7 External Drivers

Government ICT Strategy

6.7.1 In March 2011, the Coalition Government published the Government ICT Strategy and set out a vision for Government ICT at the heart of delivery of efficient, cost-effective public services which are responsive to the needs of citizens and businesses.

6.7.2 The vision identified a series of challenges faced in using ICT to meet the requirements of a modern state. The Strategy set out a programme for:

- Making government ICT more open to the people and organisations that use our services, and open to any provider – regardless of size;

- Reducing the size and complexity of projects, and better manage risks;
- Enabling reuse of existing ICT systems and 'off the shelf' components, reducing duplication, over-capacity and saving money;
- Moving towards a common infrastructure in government, increasing efficiency and interoperability;
- Reducing procurement timescales and making it easier and simpler for SMEs to compete for government business and
- Improving the implementation of big ICT projects and programmes, and supporting the IT profession in government and the public sector.

6.7.3 The strategy sets out the potential for building common infrastructures underpinned by a set of common (open) standards. Achieving common infrastructure allows the potential of shared line of business applications on a pay as you use basis, but also allows for secure transferring of information in multi- agency settings and partnership working. The creation of a government application store (G-AS) is also looking towards greater centralisation of functions in the same way as passport and car licence matters are currently processed.

6.7.4 In short, the aim of the strategy is to remove the concern and costs of infrastructure from the public sector and encourages greater attention to the data itself (content and governance) and how it can inform business decisions.

6.7.5 The Wirral Council ICT Strategic Implementation Plan will adopt some of these key principles, in particular through stronger focus on project management with ICT customers, by adopting the PSN and other Cloud opportunities, working more closely through Shared Services for example, with other organisations delivering services on behalf of the public sector as well as suppliers.

Health and Social Care

6.7.6 The Health and Social Care Act represents a major restructuring of health services and gives the Council responsibilities for public health improvement and the coordination of health and social care services. For ICT this means aligning our access structure and security with that of the NHS, and enabling information from across Health and Council databases to be aligned in the interest of the citizen.

6.7.7 The Department of Health recently published The Information Strategy for Public Health, Adult Social Care and NHS in England entitled, 'The Power of Information'. This strategy has set out the future of health and adult social care integration with clearly set out expectations to share relevant information between professionals in the interest of service user's care and wellbeing.

6.8 Local Factors

Data quality

- 6.8.1 The MTFS identifies a number of local factors, data quality is one. Integration of financial and non-financial planning data is required so that we are using the same data for services and financial planning.

7 CORE BUSINESS SYSTEMS

- 7.1 The Council is dependent on its business applications to manage and deliver services.

- 7.2 The first priority of the strategy is to ensure that the Council's applications are maintained to an appropriate standard and run reliably and securely. The applications must also continue to be assessed against the changing needs of our services and changing national drivers.

- 7.3 As a result, at any one time, there are a range of projects underway at a service, directorate and partnership level. These investments may deliver targeted improvements in service quality, running costs or better outcomes for stakeholders. Many of these initiatives involve the extension or development of existing business applications or the procurement of new or replacement systems.

7.4 Strategic Review of Social Care information systems

The key system presently used is SWIFT. DASS and CYPD are completing a review of information requirements and procuring a client care management and information system. Procurement will be complete in the Autumn of 2013 with implementation beginning in 2014.

7.5 Oracle ERP (Enterprise Resource Planning)

The Oracle system is the basis for all the financial systems which include:

- . Oracle Financials
- . Procurement
- . Accounts payable
- . Accounts receivable
- . Oracle CRM (Customer Relationship Management)

The technical implications and future developments of all these systems are linked and currently under review between the users and ICT.

7.6 Concerto

This is a system used for project management, performance management and corporate risk management. This is the Council's strategic product in these areas and will be developed to meet user requirements.

7.7 Geographical Information System (GIS)

These vital systems are moving to be the responsibility of the Regeneration and Environment directorate, which includes the departments which most use them. They will ensure, with ICT, that the functions required by other departments are supported. Implications of changes required are yet to be evaluated. The Council is compliant with the INSPIRE Directive and will meet the requirements of annex 3 by 3 December 2013. The GIS and web development plan will lead to the provision of more spatial data to the public.

7.8 Electronic Document Records Management System (EDRM)

This corporate document management system is used in many places requiring Records and Document management. It will continue to be the strategic EDRMS system for the council.

8 DIRECTORATE SYSTEMS

Families and Wellbeing Directorate

8.1 Directorate of Adult Services

8.1.1 SWIFT social care database is presently the main adult social services database. The Strategic Review of Social Care information systems is referenced in paragraph 7.5.1 above. In order to meet the challenges the service faces in increased demand and the constraints of the MTFS, the Council seeks to transform the service offered and commission services based on sound evidence to ensure the best and most appropriate level of care and support.

8.1.2 ICT provision will support system integration across health and social care taking forward service redesign and facilitating the social care and NHS Integrated Long Term Conditions Programme and delivery of services by an agile workforce.

8.2 Children and Young People's Department

8.2.1 SWIFT and the strategic review of social care are the present main drivers in CYPD.

8.2.2 ICT provision will support CYPD in its development of further joined up services and commissioning, and supporting schools and the delivery of the intensive family intervention programme and targeted services.

8.3 Sport and Recreation

- 8.3.1 Sport centres will continue to be supported in their aims to facilitate booking services and payments and their information requirements as service provision is developed.

Transformation and Resources Directorate

8.4 Legal and Democratic Services

- 8.4.1 The ICT requirements identified by the review of support to Members will be delivered. The ModGov committee support system will be developed as required to support governance within the Council.
- 8.4.2 Agile working and developing secure information sharing provision will support the changes to the provision of Legal Services.
- 8.4.3 ICT will underpin the delivery of elections and revisions to the electoral registration system as required.

8.5 Human Resources

- 8.5.1 The basic Self Serve modules of the Resource Link HR/Payroll system were implemented in 2012. Expenses and absence management (leave and sickness) will be implemented in 2013 with the Insight management information system. This will reduce administration overheads across the Council.

8.6 Asset Management

- 8.6.1 Agile working developments will underpin the delivery of the Office Rationalisation Programme.

8.7 Regulation

- 8.7.1 Regulation is responsible for a range of national and local enforcement duties with respect to Environmental Health, Trading Standards and Licensing. The section's application contract with Northgate MVM is due for renewal. The application functionality going forward will need to work within the agile working provision.

8.8 Finance - Revenue and Benefits

- 8.8.1 Capita supply the Academy system which supports the delivery of Housing Benefit and Council Tax and Business Rates. The Civica document imaging and workflow system is also used and ICT will continue to support the systems.

8.9 Finance – Customer Services

8.9.1 IT services will deliver the requirements of the Customer Access Strategy and web development plan. This is underpinned by the Oracle CRM and Drupal for web design. IT Services will support the Council's aim to move to more service provision via the web. This is also supported by other developments in broadband provision and public access to ICT in Libraries.

8.9.2 The Mitel 'phone system supports the call centre and will be developed as required. Call centre staff access corporate and service systems to be able to process calls received. The potential for integration and agile working will be explored.

8.10 Finance - Libraries

8.10.1 Libraries presently use Talis to administer the library services. The present provision for monitoring the usage of public PCs and Wi-Fi is being reviewed.

8.11 Finance – Merseyside Pension Fund

8.11.1 The Pension administration system Altair was upgraded in 2012 and will be maintained as required by legislation and service provision. Processes are controlled by the Civica document and imaging work flow system. Enhancements will be delivered as required.

8.12 Finance – IT Services

8.12.1 IT Services' ICT strategy is covered in the preceding sections.

Regeneration and Environment Directorate

8.13 As with all the new departments the ICT strategy is still to emerge. It is expected there will be a greater emphasis on engaging with customers, to manage expectations and influence behaviours. We will make greater use of self-service channels to facilitate this.

8.14 The creation of multi-function teams will require changes to business processes, and changes to ICT will be needed to enable this.

8.15 There will be an area or neighbourhood-based approach to service delivery underpinning greater collaboration with interested groups, communities and other agencies. Agile working techniques will be used to support this. There is a plan in place to refresh obsolete servers and systems, as well as desktop devices, either by replacement with new techniques or replacement of old machines.

Policy, Performance and Public Health

8.16 Concerto is used within the Council for performance management.

- 8.17 Public Health requirements are evolving now and the IT strategy is to align their data requirements with the infrastructure on which the council depends. With 50 staff arriving in the next month and an indication of a need for 2Tb of data on the SAN their needs are being implemented.

Neighbourhoods and Engagement

8.18 Communications – Press and PR

- 8.18.1 Social media, Survey Monkey and the web-based email service, Mail Chimp support the delivery of the marketing and Press and PR sections. Communications are working with the Web Manager to develop the Council's web site.

8.19 Community Engagement

- 8.19.1 The requirements of the Neighbourhood Working Approach are being identified and will be delivered.

9 INFRASTRUCTURE

9.1 Desktop/Distributed systems

- 9.1.1 The current workstation platform will not support an increasingly mobile workforce. A programme to refresh the Council's PCs laptops and mobile devices will be delivered. Also by 2014 the Council will replace Windows XP and Office 2003 on servers and PCs with the latest Microsoft release.

- 9.1.2 The potential for Bring Your Own Device (BYOD) is being developed for Councillors and will be further investigated.

9.2 Telecommunications Network

- 9.2.1 Major activities are underway as staff change location and as libraries and One Stop Shops share locations and other locations are optimised. Savings are expected in 2013/14 via the use of the PSN by the Council partnership.

- 9.2.2 The implementation of a WiFi network across Wallasey Town Hall is being planned.

- 9.2.3 Significant work on ensuring connections are secure is under way whilst providing easy access to authorised users.

9.3 Email

- 9.3.1 The email system supports over 5000 users and will need replacing or upgrading to a supported version in 2014.

9.4 Data Centre

9.4.1 The Wirral Data centre comprises 2 rooms in the Treasury building, and smaller sites in other locations. The main rooms are not supported by standby diesel generators and in some respects are considered to be too close for them to survive a disaster. The stand by generator is being procured in 2013 and other continuity issues will be addressed as Shared Service options are considered.

9.5 Internet

9.5.1 Whilst the Internet access is used and developed across the Council, using the internet as a secure method of access for remote workers needs further development.

10 ICT GOVERNANCE

10.1 ICT governance will be refreshed. Two boards are proposed. The senior board, chaired by a Director, will decide on major ICT projects, resources, ICT finance across the Authority, strategy, as well as inter-agency and cross-local authority working, and monitor progress.

10.2 An Operations board will review operational issues, departmental projects, and ICT policies and monitor all ICT activities in their department.

10.3 Inter Organisation Governance for ICT will be discussed and implemented as the Council takes on its Public Health role and increasingly works closely with the NHS and other organisations.

Information Assurance

10.4 As the ICT role of Chief Information Officer develops, the need for information assurance will rise and will be a high priority for ICT. This will be coupled with ICT's remit to maintain security to local government standards through the GCSx and the needs of the PSN, and align this with other agencies' requirements.

Service Provision

10.5 Other strategic issues to consider are:

- The planning of shared service and the Client management function
- Business continuity and disaster recovery
- ITIL – the Information Technology Infrastructure Library is a process which needs implementing to deliver efficiencies if the Shared Service project is delayed.

- A Project Office needs implementing to ensure the increasing number of critical projects are successful and the Project managers get proper support

No	Priority	Action by IT Services	Outcome	Cost	Saving	Date/Milestones	Notes
1	1	Reduce the cost of IT Services via shared service or reduced man power. Reduce revenue costs for equipment	Most cost effective provision of ICT to council.	To be calculated but not done if no saving.	£1m pa	1.10.13 Start date.	
2	2	PC Laptop access tool refresh and rationalise application supported	Facilitate office rationalisation. Make staff more efficient to allow staff to work faster. Reduction in staff and technical resource staff in IT Services who currently spend time maintaining old equipment. Prepare for agile working.	£400k pa and 4 year cycle	Potentially licences. Less resources, technical and staff resource in IT Services £150k pa	1st phase in Jan – Mar 2014	
3	1	Investigate BYOD opportunities	Staff and Members able to use their own devices to access Council information systems	unknown	unknown	10.02.13	Proposing this technology for the Councillors replacement equipment
4	1	Virtualise Infrastructure	Facilitate office rationalisation, agile working and service redesign <u>within</u> Council.	£2.4m for 2000 users	To be made by office rationalisation program. To be made by service	Phase 1 +2 in TS and CYPD design stage	

No	Priority	Action by IT Services	Outcome	Cost	Saving	Date/Milestones	Notes
					redesign in departments. CIO takes lead		
5	3	Unified Communications VOIP	Facilitate office rationalisation, agile working and service redesign <u>within</u> council. Depends on service demands of Agile working.	Unknown	Unknown	Unknown	It has been discussed - piloted and now nothing
Page 32	1	Compliance with other external codes of connection – IG toolkit	Public Health staff able to access NHS system. Integrated long term condition program. Information sharing by council staff allowed.	TBC		1/10/13 (31/3/14 at the latest)	
7	1	Compliance with PCI DSS	Continue to take card payments without penalties.	TBC	NIL	ASAP	
8	1	Public Services Network	Enable council to	To be calculated.		01/06/13 (at the	Must be done

No	Priority	Action by IT Services	Outcome	Cost	Saving	Date/Milestones	Notes
		(PSN) Code of Connection (CoCo) Compliance (Council has to be compliant with PSN and CoCo by 8/13 at the latest)	move to PSN.			latest 31/08/13)	even if Council does not want to go to the PSN
9	1	Move from GCSX to PSN, to access PSN services. PSN part of Government ICT strategy	Facilitate office rationalisation, agile working and service redesign <u>within</u> council. AND Service redesign with stakeholders outside and within Council.		Current WAN and GCSX costs £400k. Saving in order of £40k pa.		But do not have to do it if the things it facilitates are not required. Depends on the business case.
10	3	Windows XP replacement (support ceases 8/4/14)	Compliments PC refresh. Council able to continue workings. Supports agile working – contributes to Council's compliance,	To be calculated. Project started.	(Reduction in staff and technical resource staff in IT Services who currently spend time maintaining		

No	Priority	Action by IT Services	Outcome	Cost	Saving	Date/Milestones	Notes
			PSN/CoCo.		old equipment).		
11	3	Windows 2003 replacement		To be calculated. Project started.			
12	3	Install generator to supply power to data centres in Birkenhead	Improve business continuity and disaster recovery for council.	Estimates being sought. Expected to be £200k or less.	Not directly - but loss of data centres will bring all service provision reliant on ICT to a stop.	MARCH 2013	Fits into continuity plans for Council.
Infrastructure projects							
13	3	Email – replace Microsoft Exchange - supported until 2014	Continued use of email	Estimate is £300K		By 31.12.13.	IT is exploring possibility of cloud based email solution .
14	1	Storgae for the Public Health data being transferred to the Council ICT	Data available to Public Health	Not known	Not known		Solution being investigated.

DEPARTMENTS KEY PROJECTS							
No	Priority	Action by IT Services	Outcome	Cost	Saving	Date/Milestones	Notes
Families and Wellbeing							
15		DASS and CYPD - client care management and information system		£2.5m (£1m of which for CYPD yet to be sanctioned)	To be delivered by rationalisation of DASS and CYPD back office processes		
16		Joint program with NHS – integrated long term condition programme	Integrated care system	Not known	Not known		
17		Public Health access requirements	Continued access to data (see 14 above)	Not known	Not known		
Regeneration and Environment							
18	1	BDUK project	Provision of broad band in areas where commercial provision is inadequate.	Not Known	Not known		
19	1	Compliance with the INSPIRE directive annex 3 by 3 December 2013	Compliance with EU directive	Not known	Not known	3 December 2013	
Transformation and Resources							
20	1	Delivery of the Office Rationalisation programme supported by agile working -see infrastructure projects					

DEPARTMENTS KEY PROJECTS							
No	Priority	Action by IT Services	Outcome	Cost	Saving	Date/Milestones	Notes
	1	Resource Link HR and Payroll development . Basic self serve issued 2012. Expenses and absence management to be implemented in 2013. Implement Insight.	Reduction in administrative overheads across the Council	Not known	Not Known		
21	1	Implment the requirements of Universal credits	Compliance with revised provision	Not Known	Not Known		Reduction in staff numbers due to welfare reform will commence from mid 2014 through to 2017 and may total up to 100 fte by 2017. 25 in 2014, 25 in 2015 and 50 in 2016.
22	1	Web development - Channel shift from OSS telephone to web based access.	Unknown	Unknown	Unknown	Unknown	Await revised web development plan.
23	1	Revision to ERP	The MTFS identifies a number of local factors, data quality is one.. Integration of financial and non	Unknown	Unknown	Unknown	

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DEPARTMENTS KEY PROJECTS							
No	Priority	Action by IT Services	Outcome	Cost	Saving	Date/Milestones	Notes
			financial planning data is required so that we are using the same data for services and financial planning.				
24		Deliver new IER system, including replacing Strand(IDOX) with chosen successor	Dry run on 19 th August 2013		0		

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WIRRAL COUNCIL

TRANSFORMATION AND RESOURCES POLICY AND PERFORMANCE COMMITTEE

23RD SEPTEMBER 2013

SUBJECT:	DIRECTORATE PLAN PERFORMANCE MANAGEMENT REPORT
WARD/S AFFECTED:	ALL
REPORT OF:	JOE BLOTT (STRATEGIC DIRECTOR OF TRANSFORMATION AND RESOURCES)
RESPONSIBLE PORTFOLIO HOLDERS:	CLLR ANN MCLACHLAN, DEPUTY LEADER AND PORTFOLIO HOLDER FOR GOVERNANCE & IMPROVEMENT CLLR ADRIAN JONES, PORTFOLIO HOLDER FOR CENTRAL SERVICES CLLR CHRIS MEADEN, PORTFOLIO HOLDER FOR HEALTH AND WELLBEING
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 The aim of this report (Appendix 1) is to outline the current performance of the Transformation and Resources (as at 31st July 2013) against its Directorate Plan for 2013/14.
- 1.2 The report translates the priorities set out in the Directorate Plan into a coherent and measurable set of performance outcome measures and targets. These are used to evaluate the achievement of Directorate priorities over the next year of the plan.
- 1.1 The development of the Directorate Plan will be an iterative process during 2013/14 based on the feedback and requirements of elected members and portfolio leads. Therefore, the latest version of the report contains:

- Key finance information

- Year-end forecast position
- Key risk information
- Exception reports for (a). Establishment reduction compared to savings assumption (b). Percentage recovery of Personal Finance Unit charges (c). Percentage of Personal Finance Unit assessments completed within timescales.

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 for 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
 - 2013/14 Plan trajectory
 - 2013/14 Performance tolerance levels (determine RAG [Red, Amber, Green] status)
 - Head of Service responsible for delivery of target
- 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 policy is aligned to the risk management strategy. The next version of the report will include risk information for performance targets which are RAG rated as red.

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

10.0 CARBON REDUCTION IMPLICATIONS

- 10.1 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.

REPORT AUTHOR: **Tony Kinsella**
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APPENDICES

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

Appendix 2 – Establishment reduction compared to savings assumption (exception report)

Appendix 3 - Percentage recovery of Personal Finance Unit charges (exception report).

Appendix 4 - Percentage of Personal Finance Unit assessments completed within Timescales (exception report)

REFERENCE MATERIAL

N/A

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Transformation and Resources Policy and Performance Committee	30 th July 2013

WIRRAL COUNCIL
Transformation and Resources Performance, Finance & Risk Report as at 31st July 2013



No.	Description	Data Source	Performance 2012/13	North West 2012/13	Target/Plan 2013/14	YTD Target 2013/14	YTD Performance	Forecast Outturn	Overall Status	Monthly Trend	Reporting Period	Accountable Officer	Comments
Domain 3: Transformation and Resources													
Financial Services													
CP1	Chargeable Services (% achievement versus best practice)	KPMG Annual Study	TBC	N/A	Upper Middle Quartile (Feb 2014)	-	-	Upper Middle Quartile	-	-	-	V Quayle	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	N/A	30%	0%	0%	30%	G	↔	Apr - Jul	V Quayle	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	N/A	100%	100%	0%	100%	R		Apr - Jul	V Quayle	Work continues in aligning establishment and finance records. Awaiting Human Resource to undertake the comparison and alignment exercise following the current round of redundancies before reporting this indicator. This exercise is behind schedule (by 1 month) and is therefore RAG rated as red.
CP4	Budget savings achieved	General Ledger	N/A	N/A	£48.40m	£16.70m	£19.37m	£48.40m	G	↑	Apr - May	V Quayle	June figures will be available 12th September 2013, following the publication of the budget report to be taken to Cabinet on 19th September 2013.
Human Resources / Organisational Development													
CP5	Agency/Consultancy costs	General Ledger	£2,000,000	N/A	£1,500,000	£500,000	NYA	-	-	-	-	C Hyams	Data drawn from the Accounts payable ledger. The payments are retrospective so that data is not always up to date (information on agency spend is available within the People Management Information Monthly Report taken to the Chief Executive Strategy Group in July 2013) Savings will be realised by quarters 3 and 4
CP6	Sickness absence	M44 Form	10.50days	N/A	10.50days	3.37days	3.16 days (P)	9.88 days	G	↓	Apr - Jul	C Hyams	June's provisional cumulative sickness level was 2.43 days. This is below the target of 2.58 days and an improvement in comparison to June 2012, when it was 2.50 days. The actual sickness absence for July 2012 was 3.27 days.
Business Processes													
DP8	Percentage recovery of Council Tax.	Rev Ben system	96.8%	N/A	95.1%	36.0%	37.4%	95.1%	G	↑	Apr - Jul	M Flanagan	Performance is slightly below the collection rate for July 2012, which was 38.0%
DP9	Percentage recovery of National Non Domestic Rates (NDR).	Rev Ben system	95.3%	N/A	95.4%	39.0%	39.4%	95.4%	G	↑	Apr - Jul	M Flanagan	Performance recovered earlier than anticipated due to the receipt of Health Authority and Council payments. Recovery procedures have been tightened with debt being pursued earlier and the position is being closely monitored.
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	N/A	66.0%	18.00%	18.80%	66.00%	G	↑	Apr - Jul	M Flanagan	Difficult to accurately estimate the year end outturn: - This is the first year of the collection of charges. - Recovery work undertaken after quarter one.

WIRRAL COUNCIL
Transformation and Resources Performance, Finance & Risk Report as at 31st July 2013



No.	Description	Data Source	Performance 2012/13	North West 2012/13	Target/Plan 2013/14	YTD Target 2013/14	YTD Performance	Forecast Outturn	Overall Status	Monthly Trend	Reporting Period	Accountable Officer	Comments
DP11	Percentage recovery of Personal Finance Unit charges.	Oracle AR	90.0%	N/A	90.0%	88.0%	54.0%	85.0%	R	↓	Apr - Jun	M Flanagan	Given the amount of work underway to focus on this area of work, quarter one figures will not be reflective of future output, however the anticipated low percentage will impact on the year end position which is forecast to miss the 2013/14 year end target by 5%. Emphasis is currently on clearing the historic debt (which is very difficult to recover), once this is cleared the 'current' and accruing debt will be tackled, which should result in improved performance towards the year end.
DP11a	Percentage of Personal Finance Unit (PFU) assessments completed within timescale.	Civica	72.8%	N/A	80.0%	65.0%	41.0%	75.0%	R	↓	Apr - Jun	M Flanagan	Achievement of the PI assumes Senior Assessment Officers (SAO's) complete the financial assessment during a home visit to the service user. In April 2011 financial information collection was passed to the Social Workers as part of the care assessment. It has been agreed that the SAO's visits to service users should be resumed, and it is anticipated that this will be resumed in following the intensive training of the four new SAO's recruited on 2nd September 2013. It is envisaged that the new recruits will be fully trained and operational by early November 2013. Performance is 16% below the 57.0% assessment rate for April - June 2012/13 and is forecast to miss the 2013/14 year end target by 10%.
Legal and Member Services													
DP12	Percentage of current Freedom of Information (FOI)/Information Requests (IRs) dealt with within the statutory timescale.	CRM system	67%	N/A	85%	85%	86%	85%	G	↔	Jul	S Tour	The Information Commissioners Office (ICO) has set the Council a target of 85% return rate for responses to FOIs and IRs within the statutory timescales by September 2013. The 2013/14 year end forecast of 85% is based on the additional human resources being added to the team as part of the restructure. If the resources are not added to the team then the forecast would fall to around 60% and not achieve the target set by the ICO.
DP16	Average Number of days to respond to complaints recorded under the corporate process.	CRM system	12	N/A	11	11	9	11	G	↔	Jul	S Tour	Performance has improved from 13 days in April, and has remained consistently at 9 days for May to July 2013.
Information Technology Services													
DP13	To replace Windows XP with W7 (complete 500 machines in 2013/14)	Silver Project reports	N/A	N/A	500	TBC	-	-	-	-	-	T Glew	The first order of 200 machines has been delivered and XP updates under way.
DP14	To obtain Compliance with external codes of connection including IG Toolkit: April 2014	CoCo process	GCSx accreditation	N/A	PSN plus IG Toolkit accreditation	-	-	-	-	-	-	T Glew	The submission took place on 22nd August 2013.
DP15	To support the Delivery of Agile working with users: 2013/14	Asset plan	N/A	N/A	see Asset mgmt. plan	-	-	-	-	-	-	T Glew	Work is taking place with the asset management team on establishing user requirements.
FINANCE													
F1	Revenue	General Ledger	-	N/A	£17.577m	TBD	TBD	£17.167m	G		Apr - May	V Quayle	Projected under spend of -41K based due to insurance contract saving
F2	Capital programme	General Ledger	-	N/A	£1.735m	TBD	£0.311m	£1.735m	G		Apr - May	V Quayle	

WIRRAL COUNCIL
Transformation and Resources Performance, Finance & Risk Report as at 31st July 2013



No.	Description	Data Source	Performance 2012/13	North West 2012/13	Target/Plan 2013/14	YTD Target 2013/14	YTD Performance	Forecast Outturn	Overall Status	Monthly Trend	Reporting Period	Accountable Officer	Comments
RISK: Remaining significant risks to achievement of non-compliant target													
R	Objective	Risk Description	Risk Category	Existing Control Measures	Current Net Scores			Risk Review Frequency	Reporting Period	Accountable Officer (Head of Service)	Additional control measures planned		
					Likelihood	Impact	Total						
R - CP3	Establishment reduction compared to savings assumption	Inconsistency in data held by different teams inhibits the Council's ability to effectively monitor the outcome of savings projects.											
R - DP11	Percentage recovery of Personal Finance Unit charges.	Team capacity and economic downturn could lead to reduced rates of collection and assessment of charges and deliver service efficiencies.	People / Operational			3	3	9		Apr - Jul	M Flanagan	Regular report to DMT. Detailed scrutiny of performance Additional staff resource starting in this area in early September to address this issue Reviewing with DASS changes to processes to reduce requirement to contact post billing.	
R - DP11	Percentage of Personal Finance Unit assessments completed within timescale.	Failure to manage fluctuations in volumes and quality of work.	Financial	Workforce Plan; Regular Service and Economy reviews.		3	3	9	Y	Apr - Jul	M Flanagan		

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- Performance is improving
Lower is better
- Performance is improving
Higher is better
- Performance is deteriorating
Lower is better
- Performance is deteriorating
Higher is better
- Performance sustained
in line with targets set

G	Performance within tolerance for target set.
A	Performance target slightly missed (outside of tolerance).
R	Performance not on track, action plan required.

WIRRAL COUNCIL

Transformation & Resources Directorate

Transformation and Resources Performance, Finance & Risk Report as at 31st July 2013: Projects



No.	Project/Activity	Delivery Date	Project Status	Reporting Period	Accountable Officer	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	Jun-13	Director of Resources	Cabinet 18 April 2013 agreed the draft timetable for the production of the Budget for 2014/15
To enhance and develop our risk management process to ensure that we effectively manage risks.						
P2	Revised Corporate Risk Strategy.	Mar-14	Green	Jul-13	J Blott	A detailed timetable is in place. Meetings with the leadership, to agree the overview, took place during July 2013. The risk management policy strategy will be taken to the Chief Executive Strategic Group in October 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	Amber	Jul-13	R Williams	Some progress has been made and prospects for completion during the next period are good, further progress is dependant upon Payments receiving resources to implement 10 days payment and no purchase order no pay policy for local Small and Medium Enterprises.
P4	Centralisation of procurement function.	31/03/2014	Amber	Jul-13	R Williams	No progress has been made in receiving approval to proceed. The recruitment and training process is at risk of not being complete in time for the project implementation date. Progress is dependant upon the Shared Service project progressing.
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	Jul-13	M Niblock	

WIRRAL COUNCIL

Transformation & Resources Directorate

Transformation and Resources Performance, Finance & Risk Report as at 31st July 2013: Projects



No.	Project/Activity	Delivery Date	Project Status	Reporting Period	Accountable Officer	Comments
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	Jul-13	S Tour	The Head of Legal & Member Services is currently undertaking a review of the Constitution
P7	Standards and Constitution Oversight Committee recommends changes/revisions to Council.	Sep-13	Amber	Jul-13	S Tour	The Committee is to consider relevant proposed minor changes to the Constitution as considered appropriate at its meeting in November. (The Committee meeting in September is to be cancelled, as requested by the Chair) . Any substantive/significant changes will require Council approval and would be dealt with as part of a wider review/assessment of the new governance arrangements to be undertaken later in the year.
P8	Issue Reporting writing Guidance and Timetable for report authors.	Jun-13	Amber	Jul-13	S Tour	The revised action plan drawn up in May has set out further updated guidance and protocol involving Mod Gov, which will be issued in the Autumn, therefore the implementation date has been amended to October 2013
P9	Provide training during session scheduled for June 2013.	Jun-13	Amber	Jul-13	S 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	Jul-13	S Tour	A Resource Plan is to be prepared once the working arrangements for the Constituency Committees have been determined.
P11	Prepare protocol for governing the operation of Constituency Committees.	Sep-13	Green	Jul-13	S Tour	A Protocol is to be prepared once the working arrangements for the Constituency Committees have been determined.

WIRRAL COUNCIL

Transformation & Resources Directorate

Transformation and Resources Performance, Finance & Risk Report as at 31st July 2013: Projects



No.	Project/Activity	Delivery Date	Project Status	Reporting Period	Accountable Officer	Comments
Implement appropriate arrangements to support the Health and Well-being Board by assessing additional legal and committee support requirements to assist the						
P12	Assess additional legal and committee resources required to support and assist the Health and Well-being Board.	Jun-13	Completed	Jul-13	S Tour	This project was completed in May 2013
P13	Deliver specific Political Awareness Training to transferred NHS staff.	Jun-13	Completed	Jul-13	S Tour	Individual training needs requirements were assessed with the NHS staff, and found not to be required.
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	Jul-13	S Tour	This project was completed in May 2013
P15	Update existing monitoring and reporting arrangements.	Jun-13	Completed	Jul-13	S Tour	This project was completed in May 2013
P16	Prepare a briefing note for senior management outlining current DPA arrangements and proposed course of action.	Jun-13	Completed	Jul-13	S Tour	This project was completed in May 2013
P17	Develop and implement an action plan to improve DPA awareness understanding and information handling, including the provision of training.	Aug-13	Amber	Jul-13	S Tour	The initial Action Plan was prepared and Information Governance Board established to improve Information Governance within the Council. Initial actions were agreed in order to progress improvements in information governance and develop and implement a more detailed action plan. It is anticipated that the action plan and training provision will be completed by September 2013.

WIRRAL COUNCIL
Transformation & Resources Directorate
Transformation and Resources Performance, Finance & Risk Report as at 31st July 2013: Projects



No.	Project/Activity	Delivery Date	Project Status	Reporting Period	Accountable Officer	Comments
P18	Develop a DPA procedure and practice protocol.	Jul-13	Amber	Jul-13	S Tour	The Council has set up an Information Governance Board, that met on 16th July 2013. Preliminary actions have been agreed to enable/facilitate a more detailed action plan to be prepared that will deal with DPA procedure and practice protocol, ICT security, data management and control etc. It is anticipated that the protocol will be developed by September 2013.
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	Amber	Jul-13	P Wallach	The Actuary has not yet provided final valuation outputs to Aon in relation to strategic benchmark calculations. Arranging for provisional data to be submitted to allow Aon to undertake preparatory work to ensure deadlines are achieved.
P20	To implement Local Government Pension Scheme 2014 reform.	01/04/2014	Amber	Jul-13	P Wallach	The long term sickness absence of a key member of staff has caused a delay in developing this project. Re-allocation of work within the section has occurred and it is anticipated that the project will get back on track after the summer.

WIRRAL COUNCIL

Transformation & Resources Directorate

Transformation and Resources Performance, Finance & Risk Report as at 31st July 2013: Projects



No.	Project/Activity	Delivery Date	Project Status	Reporting Period	Accountable Officer	Comments
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						
P21	To design, deliver and evaluate the new Wirral Leadership Development Programme.	Feb-14	Green	Jul-13	C Hyams	
P22	To roll out the new Management Development Programme to all managers across the organisation.	Sep-14	Green	Jul-13	C 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	Jul-13	C Hyams	
P24	To support the completion of Key Issue Exchanges across the entire organisation.	Sep-13	Amber	Jul-13	C Hyams	The KIE/Appraisal training is taking place. The number of completed KIE has improved but is still significantly low, so fortnightly reports are being completed for the Chief Executive Strategy Group.
To implement Learning and Development interventions to deliver organisational and departmental improvement.						
P25	To ensure that external inspections reflect that staff are receiving the required statutory learning and Development.	Apr-14	Amber	Jul-13	C Hyams	The current KIE process may identify mandatory training that is required. The deadline to have an updated picture of statutory/mandatory training needs is the end of October 2013.
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	Green	Jul-13	C Hyams	
P27	To design, deliver & evaluate the new Wirral "Change Agent" Programme	Feb-14	Green	Jul-13	C Hyams	
P28	To deliver an Employee Engagement Survey.	Sep-13	Green	Jul-13	C Hyams	

WIRRAL COUNCIL

Transformation & Resources Directorate

Transformation and Resources Performance, Finance & Risk Report as at 31st July 2013: Projects



No.	Project/Activity	Delivery Date	Project Status	Reporting Period	Accountable Officer	Comments
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	Green	Jul-13	C Hyams	
P30	To implement the absence and expenses modules across the Council.	Dec-13	Green	Jul-13	C Hyams	
P31	To implement the timesheet module across the Council.	Dec-13	Green	Jul-13	C Hyams	
P32	To implement a Managers reporting dashboard 'Insight'.	Dec-13	Green	Jul-13	C Hyams	
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	Green	Jul-13	C Hyams	
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	Jul-13	C 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	Amber	Jul-13	C Hyams	The capacity to deliver all policy updates is to be reviewed.
P35a	To implement the roll out a training and development programme on the revised key HR policies to managers.	Dec-13	Green	Jul-13	C Hyams	

WIRRAL COUNCIL

Transformation & Resources Directorate

Transformation and Resources Performance, Finance & Risk Report as at 31st July 2013: Projects



No.	Project/Activity	Delivery Date	Project Status	Reporting Period	Accountable Officer	Comments
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	Jul-13	C Hyams	
P37	To seek agreement from trade unions and seek appropriate approval on annualised hours policy	Oct-13	Green	Jul-13	C 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						
P38	To carry out a review of Council Services in partnership with Trade Unions and APSE	Oct-13	Green	Jul-13	C Hyams	
Business Processes						
Business Processes						
P39	To merge the staffing of these areas and then review service delivery for implementation of proposals to improve sustainability of network.	Oct-13	Green	Jul-13	M Flanagan	The staff merge has been completed. The branch network sustainability is linked to officer budget proposals.
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	Jul-13	M Flanagan	
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	Jul-13	M Flanagan	The project to review the scheme is due to commence in September 2013.
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	Jul-13	M Flanagan	The ongoing development of on line forms and take up will link directly to the Transformation Project on Customer Access.

PERFORMANCE ACTION PLAN TEMPLATE

This template is to be completed for ALL measures showing **RED** status of non-compliance against the specified target.

INDICATOR OVERVIEW	
Indicator Title	Establishment reduction compared to savings assumption
Strategic Director Lead	Joe Blott, Strategic Director, Transformation & Resources
Departmental Lead	Jim Molloy, Interim Director of Resources
Target	100%

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	0%	+ / - Target : -100
Non-compliance reason	<p>Staffing budgets have been reduced to reflect savings agreed within the 2013/14 budget process. Work is continuing in aligning HR and finance staffing records. Updating of the finance budget establishment following the current round of redundancies is continuing. The alignment exercise and the establishment have been reduced per savings implementation but the alignment process is taking longer than was originally anticipated. This is due to several reasons including restructures still taking place within Directorates and competing workload pressures within both Financial Services and Human Resources.</p>	

ACTIONS: This describes what's necessary or how to achieve a 'green' score. This way everyone is clear on what is required and when; knows the expected outcome and how to achieve it.	
What (is required)	<p>Finalised Financial Services updated salary listings reconciled to actual budgets are awaited to enable the comparison and alignment exercise to be undertaken.</p> <p>HR establishment updates are awaited to enable the comparison and alignment exercise to be undertaken.</p> <p>2013/14 Budget Option Restructures to be finalised.</p>
How (will it be achieved)	<p>Staffing resources are required to deliver this target. These resources are however also required to undertake a range of existing activities and to support the 2014/15 budget option process.</p> <p>The 2013/14 deferred restructures need to be finalised so full alignment can take place.</p>
Who (will be responsible)	<p>Peter Molyneux Financial Services</p> <p>Andrea Williams Human Resources</p>

When (will results be realised)	31st October 2013.

PERFORMANCE ACTION PLAN TEMPLATE

This template is to be completed for ALL measures showing **RED** status of non-compliance against the specified target.

INDICATOR OVERVIEW	
Indicator Title	Percentage recovery of Personal Finance Unit (PFU) charges. DP 11
Strategic Director Lead	Joe Blott
Departmental Lead	Malcolm Flanagan
Target	90%

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	54%	+ / - Target : -34% (YTD target 88.0%)
Non-compliance reason	Given the amount of work underway to focus on this area of work, quarter one figures will not be reflective of future output, however the anticipated low percentage will impact on the year end position. In accordance with instructions from Head of Business management and Challenge, emphasis is currently on clearing historic debt (which is very difficult to recover), once this is cleared 'current' and accruing debt will be tackled, which should result in improved performance towards the year end.	

ACTIONS: This describes what's necessary or how to achieve a 'green' score. This way everyone is clear on what is required and when; knows the expected outcome and how to achieve it .	
What (is required)	Clearance of historic debt and effective management of current and accruing debt.
How (will it be achieved)	With assistance from contractor (legal) – currently 40 'test' cases have been lodged with the contractor for recovery action. The outcome of this pilot will inform way forward (by 31.10.13). Consideration being given to the engagement of temporary staff to assist with the recovery of current/ accruing debt, to allow experienced staff to focus on the recovery of historic debt.
Who (will be responsible)	Sundry Debtors and PFU CaRT team
When (will results be realised)	By 31 March 2014, although it is unlikely that the 90% year end target will be met, due to the difficulty in recovering historic debt (some of which dates back to 2007*).

	*Debt raised prior to 2007 is Statute Barred and will therefore be written off.
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PERFORMANCE ACTION PLAN TEMPLATE

This template is to be completed for ALL measures showing **RED** status of non-compliance against the specified target.

INDICATOR OVERVIEW	
Indicator Title	Percentage of Personal Finance Unit (PFU) assessments completed within timescale. (DP 11a)
Strategic Director Lead	Joe Blott
Departmental Lead	Malcolm Flanagan
Target	80%

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	41%	+ / - Target : -24% (YTD target 65.0%)
Non-compliance reason	Achievement of the PI assumes Senior Assessment Officers (SAO's) complete the financial assessment during a home visit to the service user. SAO's were stopped from visiting prior to moving over to Finance in April 2011, because the gathering of financial information was passed to the Social Workers responsible for carrying out the care assessment. It has been agreed that the practice of SAO's visiting service users and completing the financial assessment during the home visits should be resumed. Operationally this has not yet started as the four newly recruited SAO's only commenced in PFU on 2 nd September 2013 and are currently undergoing a period of intensive training, including shadowing existing SAO's during home visits. It is envisaged that the new recruits will be fully trained and operational by early November 2013.	

ACTIONS: This describes what's necessary or how to achieve a 'green' score. This way everyone is clear on what is required and when; knows the expected outcome and how to achieve it .	
What (is required)	SAO's to carry out home visits to all service users and complete the financial assessment during the visit or immediately following the visit. It will also be necessary to ensure that the existing backlog of approximately 500 outstanding financial assessments is cleared (this will be achieved as part of the training exercise for the new recruits and a concentration on this area of work by the existing SAO's).
How (will it be achieved)	SAO's visiting all service users and carrying out the financial assessment during the visit. By clearing the backlog of financial assessments as quickly as possible.
Who (will be responsible)	SAO's
When (will results be realised)	Late November 2013, however unlikely that year end target (80%) will be met due to:

	<ul style="list-style-type: none">• Length of time taken to recruit new SAO's.• Length of time necessary to fully train new starters.• The fact that improvements not likely to be realised until eight months into the current financial year.
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WIRRAL COUNCIL

TRANSFORMATION & RESOURCES POLICY & PERFORMANCE COMMITTEE

23 SEPTEMBER 2013

SUBJECT	FINANCIAL MONITORING 2013/14 MONTH 3 (JUNE 2013)
WARD/S AFFECTED	ALL
REPORT OF	INTERIM DIRECTOR OF RESOURCES

1 EXECUTIVE SUMMARY

- 1.1 This report proposes the approach to future financial monitoring arrangements for this Committee to ensure consistency across the Policy and Performance Committees and Members have sufficient information to scrutinise budget performance for the Directorate. With this Committee being the first to 'pilot' the new arrangements the financial information for Month 3 (June 2013) reported to Cabinet on 19 September is included.

2 BACKGROUND AND KEY ISSUES

- 2.1 Members of the newly formed Policy and Performance Committees have requested that financial monitoring information is provided as a standard item at each Committee.
- 2.2 Since September last year monthly revenue and capital monitoring reports have been submitted to Cabinet as a means of providing regular, detailed updates on budget performance.
- 2.3 At its meeting on 3 September 2013, the Policy and Performance Coordinating Committee reviewed the most recent revenue and capital monitor reports submitted to Cabinet in July. These can be viewed at the link below:
<http://democracy.wirral.gov.uk/ieListDocuments.aspx?CId=121&MId=4359&Ver=4>
- 2.4 The Coordinating Committee agreed that in order to fulfil its corporate and strategic scrutiny role, it will continue to review the full versions of the most up to date monitor reports at its future scheduled meetings.

3 PROPOSED REPORTING TO POLICY & PERFORMANCE COMMITTEES

- 3.1 It is proposed that for the three Policy and Performance Committees aligned to the Directorates, the relevant sections from the most recent revenue and capital monitoring reports are summarised into a bespoke report for each of the Policy and Performance Committees. This will include the following:
- Performance against revenue budget
 - Performance against in year efficiency targets
 - Performance against capital budget

3.2 With this Committee being the first since the change in approach this Committee is receiving a in the proposed new format with the information in the following sections extracted from the Financial Monitoring reports presented to Cabinet on 19 September 2013.

PERFORMANCE AGAINST REVENUE BUDGETS MONTH 3 (JUNE 2013)

3.3 CHANGES TO THE AGREED BUDGET

3.3.1 2013/14 Original & Revised Net Budget £000's

	Original Net Budget	Approved Budget Changes Prior Mths	Approved Budget Changes Month 3	Revised Net Budget
Transformation & Resources	12,424	4,955	154	17,533

3.3.2 Changes to the Budget agreed since the 2013/14 Budget was set

Items	£m
Corporate and Democratic Services to be grouped within the Transformation and Resources Directorate where Direct management control for these areas lies	+4.639
A support post has also been transferred from Transformation and Resources to the Chief Executive's Directorate.	-0.037
A number of training and legal posts have been transferred from Children and Young People to Transformation and Resources	+0.353
Transfer of staffing budgets from DASS in Families & Wellbeing to Financial Services within Transformation & Resources	+0.170
Transfer from Transformation and Resources to the Chief Executive for community engagement	-0.025
Realigning of the call centre recharge relating to the new garden waste service from Environment & Regulation to Transformation and change.	+0.009

3.3.3 All of the budget changes have been virements to reflect the re-alignment of functions, and the related budgets, between the Transformation & Resources Directorate and other Directorates the Chief Executive's Department. There have been no changes approved by Cabinet which increase the Directorate and Council spending.

3.4 VARIATIONS

3.4.1 2013/14 Projected Budget variations £000's

Directorate	Revised Budget	Forecast Outturn	(Under) Overspend Month 3	RAGBY Classification	Change from prev mth
Transformation & Resources	17,533	17,287	-246	B	-205

3.4.2 RAGBY full details

Department	Number of Budget Areas	Red	Amber	Green	Blue	Yellow
Transformation & Resources	7	0	0	6	1	0

3.4.3 A £246K underspend is currently forecast (£41k Month 2), as a result of savings on the Insurance Fund contracts and Capital Financing savings agreed as part of the completion of the 2012/13 accounts which resulted in a permanent budget saving.

3.5 IMPLEMENTATION OF 2013/14 SAVINGS

3.5.1 Budget Implementation Plan 2013/14 Transformation only £000's

BRAG	Number of savings Options	Approved Budget Reduction	Amount Delivered at June	Still to be Delivered
B - delivered	10	12,448	12,448	0
G – on track	9	12,625	5,757	6,868
A - concerns	6	6,125	620	5,505
R - failed	0	0	0	0
Total at M3 June	25	31,198	18,825	12,373

3.5.2 The Savings Tracker is Annex 5 of the Cabinet report and appended to this report details those areas classed under Transformation & Resources which are actually wider than the Directorate's area of responsibility and cover a number of cross-authority savings such as the Terms & Conditions savings.

3.5.3 Budgetary Issues £000's

Description	£000	Action
Facilities Management	250	Agreed can be met from permanent budget reduction
Market Supplements funding from central budget for pay growth (page 7) Budget Book	490	Funding from central budget for pay growth (page 7) Budget Book
Terms & Conditions 2012/13	200	Part funding from central budget for pay growth (page 7) Budget Book
Terms & Conditions 2012/13 part £100k, Transforming Business Support £300k Terms & Conditions 2013/14 £472k	872	Funded from increased balances forecast in M3 monitor

3.5.4 At this stage the issues that have been identified of concern are reported at Annex 12 Budgetary Issues of the Cabinet report and this identifies solutions to those savings where delivery is not anticipated in 2013/14.

3.6 INCOME AND DEBT

3.6.1 The Transformation & Resources Directorate includes Business Processes which collects income on behalf of the Council. This is detailed in Annex 9 of the Cabinet report and appended to this report. Revenue and Income falls into the four broad areas shown below for reporting purposes:-

Amount to be collected in 2013/14 £000's

	2013-14	2013-14	
	Collectable	Collected	%
Council Tax	135,419	37,803	27.9
Business Rates	70,396	19,600	27.83
Fees and charges – Adults	29,662	11,753	39.62
Fees and charges – all other services	23,575	15,642	66.35

- 3.6.2 A high risk income item is that required from residents who previously paid no Council Tax. The Council Tax Support Scheme was introduced in April. As this involves billing a large number of properties who have not previously paid Council Tax, having previously received benefit at 100%, an overall collection rate of 75% generating £2.8 million has been assumed. The forecast is that £1.86 million (66%) will be collected by 31 March with recovery actions post 31 March increasing the collection to the target figure. At 30 June collection was 13.2% equating to £387,085 and is still slightly ahead of the profiled target.
- 3.6.3 Recovery from non Working Age debtors is continuing as normal. Action taken to recover from those of Working Age that previously received 100% Council Tax Benefit was delayed by a month to allow for late payments or any queries caused by having to pay for the first time. 6,750 reminders were issued on 10 May, which resulted in our first complaint, laid in June of 500 cases who were previously on 100% Council Tax Benefit.
- 3.6.4 Repayment plans offering weekly/fortnightly instalments were offered to those contacting the Council. The first court hearing including Council Tax Support was on 9 July, with 19 attendees a higher percentage than normal. Cases have been identified suitable for Deductions from Benefit; for benefit claimants this allows for £3.65 per week to be deducted from the claimants benefit which, for a Band A property, will take in excess of 18 months to collect. It is inevitable some customers will refuse to engage with the Council, or deductions or an attachment is not possible, and we will have no alternative other than to use bailiffs to attempt to collect this debt.
- 3.6.5 Business Rates income collection was 27.83% during June. This is slightly less than the 30.73% collected at the equivalent period in 2012/13. Comparisons can fluctuate as some payments received early last year in respect of Health Authority payments amongst others are awaited this year. The timing of refunds may also affect the comparison. Recovery procedures have been tightened with debt being pursued earlier and the position is being closely monitored.
- 3.6.6 Issues regarding the collection of sundry debt were reported to Cabinet on 23 May 2013. The use of reserves had been earmarked to fund any increased need for debt write offs or increase to the bad debt provision. A significant amount of income has been received to reduce the level of debt and therefore the call on reserves which has been used to fund the redundancy reserve/provision.

3.7 PERFORMANCE AGAINST CAPITAL BUDGETS MONTH 3 (JUNE 2013)

3.7.1 Capital Budget

	Capital strategy	Changes approved by Cabinet	Reprofile to be approved	Other changes to be noted or approved	Revised Capital Programme
Trans & Res -Finance	210	0	0	0	210
Trans & Res - Asset Mgt	315	1,210	0	39	1,564

3.7.2 Spend to date June (3/12 = 25.0%)

	SPEND TO DATE		COMMENTS ON VARIATION RAG
	£000	%	
Trans & Res -Finance	164	78.1	Green -acceptable
Trans & Res - Asset Mgt	267	10.2	Green -acceptable

3.7.3 Projected Outturn compared to Revised Budget £000's

	REVISED	PROJECTED	VARIATION
	BUDGET	OUTTURN	
Trans & Res – Finance	210	210	0
Trans & Res - Asst Mgt	1,564	1,564	0

3.7.4 The main schemes are for alterations to Wallasey Town Hall and the Rock ferry Centre which are on site and progressing. The other planned schemes are at the West Kirby and Conway Centre One Stop Shops.

4 RELEVANT RISKS

4.1 There are none relating to this report.

5 OTHER OPTIONS CONSIDERED

5.1 Any option to improve the monitoring and budget accuracy will be considered.

6 CONSULTATION

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

7 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

7.1 There are no implications arising directly from this report.

8 RESOURCE IMPLICATIONS: FINANCIAL, IT, STAFFING AND ASSETS

8.1 In respect of the Revenue Budget the Transformation & Resources Directorate is projecting an underspend of £245,000 as at the 30 June 2013.

9 LEGAL IMPLICATIONS

9.1 There are no implications arising directly from this report.

10 EQUALITIES IMPLICATIONS

10.1 The report is for information and there are no direct equalities implications at this stage.

11 CARBON REDUCTION IMPLICATIONS

11.1 There are no implications arising directly from this report.

12 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

12.1 There are no implications arising directly from this report.

13 RECOMMENDATIONS

13.1 Members are requested to approve the approach proposed.

13.2 Members are requested to review the information presented to determine if they have any specific questions relating to the budget for the Transformation & Resources Directorate.

14 REASONS FOR THE RECOMMENDATIONS

14.1 To ensure Members have the appropriate information to review the budget performance of the directorate.

REPORT AUTHOR Tom Sault
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APPENDICES

Extracted from the Revenue Monitoring report to Cabinet on 19 September 2013:-

Annex 5 Savings Tracker
Annex 9 Income And Debt
Annex 12 Budgetary Issues

SUBJECT HISTORY

Council Meeting	Date
Monthly financial monitoring reports for Revenue and Capital have been presented to Cabinet since September 2012.	

EXTRACT FROM FINANCIAL MONITORING REPORT MONTH 3 (JUNE 2013)

Annex 5 SAVINGS TRACKER

TRANSFORMATION AND RESOURCES

Saving	Target £000	Comments / progress on implementation	BG AR	Amount delivered at M3 June 13 (£000)	To be delivered (£000)
Efficiency Investment Fund	4,400	Cabinet 8th November 2012 agreed to elimination of fund and growth and replacement by rolling fund.	B	4,400	0
Treasury Management	1,700	Built into budget to reflect the revised Capital Programme	B	1,700	Nil
Revenues and Benefits	550	This saving has been built into the budget and staffing levels are in line with its achievement.	B	550	Nil
Information Technology Service	210	Full savings for this budget option delivered in year one.	B	210	0
Marketing and Public Relations	167	Funding removed from budget	B	167	Nil
Tranmere Rovers Sponsorship	135	Sponsorship has ended.	B	135	Nil
Power Supplies - Contract Saving	11	A new supply contract is in place.	B	11	Nil
Area Forum Funding	391	Savings achieved	B	391	Nil
Council Tax Increase	2,600	Saving has been incorporated into the budget and is expected to be achieved.	B	2,600	Nil
Council Tax: Discounts and Exemptions	2,284	Saving has been incorporated into the budget and is expected to be achieved.	B	2,284	Nil
Reduction in External Audit Fees	140	The budget has been reduced to reflect the new contract and is expected to be fully realised in year.	G	Nil	140
Local Council Tax Support Scheme	2,785	Scheme introduced and progress being monitored as per section 7.3 above	G	Nil	2,785
Reducing Council Management	5,000	Vacant posts at Chief Officer level have been included in the latest management savings for June. Vacant posts are being pro rata'd over the year. April and May savings have been updated.	G	937	4,063
Trade Union funding	-270	The funding for the Trade Unions has been built in with the costs to still be recharged across business areas at the end of the year.	G	Nil	-270
Reducing the Cost of Democracy	100	The cost of the Members Allowances has been reduced and the saving is expected to be achieved in this area.	G	Nil	100

The Mayor of Wirral	50	It is expected that Civic Services will be able to achieve this saving from June 2013 and there will be a drive to reduce overtime and supplies to achieve the saving.	G	Nil	50
Libraries and One Stop Shops	391	Staff savings at the budget level are evident in April monitoring.	G	391	Nil
Housing Benefits – Maximisation of Grant	2,000	Saving has been incorporated into the budget and is expected to be achieved.	G	2,000	Nil
Council Tax: Court Costs	2,429	Saving has been incorporated into the budget and is expected to be achieved.	G	2,429	Nil
Service Restructures	905	Broken down as: £50k Asset Mgmt – delayed restructure but the full £100k should be achieved during 2013-15 £292k HR delayed restructure but it is envisaged that the full saving of £584k will be achieved over the course of 2013-15. £263k related to RHP £300k for Legal Services, of which £100k relates to employees which is expected to be achieved through compensatory budgets with the restructure helping to achieve the £200k that is currently set aside Legal/Court costs which are a very volatile area.	G A G A	Nil	905
Better Use of Buildings	100	Details as to how this saving will be achieved are to be finalised as there are also savings that have rolled forward from previous years relating to assets.	A	Nil	100
Transforming Business Support	500	Saving has been incorporated into the budget. Staff savings are expected and some have already been achieved. Further work is taking place to develop saving.	A ↓	169	331
Reducing the numbers of Agency workers	500	The current saving in year is 30k up to June 2013. However, there are plans to bring a significant number of current contracts to an end later in year.	A	30	470
Procurement	320	This saving has not progressed as anticipated, but compensatory savings are expected to be made during the year.	A	91	229
Workforce Conditions of Service	3,800	Negotiations with TUs are concluding. Target saving likely to be £3.7 million. Slippage depending upon agreement is likely	A	330	3,470

EXTRACT FROM FINANCIAL MONITORING REPORT MONTH 3 (JUNE 2013)

Annex 9 INCOME AND DEBT

Council Tax

The following statement compares the amount collected for **Council Tax** in the period 1 April 2013 to 30 June 2013 with the amount collected in the same period in 2012/13:

	Actual 2013/14 £	Actual 2012/13 £
Cash to Collect	135,442,533	125,830,867
Cash Collected	37,803,466	36,224,686
% Collected	27.9%	28.8%

Council Tax benefits has been abolished and replaced by Council Tax support and the numbers and awards as at 30 June 2013 are as follows:

Number of Council Tax Support recipients	38,413
Total Council Tax Support expenditure	£28,190,430
Number of pensioners	16,462
Number of vulnerable	6,412
Number of working age	21,951

The level of collection reflects the increased charges to those charge payers now in receipt of Council Tax Support and having to pay a minimum of 22% of the annual charge as well as the increase charges in respect of reduced discounts and exemptions.

Business Rates

The following statement compares the amount collected for **National Non-Domestic Rates** in the period 1 April 2013 to 30 June 2013 with the amount collected in the same period in 2012/13:

	Actual 2013/14 £	Actual 2012/13 £
Cash to Collect	70,430,843	68,834,818
Cash Collected	19,600,183	21,152,500
% Collected	27.83%	30.73%

Accounts Receivable

The table below shows the new department names and the split at what stage of the recovery cycle they are:

Description	Less than 28 days	1st reminder	2nd reminder	3rd reminder	Total as at 30.6.13
Chief Executive	£204,218.54	£7,848.31	£10,888.21	£518,875.12	£741,830.18
Neighbourhood	£16,093.19	£1,560.00	£2,587.98	£22,074.00	£42,315.17
Transformation	£4,682,752.65	£1,501,400.20	£565,830.20	£9,541,770.16	£16,291,753.21
Families	£254,039.87	£249,428.72	£400,870.69	£4,616,385.58	£5,520,724.86
Environment & Regulation	£567,400.33	£405,434.31	£205,592.26	£2,686,805.85	£3,865,232.75
Totals	£5,724,504.58	£2,165,671.54	£1,185,769.34	£17,385,910.71	£26,461,856.17

The above figures are for invoices in respect of the period up to the end of June 2013. Payments and amendments such as write offs and debts cancellations continue to be made after this date on these accounts.

BENEFITS

The following statement details the number of claimants in respect of benefit and the expenditure for Private Tenants and those in receipt of Council Tax Benefit up to 30 June 2013:

	2013/14	2012/13
Number of Private Tenant recipients	31,529	31,629
Total rent allowance expenditure	£33,495,358	
Number under the Local Housing Allowance Scheme (<u>included in the above</u>)	12,021	11,854
	£13,816,375	
Number of Council Tax Support recipients	38,474	
Total Council Tax Support expenditure	£28,187,753	
Total expenditure on benefit to date	£61,683,111	

The following statement provides information concerning the breakdown according to client type as at 30 June 2013

Private Tenants

Claimants in the Private Rented Sector	14,669
Claimants in the Social Rented Sector	16,860
Owner Occupiers	10,627
Total claimants by age group	
under 25 years old	2,659
25 – 60 years old	21,877
over 60 years old	17,620

There are **42,156** benefit recipients in Wirral as at 30 June 2013.

Under Occupancy regulations

From 1 April 2013 property size criteria was introduced to working age tenants of social housing (Registered Providers). Where a claimant is deemed to be occupying accommodation larger than they reasonably require, Housing Benefit (HB) levels have been restricted as follows:

- One “spare” bedroom incurs a 14% reduction. In Wirral the current weekly average is £12. As at 30 June 2013 3,247 households were affected;
- Two or more spare bedrooms incur a 25% reduction. The weekly average in Wirral is currently £21 .As at 30 June 2013, 928 households were affected;
- Out of a total social sector HB caseload of 16,860; 4,177 are currently affected by this;
- Cases that are deemed exempt from the reduction is 3,375.

Housing Benefit Fraud and Enquiries – 01 April 2013 to 30 June 2013

New Cases referred to Fraud team in period	276
Cases where fraud found and action taken	12
Cases investigated, no fraud found and recovery of overpayment may be sought	117
Cases under current investigation	211
Surveillance Operations Undertaken	0
Cases where fraud found and action taken:	
Administration penalty	0
Caution issued and accepted	2
Successful prosecution	10
Summons issued for prosecution purposes	7

Discretionary Housing Payments

Discretionary Housing Payments (DHP) may be awarded to provide short term financial assistance to Housing Benefit claimants who are experiencing difficulty meeting a shortfall in their rent because maximum benefit is not being paid. DHP is not a payment of Housing Benefit and is funded separately from the main scheme.

The Government contribution for 2013/14 is £917,214 with an overall limit of £2,293,035 which the Authority must not exceed. These levels have increased significantly this year as part of central government's measures to help alleviate hardship resulting from the major welfare reforms, such as under occupancy as well as ongoing Local Housing Allowance issues. As at 30 June 2013 £79,330 of this fund has been allocated for liability up to this date. It is expected that Wirral will use up the full government contribution by year end.

Local Welfare Assistance

From April 2013, the discretionary Crisis Loans for Living Expenses and Community Care Grant elements of the Social Fund were abolished and replaced in Wirral by our new Local Welfare Assistance Support Scheme (LWA). For 2013/14 Wirral's scheme is supported by a £1,345,925 Government Grant. Wirral's scheme replaces cash payments in favour of suitable alternatives where at all possible e.g. through the provision of pre payment cards for food and fuel and direct provision of white goods. The scheme is to be reviewed after six months to see how implementation has gone and for possible scheme alterations. The number of applications is rising on a week by week basis. LWA applications for June 2013 average 83 per week.

LWA details for period from 02 April 2013 to 30 June 2013

Number of Awards Granted	1,010	£76,686
Number of Awards not qualifying	796	

EXTRACT FROM FINANCIAL MONITORING REPORT MONTH 3 (JUNE 2013)

Annex 12 BUDGETARY ISSUES

Page 71

	Service area	Issue	2013-14	2014-15	2015-16	2016-17	Resolution
Transformation							
	Market Supplements	Single Status is unimplemented. Until then, grade mismatches can only be 'fixed' by market factors. Estimated has reduced from £1m in M1 to £490k excluding any additional cover.	490	450	450	0	Reduced from £1m M1 Monitor based on latest estimates. From pay growth budget M3
	2012-13 T&C's	Non-achievement; count as part of 2014-15 target	300	0	0	0	2013-14 from forecast savings in M3
	2012-13 Trans Bus S	Non-achievement; count as part of 2014-15 target	300	150	0	0	2013-14 from forecast savings in M3
	2013-14 T&Cs	Shortfall in achievement; count as part of 2014-15 target	472	0	0	0	2013-14 from forecast savings in M3
	Facilities Management	Shortfall in achievement on closure of buildings; count as part of 2014-15 target	250	0	0	0	Agreed can be met from permanent budget reduction
Totals			1,8126	600	450	0	
Solutions			2013-14	2014-15	2015-16	2016-17	
	Agreed redns	Facilities Management	-250	0	0	0	Agreed can be met from permanent budget reduction
		Market Supplements funding from central budget for pay growth (page 7) Budget Book	-490	-450	-450	0	Funding from central budget for pay growth (page 7) Budget Book
		T&Cs 2012/13 part funding from central budget for pay growth (page 7) Budget Book	-200	0	0	0	
		Remaining issues relating to 2013-14	-872	-150	0	0	Funded from increased balances forecast in M3 monitor
Current additional resource required from savings			0	0	0	0	

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WIRRAL COUNCIL

Transformation and Resources Policy and Performance Committee

23 September 2013

SUBJECT:	POLICY UPDATE
WARD/S AFFECTED:	ALL
REPORT OF:	Director of Public Health/Head of Policy & Performance
RESPONSIBLE PORTFOLIO HOLDER:	Cllr Ann McLachlan (Governance and Improvement)
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 This report provides a policy briefing to Members. This is to enable Members to review new areas of policy and the government initiatives that will impact on local government in the short to medium term. Members are requested to consider the policy briefing and whether there are any items that could be included in the work programme for this committee.

2.0 BACKGROUND AND KEY ISSUES

- 2.1 One of the key elements of good Overview and Scrutiny highlighted by the Centre for Public Scrutiny is horizon-scanning. This means looking ahead to future changes in local government in order for the Council to have sufficient time to adapt to them.
- 2.2 As part of the reorganisation of Scrutiny within the Council, the scrutiny support team is now located alongside the Council's Policy unit to ensure these areas are joined up more effectively. The Policy Unit has developed a range of products to help Members and officers understand the evolving policy context within which the Council operates.

3.0 POLICY UPDATE

- 3.1 The '*Policy Inform*' briefing is included at Appendix 1. This has been developed to provide Members with those new areas of policy that align with the remit of this committee. Each area covered includes a range of information including the Accountable Officer, the relevant portfolio, a brief synopsis, key points to consider, the implications and further information.

4.0 RELEVANT RISKS

- 4.1 There are none relating to this report.

5.0 OTHER OPTIONS CONSIDERED

5.1 N/A

6.0 CONSULTATION

6.1 N/A

7.0 OUTSTANDING PREVIOUSLY APPROVED ACTIONS

7.1 N/A

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 N/A

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

9.1 N/A

10.0 LEGAL IMPLICATIONS

10.1 N/A

11.0 EQUALITIES IMPLICATIONS

11.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

No because of another reason which is

The report is for information to Members and there are no direct equalities implications at this stage.

12.0 CARBON REDUCTION AND ENVIRONMENTAL IMPLICATIONS

12.1 N/A

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 N/A

14.0 RECOMMENDATION/S

14.1 Members are requested to note the contents of this report and consider whether they wish to receive any further, more detailed reports or add any specific items to the work programme of this committee.

15.0 REASON/S FOR RECOMMENDATION/S

15.1 To ensure Members have the opportunity to consider new policy initiatives and their relevance to the Committee's on going work programme.

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APPENDICES

Appendix 1 – Policy Inform Transformation and Resources

BACKGROUND PAPERS/REFERENCE MATERIAL

BRIEFING NOTES HISTORY

Briefing Note	Date

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

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Policy: INFORM



Date: 23 September 2013

Transformation and Resources

Title:	Local Audit and Accountability Bill
Accountable Officer:	Joe Blott
Portfolio(s) Affected:	Governance and Improvement
Category:	New Legislation
Synopsis:	This bill will formally abolish the Audit Commission and replace it with a new local audit framework.
Key Points:	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.
Further Information:	A Local Government Information Unit briefing is available at: http://www.lgiu.org.uk/briefing/local-audit-and-accountability-bill-overview-and-update/
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.

Title:	Spending Review
Accountable Officer:	Joe Blott
Portfolio(s) Affected:	Finance and Leader of the Council
Category:	Government Announcement
Synopsis:	On 26 June, the Chancellor of the Exchequer, George Osborne, delivered his Spending Review to parliament setting out departmental spending for 2015-16.
Key Points:	<p>Headline figures</p> <p>Total government expenditure for 2015-16 will be £745bn</p> <p>The Chancellor announced that £11.5bn of savings would be found from government budgets in order to continue along Britain's path to deficit reduction, with some £5 billion coming from efficiency savings.</p> <p>Until 2017-18, the total amount of government spending will continue to fall in real terms at the same average rate as today</p> <p>There will be a 1% cap on public sector pay rises. Automatic progression pay to be ended in civil service, schools, hospitals, prisons and the police but not the armed forces</p> <p>Capital spending plans will increase by £3 billion a year from 2015-16</p>

and by £18 billion over the next Parliament.

The Government will continue to protect funding for health and schools in real terms in 2015-16.

The Spending Round announces that the government will, for the first time, introduce a cap on the country's welfare spending from April 2015. The cap will improve spending control, support fiscal consolidation, and ensure that the welfare system remains affordable. This will not include the state pension.

Further Information: The LGA has produced a Future funding outlook for councils from 2010/11 to 2019/20:

http://www.local.gov.uk/web/guest/media-releases/-/journal_content/56/10171/4053260/NEWS-TEMPLATE

Implications: For Wirral, the figures produced by the LGA broadly mirror our own calculations which forecast that we will be required to make savings of between £13.5m and £24m during the period 2015 to 2018. This is on top of the £109m savings the Council has to make between 2012 and 2015.

Title: Care Bill

Accountable Officer: Clare Fish

Portfolio(s) Affected: Adult Social Care
Health and Wellbeing

Category: New Legislation

Synopsis: The Care Bill introduces major changes to Social Care sector; emphasising wellbeing, prevention, carers' rights, choice and personalisation.

Key Points: This bill will introduce a cap on the cost of social care, and give carers the legal right to support from their local council. Key changes relate to the way Councils deliver Public Health and the NHS structure as well as the LA role. It will provide protection to people whose care provider goes out of business and give everyone a legal entitlement to a personal care budget, which they can receive as a direct payment to spend as they wish. In light of the issues at Stafford Hospital, the bill will introduce an Ofsted-style rating system for hospitals and care homes and give new powers of intervention to the chief inspector of hospitals. It will create two new public bodies, Health Education England and the Health Research Authority. These will provide additional training and support for health professionals.

Further Information: A Local Government Information Unit briefing is available at:

<http://www.lgiu.org.uk/briefing/the-care-bill/>

Implications: Four key implications for the Council have been identified in collaboration with DASS:

- How is the cap to be resourced? The cap is likely to drive additional demand from people who would have been self funders. Wirral Council will need to forecast cost of implementation and build into financial projections as well as monitoring additional cost.
- Increasing focus on integration and a fully joined up health and social care system is required.
- Need to respond to new eligibility framework when published, no scope to review eligibility criteria in the short term.
- Safeguarding review of thresholds and need to focus on personalisation and prevention in addition to simply keeping people safe.

Title:	Draft Deregulation Bill
Accountable Officer:	Joe Blott
Portfolio(s) Affected:	Finance and Leader of the Council Central Services
Category:	New Legislation
Synopsis:	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.
Key Points:	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.
Further Information:	A Local Government Information Unit briefing is available at: http://www.lgiu.org.uk/briefing/draft-deregulation-bill-what-next/
Implications:	In its current form, there may be indirect implications, such as in the area of procurement, that the Local Authority may wish to explore as the Bill is further debated and refined. There will also be direct implications in relation to employment tribunals.

Further Information:

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WIRRAL COUNCIL

TRANSFORMATION AND RESOURCES POLICY & PERFORMANCE COMMITTEE

23 SEPTEMBER 2013

SUBJECT:	<i>COMMITTEE WORK PROGRAMME</i>
REPORT OF:	<i>CHAIR OF THE COMMITTEE</i>

1.0 EXECUTIVE SUMMARY

At the meeting of the Transformation and Resources Committee on 30th July, it was agreed that a meeting of the Chairs and Party Spokespersons be convened to develop the work programme for this committee. A meeting was convened on 19th August. This briefing note summarises the discussion and agreements at this meeting.

2.0 BACKGROUND AND KEY ISSUES

- 2.1 Inaugural meetings of all Policy and Performance Committees have included discussion about potential items for the scrutiny work programme. Each Committee has delegated the development of its work programme to the Committee Chairs and Party Spokespersons.
- 2.2 With regard to the criteria for selecting items for scrutiny, the Chair and Party Spokespersons of this Committee have agreed a number of items for the work programme. This includes some items to be examined through Task & Finish Reviews and some to be presented in the form of officer reports for the Committee to examine and make appropriate recommendations.

3.0 WORK PROGRAMME OF THE TRANSFORMATION AND RESOURCES POLICY & PERFORMANCE COMMITTEE

- 3.1 The work programme for this Committee is attached as Appendix 1.
- 3.2 A common work programme format has been adopted for all four Policy and Performance Committees. This is in the form of a schedule for the municipal year highlighting the committee meetings with the proposed activity set out against the following four headings:
- 3.3 **Scheduled Reviews** – These have been prioritised and programmed across the year and include:
 - 3.3.1 A session of pre-decision scrutiny on the ICT Strategy prior to Cabinet approval. This will be undertaken at the Committee meeting on 23 September.

- 3.3.2 A task and finish group to undertake pre-decision scrutiny on the development of 'Shared Services' with Cheshire West and Chester. Members of this group will be identified at the Committee Meeting on 23rd September and this group will determine the detailed scope of the review.
- 3.3.3 A task and finish review of Freedom of Information requests in the light of recent criticism by the Information Commissioner. The review will explore how the Council is addressing the concerns raised by the Commissioner and the measures that have been put in place to ensure compliance with its legal obligations.
- 3.3.4 A review to explore the process for dealing with sickness absence and the impact it has on capacity within the HR division and the wider organisation. The scope (to be determined by a task and finish group) could also include how effective the Council is in re-integrating people back into the workplace and any benefit gained from the employee assistance programme in reducing / addressing sickness absence.
- 3.4 **Potential Reviews** – This section is included to capture items that the committee would like to review in more detail, subject to there being sufficient capacity. Currently none have been identified.
- 3.5 **Reports Requested** – This section is included to capture specific items that the Committee would like to discuss or receive reports on, or items referred by Cabinet. Currently none have been identified.
- 3.6 **Standing Items – This includes the following regular items:**
- Performance Dashboard – performance against target for key indicators in the Directorate Plan.
 - Budget monitoring – monitoring of the Directorate budget and delivery of budget savings.
 - Policy update – an update on any key policies or legislation relevant to this Committee since the last meeting.
- 3.7 In addition, to the items set out above, special meetings have been scheduled in November and December to review the proposed budget options for 2014/15 in line with the annual budget consultation timetable.

4.0 RELEVANT RISKS

- 4.1 There are none relating to this report.

5.0 OTHER OPTIONS CONSIDERED

- 5.1 N/A

6.0 CONSULTATION

- 6.1 N/A

7.0 OUTSTANDING PREVIOUSLY APPROVED ACTIONS

7.1 N/A

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 N/A

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

9.1 N/A

10.0 LEGAL IMPLICATIONS

10.1 N/A

11.0 EQUALITIES IMPLICATIONS

11.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

No because of another reason which is

The report is for information to Members and there are no direct equalities implications at this stage.

12.0 CARBON REDUCTION AND ENVIRONMENTAL IMPLICATIONS

12.1 N/A

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 N/A

14.0 RECOMMENDATIONS

14.1 Members are requested to approve the Transformation and Resources Policy & Performance Committee work programme as set out in Appendix 1 and make any necessary amendments.

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APPENDICES

Appendix 1 – Transformation and Resources Committee Work Programme.

SUBJECT HISTORY (last 3 years)

Transformation and Resources Committee	30/07/13
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2013-14 Transformation & Resources Committee Work Programme

Key Activities	Lead Member / Officer	Reason for Review	May 2013	June 2013	July 2013	Aug 2013	Sept 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	April 2014	Outcome
Committee Dates					Tues 30th		Mon 23rd		Wed 6th	Wed 4th	Wed 29th			Mon 14th	
Scheduled Reviews															
ICT Strategy	Tony Glew	Requestd by members													
Review of Shared Services	Joe Blott	Requestd by members													
Review of process for handling Freedom of Information requests	Surjit Tour	Requestd by members													
Review of sickness absence process	Chris Hyams	Requestd by members													
Potential Reviews															
Reports Requested															
Standing Items															
Performance Dashboard															
Financial Monitoring															
Policy Update															
Special Budget meeting															

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