



## Transformation and Resources Policy and Performance Committee

**Date:** Wednesday, 29 January 2014

**Time:** 6.00 pm

**Venue:** Committee Room 1 - Wallasey Town Hall

**Contact Officer:** Andrew Mossop

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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 - 4)**

To approve the accuracy of the minutes of the meeting held on 9 December, 2013.

**3. SCRUTINY REVIEW GOOD PRACTICE GUIDANCE (Pages 5 - 10)**

**4. DIRECTORATE PLAN PERFORMANCE MANAGEMENT REPORT (Pages 11 - 28)**

**5. SICKNESS ABSENCE REPORT (Pages 29 - 52)**

**6. ICT DISRUPTION (Pages 53 - 58)**

- 7. TRANSFORMATION AND RESOURCES FINANCIAL MONITORING  
2013/14 (MONTH 8) (Pages 59 - 76)**
- 8. POLICY UPDATE (Pages 77 - 82)**
- 9. WORK PROGRAMME (Pages 83 - 88)**
- 10. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR**

## TRANSFORMATION AND RESOURCES POLICY AND PERFORMANCE COMMITTEE

Monday, 9 December 2013

<u>Present:</u>	Councillor	S Whittingham (Chair)	
	Councillors	RL Abbey P Gilchrist C Blakeley P Glasman R Gregson	J Hale C Muspratt L Rowlands J Salter A Sykes
<u>Deputies:</u>	Councillors	P Brightmore (in place of M Patrick)	
<u>In attendance:</u>	Councillors	A Jones	A McLachlan
<u>Apologies</u>	Councillor	M Johnston	

### 21 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.

### 22 MINUTES

A Member, referring to minute 19, 'Minutes' commented that she had not received anything in writing from the Interim Head of ICT as yet on the security of the Wrap2 system. The Strategic Director of Transformation and Resources, apologised for the delay and assured the Committee that he would follow this up with the Director of Resources.

**Resolved – That the minutes of the Transformation and Resources Policy and Performance Committee of 6 November, 2013 be approved.**

## **BUDGET OPTIONS - CONSULTATION RESULTS**

The Committee considered a report on the results of the budget consultation and received a presentation from Kevin MacCallum, Marketing and Engagement Manager, Neighbourhoods and Engagement, on the key points. A total of 6,520 responses had been received, 5,283 from residents and 1,094 from members of staff. Some of these responses would have been from both residents and staff.

The Chair reminded the Committee that these were currently officer budget options and Cabinet would be making recommendations in respect of these at its meeting on 10 December.

The Chair then invited the Committee to comment.

Councillor Hale expressed disagreement to the option in respect of the 'Council Tax Over 70s Discount' and also with the option to limit the discount to those in Council Tax bands A, B and C as there were residents who might be asset rich but were in fact cash poor.

Councillor Blakeley queried the small number of responses as a percentage of the Borough's residents and that an assumption could not be made as to the views of the vast majority of residents who didn't fill out a questionnaire. He expressed concern with the option, 'Managing the Money' in respect of that part of this option to implement charges for credit and debit card payments. No transaction charges should be introduced and the £38,000 should be taken out of this proposed option.

Councillor Rowlands expressed concern at the poor response rate from businesses and Kevin MacCallum confirmed that there was not usually a good response; he would examine how this could be improved for future years.

Responding to comments from Councillor Gilchrist, Malcolm Flanagan, Head of Business Processes, informed the Committee that the authority decided the criteria for any local Council Tax discounts and the percentage. The software system in use would only allow one type of discount and introducing a tapered discount would be difficult to administer for the current 13,000 recipients.

Responding to comments from Councillor Sykes, Kevin MacCallum confirmed that all returned questionnaires were taken account of and the Council relied on the honesty of respondents who chose not to give their postcode that they were resident in Wirral.

Kevin MacCallum gave the approximate figures for previous years' responses as follows:

- 5,600 in 2010
- 1700 in 2011 (using the budget simulator method)
- 6500 in 2012
- 6500 in 2013

It was moved by the Chair and seconded by Councillor Brightmore –

“(1) That this Committee notes the result of the consultation.

(2) That the members of the public, staff and stakeholders be thanked for their participation.”

It was then moved as an amendment by Councillor Hale, seconded by Councillor Rowlands –

“(1) That the Cabinet be recommended:

- (i). not to implement the option of implementing charges for credit and debit card payments and:
- (ii). not to implement the option to discontinue the council tax discount for the over 70s.

(2) That the members of the public, staff and stakeholders be thanked for their participation.”

The amendment was put and lost (5:7) (Councillors Blakeley, Hale, Rowlands and Sykes voting for the amendment)

The motion was put and carried (7:4) (One abstention)

**Resolved (7:4) (One abstention) (Councillors Blakeley, Hale, Rowlands and Sykes voting against) –**

**(1) That this Committee notes the result of the consultation.**

**(2) That the members of the public, staff and stakeholders be thanked for their participation.**

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## WIRRAL COUNCIL

### Transformation & Resources Policy & Performance Committee

29 January 2014

<b>SUBJECT:</b>	<b>Scrutiny Review Good Practice Guidance</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>Director of Public Health/Head of Policy &amp; Performance</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>Cllr Ann McLachlan (Governance and Improvement)</b>

#### 1.0 EXECUTIVE SUMMARY

- 1.1 This reports sets out some draft guidance for the setting up and operation of Scrutiny Review Panels to ensure there is a consistency of approach to task and finish work across the four Policy and Performance Committees.
- 1.2 The draft guidance was presented to the Policy and Performance Coordinating Committee on 15 January 2014.

#### 2.0 BACKGROUND AND KEY ISSUES

- 2.1 Changes to the Council's Scrutiny Function were introduced at the start of the municipal year through the creation of four Policy and Performance Committees. Staff support for scrutiny was also increased with the Scrutiny Support Team being brought up to full complement.
- 2.2 All of the Policy and Performance Committees have set out their work programmes for the year. There are now significantly more scrutiny reviews being undertaken and more Members engaged in this work than ever before. As such guidance has been produced to support the process of setting up and managing scrutiny review panels.
- 2.3 In response to issues highlighted by a number of Members, further work will be progressed in the New Year to develop a consistent mechanism for monitoring the implementation of actions and recommendations arising from Scrutiny Reviews.

#### 3.0 SUMMARY OF GUIDANCE

- 3.1 The guidance is included as Appendix 1. It is recognised the approach to scrutiny reviews needs to be flexible and tailored to the nature of the topic in question. However, the guidance is intended to promote good practice and a consistency of approach for the operation of Scrutiny Review Panels.

#### **4.0 RELEVANT RISKS**

4.1 There are none directly 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?

(c) 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.

#### **15.0 REASON/S FOR RECOMMENDATION/S**

15.1 N/A

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## **APPENDICES**

### Appendix 1 – Scrutiny Review Good Practice Guidance

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## Wirral Council

### Scrutiny Review Good Practice Guidance

#### Introduction

The new arrangements for scrutiny introduced in May 2013, aim to:

- Shift the emphasis towards policy development and looking forward
- Develop a work programme informed by the corporate plan and business performance
- Engage non-Executive members more meaningfully with opportunities to influence through 'pre-decision' scrutiny
- Deliver scrutiny outside formal meetings, in the community and away from the Town Hall

Scrutiny Reviews based on a task and finish approach provide a key mechanism for making this happen, providing Members with the opportunity to work in small, informal groups to examine policy and service delivery in greater depth. Whilst the approach needs to be flexible and tailored to the work in question, the following guidelines are intended to support consistency and good practice for Scrutiny Review Panels.

#### Panel Membership and Chairs

- Membership will usually be drawn from the Policy and Performance Committee. However, there is an opportunity for any non-Executive Member to sit on a panel where they have a specific interest or knowledge.
- Membership will be agreed at meetings of the Policy and Performance Committee. Where this is not possible, a request for volunteers will be coordinated by the Scrutiny Support Team on behalf of the Chair of the Committee.
- There is no limit to the number of Members involved in a Scrutiny Review Panel. The size of the Group will vary depending on its purpose.
- Panels will require an identified Chair to lead the review, chair meetings and report on progress to the Policy and Performance Committee.
- The Chair will be determined by the Committee or, where this is not possible, by agreement of the Review Panel at the initial scoping meeting.
- When a review continues into a new municipal year the Membership of the panel should remain the same for the purpose of continuity.

#### Meetings and Participation

- The first meeting of the Panel will be to develop the scope of the review. The scope document needs to be endorsed by all Members of the Panel prior to any evidence gathering and should be shared with the relevant portfolio holder.
- The number of meetings will depend on the scope and methodology. Meetings will continue until the task is complete.
- Meetings will be scheduled to fit in with Members availability unless evidence gathering can only be achieved at specific times.
- Members of the Panel will endeavour to attend all meetings scheduled as part of the review. Deputies should not be used for Task and Finish Groups.
- Confidentiality should be maintained throughout the evidence gathering process and findings should be used only for the purpose of the review and final report.

## **Outcome of the Scrutiny Review**

- On completion of its work, the Panel will produce a report with recommendations for the relevant Policy and Performance Committee based on the findings of the Scrutiny Review. If approved by Committee, this will be referred to Cabinet.
- As part of the sign-off for this report, the Panel will be expected to meet with the senior accountable officer and the relevant portfolio holder.
- In developing recommendations, the Scrutiny Review Panel should give consideration to specifying what arrangements should be put in place for these to be reviewed and how desired outcomes will be measured.

## **Officer Support for Scrutiny**

- A dedicated Scrutiny Support Officer will provide the key point of liaison in support of the Chair and the Panel.
- The Scrutiny Support Officer will arrange meetings, prepare papers and coordinate the involvement of people to provide evidence including Council Officers and external witnesses.
- The Support Officer will make a note of all meetings and evidence gathering sessions and circulate these to all participants to ensure their accuracy and any secure any additional information as required.
- Officers providing evidence to the Task and Finish Group will make themselves available to attend meetings and provide information as requested by Members and Scrutiny Officers in a timely fashion.

## WIRRAL COUNCIL

### TRANSFORMATION & RESOURCES POLICY AND PERFORMANCE COMMITTEE

29 JANUARY 2014

<b>SUBJECT:</b>	<b>DIRECTORATE PLAN PERFORMANCE MANAGEMENT REPORT (AS AT 30<sup>TH</sup> NOVEMBER 2013)</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>STRATEGIC DIRECTOR OF TRANSFORMATION &amp; RESOURCES AND HEAD OF POLICY &amp; PERFORMANCE</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>CLLR ANN MCLACHLAN, DEPUTY LEADER AND PORTFOLIO HOLDER FOR GOVERNANCE &amp; IMPROVEMENT</b>  <b>CLLR ADRIAN JONES, CENTRAL AND SUPPORT SERVICES</b>  <b>CLLR CHRIS MEADEN, HEALTH AND WELLBEING</b>

#### 1.0 EXECUTIVE SUMMARY

- 1.1 The aim of this report (Appendix 1) is to update Members of the Committee of the current performance of the Directorate (as at 30<sup>th</sup> November 2013) against the delivery of the Directorate Plan for 2013/14. The report translates the priorities set out in the Directorate Plan into a coherent and measurable set of performance outcome measures and targets.
- 1.2 This report also provides a mechanism for overview and scrutiny of Directorate Plan performance. Members are requested to consider the details of the report and highlight any issues arising from this report.

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

- 2.2 Directorate Plan performance is monitored on a monthly basis against the parameters agreed as part of the business planning process (e.g. RAG tolerance levels). Some indicators are only available on a quarterly basis, in line with the availability of data. 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).
- 2.3 Monthly Directorate Plan Performance Reports are produced and made available to support corporate challenge via:
- Monthly DMTs
  - Monthly Portfolio Lead briefings
  - Quarterly Audit, Risk, Governance and Performance meetings
  - Quarterly Policy and Performance Committees

### **3.0 SUMMARY**

- 3.1 The Directorate Plan Performance Report (Appendix 1) sets out performance against 19 measures. Of these there is 1 measure where the outcome metric is under design or due to report at the end of the year. A commentary is provided against this indicator.
- 3.2 Of the 18 measures that are RAG rated, 13 are rated green, 2 are rated amber and 3 are rated red. The 3 measures rated red have action plans (included as Appendix 2) which refer to:
- Percentage of Adult Care Packages supported by Direct Debit
  - Percentage recovery of Personal Finance Unit Charges
  - Percentage of Personal Finance Unit Assessments completed within timescale

### **4.0 RELEVANT RISKS**

- 4.1 The performance management framework policy is aligned to the Council's risk management strategy.

### **5.0 OTHER OPTIONS CONSIDERED**

- 5.1 N/A

### **6.0 CONSULTATION**

- 6.1 N/A

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

- 7.1 N/A

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

- 8.1 Financial implications of undertaking the actions to deliver the Corporate Plan will be addressed by Directorates as appropriate.

## **9.0 LEGAL IMPLICATIONS**

9.1 N/A

## **10.0 EQUALITIES IMPLICATIONS**

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

(c) No because of another reason which is

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

## **11.0 CARBON REDUCTION IMPLICATIONS**

11.1 N/A

## **12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

12.1 N/A

## **13.0 RECOMMENDATION/S**

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

## **14.0 REASON/S FOR RECOMMENDATION/S**

14.1 To ensure that the report provides elected members with the information required to evaluate the delivery of the Directorates Plan.

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## **APPENDICES**

Appendix 1 Directorate Plan Performance Report (2013/14)

Appendix 2 Percentage of Adult Care Packages supported by Direct Debit  
Percentage recovery of Personal Finance Unit Charges  
Percentage of Personal Finance Unit Assessments completed within timescale

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

<b>Council Meeting</b>	<b>Date</b>
<b>Transformation &amp; Resources Policy &amp; Performance Committee</b>	<b>23 September 2013</b>

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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
<b>Domain 3: Transformation and Resources</b>													
<b>Financial Services</b>													
CP1	Chargeable Services (% achievement versus best practice)	KPMG	TBC	N/A	Upper Middle Quartile (Feb 2014)	-	-	Upper Middle Quartile	-	-	-	V Quayle	KPMG engaged in July 2013 to:- a) recommend a recharge system. Report now due in November 2013. b) trial trading accounts in selected areas. Legal Services selected and work to commence October / November 2013.
CP2	Adult Care Packages supported by Direct Debit (as a %)	Accounts Receivable Ledger	NIL	N/A	30%	10%	0%	10%	R		Apr - Nov	M Flanagan	The procurement process was followed for purchase of software which is now being implemented onto Wirral Oracle system. A meeting has taken place with the supplier and the system will be available for testing 8th December 2013. It is forecast that 10% of the adult care packages will be supported by direct debit by the year end, 20% below the target, as 30% is unachievable in the remaining 3 month period.
CP3	Establishment reduction compared to savings assumption	Establishment List	N/A	N/A	100%	100%	85%	100%	A	↑	Apr - Nov	V Quayle / C Hyams	Substantial progress has been made on this project. Year to date performance has increased to 85%. A major data matching exercise has been undertaken and a number of differences and queries identified and resolved. Transformation & Resources and Regeneration & Environment Directorates are substantially complete with a small number of queries outstanding. Work is now commencing to resolve Family and Wellbeing queries. HR and Finance colleagues are working together to resolve these. This project was dependent upon restructures being finalised. The project is likely to be completed during December or early January.  Employee budget reductions have taken place as per the agreed savings options.
CP4	Budget savings achieved	General Ledger	N/A	N/A	£48.40m	£26.60m	£36.18m	£48.40m	G	↑	Apr - Oct	V Quayle	
<b>Human Resources / Organisational Development</b>													
CP5	Agency/Consultancy costs	General Ledger	£2,000,000	N/A	£1,500,000	£1,200,000	NYA		G	↓	Apr - Nov	C Hyams	The current reduction to date on Agency Spend, compared to November 2012, is £390,007.
CP6	Sickness absence	M44 Form	10.50days	N/A	10.50days	5.74days	5.18 days (P)	9.51 days	G	↓	Apr - Oct	C Hyams	The cumulative sickness absence (April to September) was 4.38 days, below the target of 4.75 days and an improvement on the actual for April to September 2012 which was 4.61 days.  October's provisional cumulative sickness absence rate of 5.18 days remains being below the 5.74 day target and the rate for October 2012 which was 5.57 days. Sickness absence data for November will be available from 20 December 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
<b>Business Processes</b>													
DP8	Percentage recovery of Council Tax.	Rev Ben system	96.8%	N/A	95.1%	73.0%	75.1%	95.1%	G	↑	Apr - Nov	M Flanagan	Percentage recovery equates to £99.25m collected of £135.51m payable. Performance is 2.1% above the November 2013 target and level with the collection rate at November 2012, which was 75.1%.
DP9	Percentage recovery of National Non Domestic Rates (NNDR).	Rev Ben system	95.3%	N/A	95.4%	76.0%	76.4%	95.6%	G	↑	Apr - Nov	M Flanagan	Percentage recovery equates to £54.22m of £70.01m payable. Recovery procedures have been tightened with debt being pursued earlier and the position is being closely monitored. Performance is on track to reach the year-end target.
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%	40.00%	39.10%	66.00%	A	↑	Apr - Nov	M Flanagan	Percentage recovery equates to £1.2m of £3.07m payable. Performance is 0.9% below the November 2013 target, but is on track to reach the year-end target.
Page 16	Percentage recovery of Personal Finance Unit (PFU) charges (current charges).	Oracle AR	90.0%	N/A	90.0%	86.0%	60.0%	85.0%	R	↓	Apr - Sep	M Flanagan	Work on developing system reporting and a more appropriate debt cycle continues. Resources will then be transferred to focus on new debt, as soon as new charges fall at the earliest stage identified within an invoice cycle. Sufficient resource to balance the number of priorities remains the key issue with current debt progress being linked to the performance of the Personal Finance Units (PFU) financial assessment work. This work will be ongoing for the rest of the financial year and see performance against this indicator progressively improving, but remaining below target (red) for 2013/14.
	Percentage of Personal Finance Unit (PFU) assessments completed within timescale.	Civica	72.8%	N/A	80.0%	70.0%	48.0%	75.0%	R	↓	Apr - Sep	M Flanagan	Achievement is based on the completion of financial assessments (FA) during a home visit. New staff recruited in September 2013 will not be fully effective until training and mentoring has been completed, which also impacts on existing officers. Positive impact of their work is being seen. Debate continues with Dept of Adult Social Services on their response timescales and quality of input which impact on Personal Finance Unit (PFU) performance. Overall performance will reduce further as old complex assessments are cleared. This is balanced operationally by better new claims turn round times. Q3 will reflect these issues, and see performance against this indicator progressively improving, but remaining below target (red) for 2013/14.

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
<b>Legal and Member Services</b>													
DP12	Percentage of current Freedom of Information (FOI)/Information Requests (IRs) dealt with within the statutory timescale.	CRM system	67%	N/A	85%	85%	88%	85%	G	↑	Nov	S Tour	The 85% return rate for the Council to respond to FOIs and IRs within the statutory timescales by September 2013, set by the Information Commissioners Office (ICO), has been exceeded, with an 8% increase in responses dealt with within the statutory timescale between April and November 2013.  November 2013: Directorate responses within the statutory timescale: Families & Wellbeing - 89%, Regeneration & Environment - 97%, Chief Executive's Office / Team - 100%, Transformation & Resources achieved - 75%, with Legal & Member services achieving 63% (an average of 24 working days to respond) and Human Resources achieving 69%.
DP16	Average Number of days to respond to complaints recorded under the corporate process.	CRM system	12	N/A	11	11	15	11	G	↓	Nov	S Tour	Performance dropped from 13 days in April and remained consistently at 9 days for May to August 2013. It rose to 15 days in November 2013. Revenues service (Business processes) took an average of 29 days to respond; Planning (Regeneration) 20 days; Parks and countryside (Environment and Regulation) 20 days.
<b>Information Technology Services</b>													
Page 17 DP13	To replace Windows XP with W7 (complete 500 machines in 2013/14)	Silver Project reports	N/A	N/A	500	0	0	500	G		Nov	D Curtis	Good progress is being made on this, but it is dependent on a revision of the underpinning infrastructure to facilitate the operation of Windows 7, a pilot of 20 Windows 7 machines is scheduled for completion within Q3 2013/14 prior to the full Windows 7 replacement by March 2014.
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	-	-		G		Nov	D Curtis	The IG Toolkit accreditation will be determined at the end of Q4 2013/14. Significant work has been undertaken to address the requirements of PSN accreditation. A re-submission for PSN accreditation took place week commencing 25 October 2013 and Wirral met all the requirements. Wirral is now PSN accredited.
DP15	To support the Delivery of Agile working with users: 2013/14	Asset plan	N/A	N/A	see Asset mgmt. plan	-	-		G		Nov	D Curtis	Background work has taken place; the outcome of the recent asset review and decisions regarding Agile working to be identified by the business.
<b>FINANCE</b>													
F1	Revenue	General Ledger	-	N/A	£17.577m	TBD	£22.424m	£17.450m	G	↑	Apr - Oct	V Quayle	
F2	Capital programme	General Ledger	-	N/A	£1.735m	TBD	£1.055m	£2.369m	G	↑	Apr - Oct	V Quayle	The capital programme has been updated in October 2013 (see Cabinet 10th December 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
F3	Savings	General Ledger	-	N/A	£31.2m	TBD	£21.062m	-	G	↓	Apr - Oct	V Quayle	

**RISK: Remaining significant risks to achievement of non-compliant target**

	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 - 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	Workforce Plan; Regular Service and Economy reviews.	3	3	9	Y	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.
Page 18 of 11a	Percentage of Personal Finance Unit assessments completed within timescale.	Failure to manage fluctuations in volumes and quality of work.	Financial		3	3	9		Apr - Jul	M Flanagan	

- 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

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

**WIRRAL COUNCIL**  
**Transformation & Resources Directorate**  
**Transformation and Resources Performance, Finance & Risk Report as at 30th November 2013: Projects**



No.	Project/Activity	Delivery Date	Project Status	Reporting Period	Accountable Officer	Comments
<b>Financial Services</b>						
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.	01/03/2014	Green	Nov-13	V Quayle	Cabinet 18 April 2013 agreed the draft timetable for the production of the Budget for 2014/15. Cabinet to consider Budget Options for 2014/17 in December 2013.
To enhance and develop our risk management process to ensure that we effectively manage risks.						
P2	Revised Corporate Risk Strategy.	Mar-14	Green	Nov-13	J Blott	The draft Risk Management Policy was presented to the Chief Executive's Strategic Group (CESG) on 22nd October 2013 and was agreed, subject to the completion of a final element. Reports will be taken to Audit and Risk Management Committee and Cabinet before 31st March 2014.
<b>Procurement</b>						
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	Nov-13	R Williams	Progress has been made, but resources to implement 10 days payment policy for local Small and Medium Enterprises (SME's) has been approved, and currently in the recruitment phase to facilitate the project. The 10 days payments performance to local SME's was at 25% in August 2013, it has improved to 32% for November 2013, progress is continuing and will improve considerably once resource issues are resolved.
P4	Centralisation of procurement function.	31/03/2014	Amber	Nov-13	R Williams	Progress has been made in receiving approval to proceed and recruit staff to support the project in the near future, to centralise purchase order transactions.
<b>Internal Audit</b>						
To ensure that risks are identified and measures put in place to mitigate these.						
P5	Deliver Strategic Internal Audit Plan.	31/03/2014	Green	Nov-13	M Niblock	50% of planned audits have been completed and a further 18% are in progress or scheduled in Qtr 3, which is in line with expected output for this time of year, and is on target for year end completion.
<b>Legal and Member Services</b>						
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	Sep-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	Sep-13	S Tour	The Committee is to consider relevant proposed minor changes to the Constitution as considered appropriate at its meeting in November 2013. 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 in January 2014.
P8	Issue Reporting writing Guidance and Timetable for report authors.	Jun-13	Amber	Sep-13	S Tour	The revised action plan drawn up in May has set out further updated guidance and protocol, which will be issued in the Autumn, therefore the implementation date has been amended to October 2013. The use of the Mod.Gov programme for report generation is to be considered and implemented by the Information Governance Board.
P9	Provide training during session scheduled for June 2013.	Jun-13	Amber	Sep-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	Sep-13	S Tour	A Resource Plan will be prepared once the working arrangements for the Constituency Committees have been determined, by the 4 October 2013
P11	Prepare protocol for governing the operation of Constituency Committees.	Sep-13	Green	Sep-13	S Tour	A Protocol is to be prepared once the working arrangements for the Constituency Committees have been determined.
Implement appropriate arrangements to support the Health and Well-being Board by assessing additional legal and committee support requirements to assist the Board.						
P12	Assess additional legal and committee resources required to support and assist the Health and Well-being Board.	Jun-13	Completed	Sep-13	S Tour	This project was completed in May 2013
P13	Deliver specific Political Awareness Training to transferred NHS staff.	Jun-13	Completed	Sep-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	Sep-13	S Tour	This project was completed in May 2013
P15	Update existing monitoring and reporting arrangements.	Jun-13	Completed	Sep-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	Sep-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	Sep-13	S Tour	The initial Action Plan was prepared and Information Governance Board (IGB) established to improve Information Governance within the Council. Initial actions were agreed in order to progress improvements in information governance and develop and develop a more detailed action plan. The information governance training has been set up for October/November 2013. Over 400 staff are to attend the training sessions and guidance and a checklist for Heads of Service and Managers to be issued week commencing 21 October 2013.



No.	Project/Activity	Delivery Date	Project Status	Reporting Period	Accountable Officer	Comments
P18	Develop a DPA procedure and practice protocol.	Jul-13	Amber	Sep-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 mid October 2013.
<b>Merseyside Pension Fund</b>						
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	Completed	Nov-13	P Wallach	The Fund worked closely with actuary and investment consultants to agree basis of data exchange which has been completed. Report was taken to the Pensions committee on 19th November 2013.
P20	To implement Local Government Pension Scheme 2014 reform.	01/04/2014	Green	Nov-13	P Wallach	A project plan has been agreed with Cheshire Pension Fund and the first highlight report for November 2013 came back green.
<b>Human Resources / Organisational Development</b>						
To ensure that the Council has the leadership and managerial capacity in place to deliver its priorities and that the behaviour of leaders reflects the vision and values of the organisation.						
P21	To design, deliver and evaluate the new Wirral Leadership Development Programme.	Feb-14	Green	Nov-13	C Hyams	Cohort 1 of the Programme is currently being delivered and is due to finish in January 2014. Cohort 2 is due to commence in February 2014.
P22	To roll out the new Management Development Programme to all managers across the organisation.	Sep-14	Green	Nov-13	C Hyams	The Management Development Programme was launched in September 2013.
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	Completed	Nov-13	C Hyams	The Performance Appraisal training was rolled out to Senior Manager level in September 2013. 70% (73 out of 104) were completed as at November 2013. The Chief Executive's Strategic Group (CESG) have requested that a strategy and action plan for the 2014/15 roll out be presented to them for consideration on 4th February 2014.
P24	To support the completion of Key Issue Exchanges across the entire organisation.	Sep-13	Completed	Nov-13	C Hyams	Support for the completion of Key Issues Exchange (KIE) was provided, but 27% of the KIE returns across the organisation were realised. The Chief Executive's Strategic Group (CESG) have requested that a strategy and action plan for the 2014/15 roll out be presented to them for consideration on 4th February 2014.
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	Green	Nov-13	C Hyams	There are no outstanding actions from inspections with regards to statutory learning & development.
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	Nov-13	C Hyams	Conflict and Aggression support programmes are in place and training has been delivered across Libraries. Continuing support is being delivered via the 2014 Skills for Wirral programme.
P27	To design, deliver & evaluate the new Wirral "Change Agent" Programme	Feb-14	Green	Nov-13	C Hyams	The 1st Change Agent Cohort was completed in September 2013. The 2nd Cohort is due to commence in December 2013.
P28	To deliver an Employee Engagement Survey.	Sep-13	Green	Nov-13	C Hyams	Launched nov 13 current return 36%
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	Red	Nov-13	C Hyams	Need to consider revisiting roll out of self serve to schools in light of system changes. Due to capacity it has not been possible to consider a further action plan, which has been scheduled for January 2014.
P30	To implement the absence and expenses modules across the Council.	Dec-13	Completed	Nov-13	C Hyams	The absence and expense modules went live and were rolled out across the Council in November 2013.
P31	To implement the timesheet module across the Council.	Dec-13	Green	Nov-13	C Hyams	The plan has been amended to roll out in January 2014.
P32	To implement a Managers reporting dashboard 'Insight'.	Dec-13	Completed	Nov-13	C Hyams	The managers reporting dashboard 'Insight' went live and was rolled out across the Council in November 2013.

**WIRRAL COUNCIL**  
**Transformation & Resources Directorate**  
**Transformation and Resources Performance, Finance & Risk Report as at 30th November 2013: Projects**



No.	Project/Activity	Delivery Date	Project Status	Reporting Period	Accountable Officer	Comments
<b>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.</b>						
P33	To agree the level of Buyback and roll out of Self Service to schools.	Apr-14	Green	Nov-13	C Hyams	This is subject to schools buy-in of Payroll/Pensions/Staffing Admin service, which is due for renewal in April 2014 for 3 years.
<b>To ensure the Council meets its legal requirements under the Equality Standard 2010, through recording the relevant information about our employees.</b>						
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	Amber	Nov-13	C Hyams	Further modules of Self Service have been implemented across the Council in Nov/Dec 2013 and this exercise has been used as a vehicle to encourage employees to enter any missing equality data to their own records. The data will be reviewed in January when a targeted approach will be developed to collect missing information.
<b>To effectively support and guide Managers in dealing with key Human Resource issues.</b>						
P35	To review, revise, develop and approve key HR policies (Disciplinary, Capability, Redundancy & Redeployment, Restructure and Dignity at Work).	Sep-13	Amber	Nov-13	C Hyams	All preliminary work now undertaken and draft policies out for consultation.
P35a	To implement the roll out a training and development programme on the revised key HR policies to managers.	Dec-13	Amber	Nov-13	C Hyams	A new programme will be implemented, as part of management essentials, when policies have been agreed.
<b>To develop and implement policy on annualised hours, to reduce the cost of overtime to the Council.</b>						
P36	To undertake consultation with the key managers and trade unions on annualised hours policy.	Sep-13	Amber	Nov-13	C Hyams	The delivery plan requires a higher proportion of detailed work before proposals are consulted on.
P37	To seek agreement from trade unions and seek appropriate approval on annualised hours policy	Oct-13	Amber	Nov-13	C Hyams	The delivery plan requires a higher proportion of detailed work before proposals are consulted on.
<b>To identify and make recommendations on potential savings that can be made in relation to staffing issues and support the implementation of any proposed budget savings relating to staff approved by the Council</b>						
P38	To carry out a review of Council Services in partnership with Trade Unions and APSE	Oct-13	Amber	Nov-13	C Hyams	Savings have not been identified, ongoing discussions are being held with Trade Unions & APSE.
<b>Business Processes</b>						
<b>Business Processes</b>						
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	Nov-13	M Flanagan	The staff merge has been completed. The branch network sustainability is linked to officer budget proposals.
<b>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.</b>						
P40	To address the historic Personal Finance Unit charges and maximise recovery by use of all available methods	Mar-14	Green	Nov-13	M Flanagan	Ongoing developmental work and enhancement of practice has been set-up to address issues around Personal Finance Unit charges and the maximisation of debt collection. Legal pilot outcomes to be established, and legal processes for court action cases to be agreed by January 2014. New debt process is in draft stage.
<b>To support vulnerable people who need access to the authority's Local Welfare Assistance scheme.</b>						
P41	To review the Local Welfare Assistance scheme and propose amendments for future year schemes.	Nov-13	Amber	Nov-13	M Flanagan	Project to review has now started, findings and scheme recommendations for 2014/2015 scheduled to be reported to Cabinet in February 2014.
<b>To promote digital Inclusion via use of self access facilities</b>						
P42	To significantly increase the percentage of service requests available and made on-line.	Dec-13	Green	Nov-13	M Flanagan	The on-going development of on line forms and take up will link directly to the Transformation Project on Customer Access.

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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	% Adult Care Packages supported by Direct Debit
Strategic Director Lead	Joe Blott
Departmental Lead	Vivienne Quayle (IT Services) Malcolm Flanagan (Personal Finance Unit & Accounts Receivable)
Target	30% by 31 March 2014

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	0%	+ / - Target : 25%
Non-compliance reason	Proper procurement process followed for purchase of software which is now being implemented onto Wirral Oracle system. Met with supplier and system available for testing in mid-December.	

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)	Ongoing work with IT software supplier and Wirral IT services to install and have live system to use. DD to then be publicised in early 2014.
How (will it be achieved)	General publicity and use when agreeing care packages with people. From discussion with other local authorities this type of debt has a low take up of direct debit.
Who (will be responsible)	Personal finance unit and DASS staff as appropriate.
When (will results be realised)	System live from January 2014 when take up work can begin.



## 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 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	60% Quarterly figure at end of Q2	+ / - Target : -30%
Non-compliance reason	Achievement is dependant upon sufficient resource being available in both the Personal Finance Unit & Collection and Recovery Team to change focus from historic debt clearance (original £6.9m referred to this new team) and financial assessment/final accounts to pro-active action at early stage failure against more recently debt. Both areas needed additional resource and there were delays in the recruitment process. Significant work is being undertaken with DASS to ensure a range of issues such as capacity and property matters are addressed before recovery progress made. Review of the legal process used continues.	

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)	Our internal divisional work with IT colleagues continues to develop system reporting and a more appropriate debt cycle. Resources will then be transferred to focus on new debt, as soon as new charges fail at the earliest stage identified within an invoice cycle. Sufficient resource to balance the number of priorities remains the key issue with current debt progress being linked to the performance of the Personal Finance Units financial assessment work.
How (will it be achieved)	Revision of debt cycle for Personal Finance Charges debt may be April. Sufficient staff resource to address recovery work. Effective legal processes and sufficient legal resource. Timely DASS administration of electronic social care records
Who (will be responsible)	PFU service manager and Team Leaders on a day to day operational basis. Benefits manager to whom service manager reports

When (will results be realised)	This work will be ongoing for the rest of the financial year and see this PI stay red for that period with it progressively improving.
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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 assessments completed within timescale - DP11a
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	48% Quarterly figure at end of Q2	+ / - Target : -32%
Non-compliance reason	Achievement of PI based on completion of financial assessment. New staff brought in September are not yet fully effective until training and mentoring completed which also impacts on existing officers. Positive impact of their work is being seen. Debate continues with Dept of Adult Social Services on their response timescales and quality of input which impact on Personal Finance Unit performance. Overall PI performance will reduce further as we clear old complex assessments. This is balanced operationally by new claims turn round times are better but this PI remains an overall measure.	

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)	New staff trained, operational and gaining experience. Full compliance by DASS side in responding to required information Policy advice on long term property cases needs resolution to clarify working procedures.
How (will it be achieved)	Continue to clear backlog of work.
Who (will be responsible)	PFU service manager and Team Leaders on a day to day operational basis. Benefits manager to whom service manager reports
When (will results be realised)	In terms of quarterly PI reporting, Q3 will reflect the balance of clearing a backlog and the improved times of new case assessment undertaken by PFU staff. These issues will see this PI stay red for the rest of the financial year with it hopefully progressively improving.



## WIRRAL COUNCIL

### TRANSFORMATION & RESOURCES POLICY & PERFORMANCE COMMITTEE

29 JANUARY 2014

<b>SUBJECT:</b>	<b>SICKNESS ABSENCE</b>
<b>REPORT OF:</b>	<b>HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT</b>

#### **1.0 EXECUTIVE SUMMARY**

- 1.1 This report sets out the current position in relation to sickness absence across the Council

#### **2.0 BACKGROUND AND KEY ISSUES**

- 2.1 The report has been requested to identify sickness absence performance across the new directorates following the restructure of the Council, the process for dealing with sickness absence and the impact it has on capacity with the HR division and the wider organisation in the light of the transformation process and significant organisational change.
- 2.2 Following the Senior Management restructure undertaken in December 2012 the Council was re-organised into three Strategic Directorates; Families and Wellbeing, Regeneration and Environment and Transformation and Resources. The organisational structure showing which departments are in each of the directorates and the number of employees is attached at Appendix 1.

#### **Current Performance**

- 2.3 Appendix 2 shows current levels of absence across the Council and Schools up to 30 November 2013. The projected days lost per employee is currently 9.17 compared to 10.23 in 2013/14. This is based on the national Best value performance Indicator (BVPI)
- 2.4 Excluding schools, the current projected performance is 12.13 days which shows a marginal improvement compared to 12.88 days in 2012/13.
- 2.5 Comparisons against other Local Authorities in the region for 2012/13 inclusive and exclusive of schools are attached at Appendices 3 and 4.
- 2.6 The Chartered Institute for Personnel and Development (CIPD) Annual Absence Survey 2013, covering all sectors, reports the average number of lost days is 7.6 compared to an average of 9.0 days in Local Government. The reports comments that there has been a rise in absence levels this year by almost a day per employee. After a significant dip last year, private sector absence levels are back up to the levels observed in 2011. Although public sector absence has increased compared with last year, it is still less than 2010–

11 figures. These trends can be seen to reflect the economic climate as the public sector is still facing considerable uncertainty and job losses.

### **Reasons for Absence**

- 2.7 Appendix 5 shows the reasons and rank order for absence across the Council and by department up to 30 November 2013
- 2.8 The tables show that mental health issues continue to be the most frequent cause of absence across the Council. This includes anxiety, stress and depression. In the period April to December 2013, 36% of all absence is short term (less than 20 days) and 64% is long term. In both cases mental health is most reported cause.
- 2.9 Two-fifths of respondents to the CIPD 2013 Survey reported that stress-related absence has increased over the past year for the workforce as a whole, while one-fifth report it has increased for managers and one in eight that it has increased for senior managers. Fewer than one in ten organisations report that stress-related absence has decreased. Public sector organisations were most likely to report that stress-related absence has increased.
- 2.10 In the survey, workload was ranked the most common cause of stress followed by management style, as in previous years. Nearly a third included organisational change/restructuring and non-work relationships/family among their top three causes of stress at work. Fewer organisations reported that relationships at work are among their top causes of workplace stress.
- 2.11 The Council is going through a period of major change to deal with the significant financial challenge it faces. Services are continually being reviewed and most have been through significant re-structures. Since April 2010 1314 (FTE) employees have left the organisation. The number of people employed by the Council will continue to reduce as major change programmes are implemented to increase efficiency and make financial savings. This has and continues to create a very uncertain and difficult context for managers and employees concerned about the level of change and job security.

### **3.0 STRATEGIES TO MANAGE ABSENCE**

- 3.1 The Council's has a wide range of co-ordinated strategies to manage the issue of attendance and health and wellbeing in the workplace.

#### **a) Attendance Management Policy**

- 3.2 The Council implemented a revised Attendance Management Policy in April 2012.
- 3.3 It is the responsibility of line managers, with HR support, to manage sickness absence issues on a day to day basis in accordance with the Council's absence policy.



- 3.4 The policy sets out the framework for managing absence with comprehensive guidance for managers in the steps that should be taken in addressing short term and long terms absence concerns.
- 3.5 The policy outlines the support that should be offered to employees to improve or maintain acceptable levels of attendance but also the formal measures that can be taken where attendance is not at an acceptable level. There is a requirement for managers to undertake Back to Work interviews, maintain contact with employees throughout absence and where appropriate make timely referrals to Occupational Health for advice on supporting an employee back to work.
- 3.6 The Council's policy mirrors other Local Authorities and large organisations by containing absence 'triggers' to alert managers and employees where the number of occasions or length or absence is a cause for concern.
- 3.7 The Council policy reflects best practice measures to addressing absence adopted in other organisations and other sectors. The CIPD Annual Survey 2013 reported that return-to-work interviews and trigger mechanisms to review attendance were most commonly ranked among organisations' most effective methods of managing short-term absence. It reported that return-to-work interviews also remain the most common method used to manage long-term absence, followed by making changes to working patterns or environment (which has seen a big increase in use this year), giving sickness absence information to line managers, risk assessments to aid return to work and occupational health involvement.
- 3.8 The use of occupational health is most commonly reported to be among organisations' most effective methods for managing long-term absence, as in the last few years. The CIPD reports that an increasing proportion of organisations include changing working patterns or environment and tailored support for line managers among their most effective methods of managing long-term absence.

**b) Training and other Initiatives**

- 3.9 Effective management of absence in the workplace requires all managers and employees to understand the requirements of the Council's policies but also have the level of training and support they need in maintaining good levels of attendance and health and wellbeing. Training managers in handle absence is a key strategy.
- 3.10 As stress is the biggest single issue, three-fifths of organisations who responded to the CIPD 2013 survey are taking steps to identify and reduce stress in the workplace, rising to four-fifths of the public sector. Nearly three-quarters of respondents used staff surveys and approximately three-fifths use risk assessments/stress audits, flexible working options/improved work-life balance and employee assistance programmes. More than half have a written stress policy/guidance.

- 3.11 The Council has mandatory, targeted and elective training is provided and available in relation to absence, stress, health and wellbeing in the workplace.
- 3.12 All managers are required to undertake an e-learning module on application of the attendance management policy. Further mandatory training is planned for managers on their role and responsibility in managing attendance and stress under the new 'Wirral Management Development Programme' which has been developed to provide Wirral's managers with the learning, development and support they need across a range of management area. It is based on the 'Management Expectations Framework' which clearly describes what is expected of managers as they go about their work. The Framework currently has nine mandatory modules which each contain a mixture of workshops and e-learning modules and will be added to as time moves on.
- 3.13 The Council has developed and delivers a range of programmes to support managers and employees around stress and dealing with organisational change, through the period of organisational change, the level of support has been increased. The organisational change programme has been heavily promoted on the Council's intranet and employees can book onto courses online.
- 3.14 In addition, where statutory redundancy consultation has been undertaken with staff for service restructures, all consultation packs have included details of training available to all staff to help them cope with the change. Specific sessions have also been run to support those employees who have been displaced by organisational change and who are in a potential redundancy situation. This includes assistance in finding alternative work through interview skills, cv building as practical sessions on money matters, financial planning and assistance with benefits for those employees who leave the organisation.
- 3.15 The table below provides information around the sessions and employees who have attended.

<b>Training</b>	<b>Employees who have undertaken this training</b>
Attendance management e-learning	854
Stress awareness E-learning for staff and managers	2869
Attendance Management Course	226
30 days to Fantastic management	26
Stress awareness and personal resilience	36
Resilient leadership (Managing Stress and Staying Resilient)	26
Working through change	272
Leading people through change	264
Coaching	59
WRAP training	64 over 4 courses 2013
Mental Health Awareness	105 staff over 6 courses in 2013
Demystifying Mental Health	Scheduled for 7 and 14 February 2014

**c) Employee Assistance Programme**

- 3.16 As part of its approach to managing absence and issues that may lead to stress, the Council has in place an Employee Assistance Programme (EAP) provides free, independent and confidential advice on a range of issues including financial, legal advice, emotional and crisis support, stress management and access to counselling.
- 3.17 Employees are able to contact the EAP at any time and it does not require any prior authorisation from management. Up to 6 face to face or telephone counselling sessions can be arranged by the employee directly on a confidential basis.
- 3.18 The EAP programme can be access on-line or by telephone on a 24 hrs/7 days a week and 365 days a year.
- 3.19 The EAP is an integral part of the Council support. Where support is available through EAP, such as counselling, employees may be signposted to this by managers or Occupational Health where this is an appropriate option under the circumstances.
- 3.20 The Council has promoted availability of the EAP as a further, additional source of support and advice to employees and it has been included on all correspondence with employees who are affected by organisational change and restructuring.
- 3.21 The EAP is a confidential service. The Council does not receive any details about individuals or individual contact or interaction. The EAP does provide the Council with general performance reports about contact and usage.
- 3.22.1 In the period from April to December 2013 the EAP had 341 telephone and 342 on-line contacts from Wirral Council.
- 3.22.2 From the 1<sup>st</sup> December 2013 the EAP was also offered to Wirral schools as part of an Occupational Health Service, Service Level Agreement. As of the 10<sup>th</sup> January 2014 some 97 schools have purchased into this service and they had generated 43 on-line enquires into the EAP in December.

**d) Occupational Health Support**

- 3.23 Advice and support to managers and employees from Occupational Health professions is an integral element of managing absence. It assists in preventing absence where support can be provided at an early stage or assist in an early return to work through rehabilitative support from physical and mental health issues.
- 3.24 Managers can make referrals for employees directly to the OH service and appointments will be made within 10 days. All absences which are stress related should be referred immediately.

3.25 In October 2012 the management of the Council's Occupational Health Service was transferred to the Senior Manager – Health, Safety & Resilience. Following a comprehensive procurement process the Council entered into a new occupational health contract with PAM OH solutions. The overall model for the occupational health service is now a mixed service delivery with the Occupational Health Advisor (nurse) being directly employed by the Council and managed by the Snr Manager Health, Safety & Resilience. The Occupational Health Physician (Doctor), Physiotherapy and Counselling services are contracted out. This service has also been available to schools from the 1<sup>st</sup> December 2013.

3.26 Since 1 April 2013, the number and nature of referrals are as follows:

	Number of referrals (including schools)
OH Advisor (Nurse)	343
OH Consultant	218
Physiotherapy	25
Counselling	105

3.27 The new model is delivering a more timely, pro-active health advisory and intervention service through occupational health professionals addressing the key health risks across the workforce. Closer relationships have been developed between the OH professionals, managers and Human Resources on the management of more complex or serious cases.

3.28 The new arrangement is a OH Advisor (Nurse) Led service and allows for cases to be triaged by the OH service and therefore referrals to the OH Consultant are prioritised to ensure best use of time and resources under the contract.

3.29 The Occupational health contract is much more flexible model and allows the Council to more freely utilise the OH professional's time, knowledge and expertise on other issues and health promotions around health and wellbeing. Proactive surveillance and health monitoring is undertaken. They are also available to attend case conferences with managers and HR on any serious case reviews.

3.30 Following a successful Public Health Initiation Fund (PHIF) bid 316 seasonal flu vaccinations were administered to Council key workers ahead of 2013/14 winter to assist in providing some resilience for key services in the events of a flu outbreak. In addition to Council staff, the successful PHIF bid also allowed the Occupational Health Unit to arrange for 1263 of our partner, private sector domiciliary care staff to be vaccinated.

**e) Fit for Wirral**

3.31 The Council has developed a range of strategies under the banner of 'Fit4Wirral' to encourage health and well-being in the workplace.

3.32 Fit4Wirral aims to encourage employees to take responsibility for their health and well-being and in doing so maintain high levels of attendance in the

workplace. Employees who have had health issues are also signposted to Fit4Wirral initiatives to assist them in returning to health and back to work.

- 3.33 The Fit4Wirral strategy is part of the Council's is committed to the Health and Wellbeing of our employees. The commitment is not only to those who are absent from work in order to enable them to recover and return to work. The approach also targets employees to enable them to be healthy in work
- 3.34 The Council raises awareness through different initiatives and employee roadshows and this has included promotions on Mindful Employer and Wirral Working for Health, alcohol awareness, Pedometer challenges as well as assistance and support to cease smoking.
- 3.35 The correlation between Fit4Wirral and organisation absence levels are not always tangible but clearly the Council has an obligation to undertake and promote health and wellbeing amongst the workforce.

**f) Human Resources Support**

- 3.36 It is the responsibility of line managers, with HR support, to manage sickness absence issues on a day to day basis in accordance with the Council's absence policy.
- 3.37 A small, dedicated team was brought together in 2013 to provide dedicated casework support on all individual employee relations cases including absence management cases. The team provide professional advice and guidance to managers on management absence cases and support managers at meetings with employees.
- 3.38 The level of organisational change since 2010 and dedication of resources to that change and other organisational priorities has impacted on the capacity of the Human Resources to provide a more proactive and targeted support on absence management to service areas.
- 3.39 There are currently 122 live absence cases on the Human Resources casework system where employees are in a formal or informal absence process. 144 cases have been closed between January 2013 and November 2013.
- 3.40 On a monthly basis, Senior Human Resources Managers also attend Department Management Team Meetings in each service area to discuss performance in that service including levels of absence. This allows discussion around any trends or issues of absence in the service area as well as identifying any concerns around the management or progression of individual cases. This ensures absence management issues are identified as a priority with the relevant Chief Officers.

**g) Development of Management Information**

- 3.41 In addition to training managers on handling absence, of the strategies to improve management of absence across the Council is to increase the level

of management information available to managers. This enables managers to deal with absence issues quickly, take appropriate action and identify trends and issues of concerns in services, teams and individuals.

- 3.42 Each occasion of sickness absence and reason that is reported by managers is recorded on the HR/Payroll system. Following significant development work, all managers now have desktop access to 'Insight' which allows immediate access to live absence data for their teams. This has been directly available to managers from November 2013.
- 3.43 Insight provides live and historic data on absence and provides information by service area, teams and by absence category reason. The system alerts managers to employees who have breached the triggers in the Council's Attendance Management Policy and breaks absence down by long and short term absence.
- 3.44 The insight system provides managers with a much greater level of information than has been available previously to allow identification of patterns and trends for the organisation, service areas, teams and individuals. It also shows the comparison between departmental/team performance against the organisation.
- 3.45 By way of illustration, using Transformation and Resources Directorate, Appendix 6 is a 'screen shot' of the information available to managers for lost days per age band and a breakdown of short-term and long-term absence. Appendix 7 shows lost days by FTE. In both graphical reports, Transformation and Resources performance is shown against Council performance.

#### **h) Staff Survey**

- 3.46 The Council undertakes an annual staff survey to gather information about employee views on a range of issues about working for Wirral Council. The most recent one was undertaken in November 2013.
- 3.47 In line with best practice, to assist in gaining an understanding of the potential reasons for absence, the survey has a dedicated section on health and wellbeing and asks specific questions about stress and health and wellbeing in the workplace.
- 3.48 The results of the survey are not yet available but they will be analysed and considered in the context of the Council's current approach to absence and specifically about management of stress.

#### **4.0 FURTHER ACTION**

- 4.1 To continue the improvement in absence levels it is important to continue to apply the policy consistently across all employees. Improved data will enable managers to manage the delivery of back to work interviews and trigger levels. The implementation of a co-ordinated Business Partner approach means that a senior HR officer will liaise with strategic Departmental Teams on key people management performance information. This will include attendance levels,

policy applications and other people performance issues such as workforce costs and attendance at training.

- 4.2 Working with the improved information and analysing trends will enable us to better target support resources in specific areas to ensure that both managers are required and supported to manage absence and that employees are supported to stay in and return to work using the programmes that have been put in place.

## **5.0 RELEVANT RISKS**

- 5.1 There are no specific risks arising out of this report

## **6.0 OTHER OPTIONS CONSIDERED**

- 6.1 There are no specific other options to consider arising out of this report.

## **7.0 CONSULTATION**

- 7.1 There are no specific implications arising out of this report.

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

- 8.1 There are no specific implications arising out of this report

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

- 9.1 There are no specific financial implications arising out of this report. All expenditure involved has been contained within existing budgets or funded from other specific budgets or has been funded by external organisations. There are no specific staffing implications arising out of this report.

## **10.0 LEGAL IMPLICATIONS**

- 10.1 There are no specific legal implications arising out of this report.

## **11.0 EQUALITIES IMPLICATIONS**

- 11.1. Equality Impact Assessment (EIA)

(a) Is an EIA required? No.

## **12.0 CARBON REDUCTION IMPLICATIONS**

- 12.1 There are no specific implications arising out of this report.

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

- 13.1 There are no specific implications arising out of this report.

## **14.0 RECOMMENDATION/S**

- 14.1 The Policy and Performance Committee is asked to note contents of the report and the Council's current approach to management of absence.

## 15.0 REASON/S FOR RECOMMENDATION/S

15.1 To ensure Elected Members are aware of the current position relating to the management of Sickness Absence in the Council.

### REPORT AUTHOR:

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### APPENDICES

Appendix 1	Organisational Chart with departments
Appendix 2	Current and projected absence levels 2013/14
Appendix 3	Average Sick Days per FTE North West (Including Schools)
Appendix 4	Average Sick Days per FTE North West (Excluding Schools)
Appendix 5	Reasons for Absence/Absence Ranking
Appendix 6	Transformation and Resources Absence Data (Lost days)
Appendix 7	Transformation and Resources Absence Data (Lost days by FTE by age)

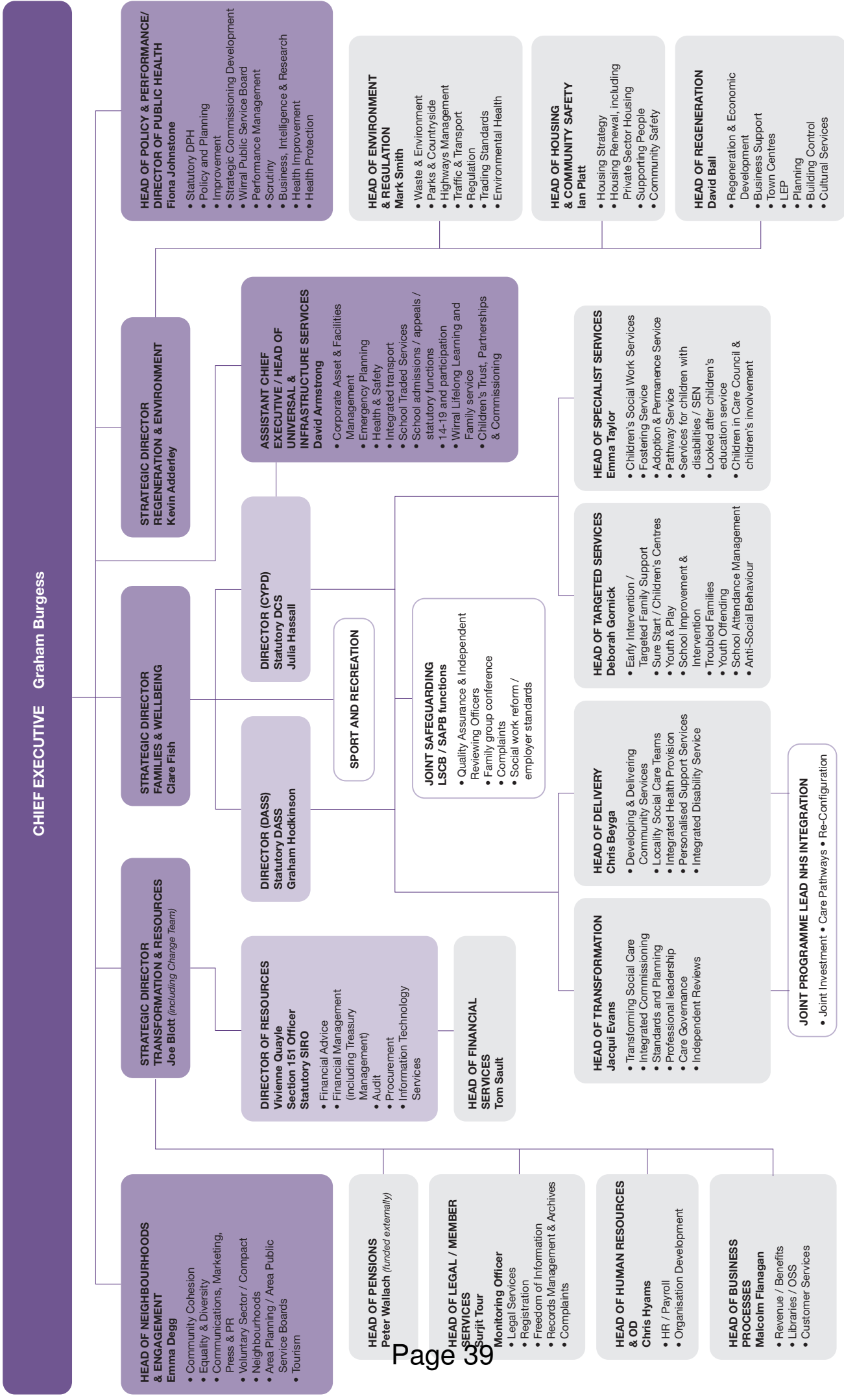
### REFERENCE MATERIAL

Chartered Institute of Personnel and Development Absence Report 2013

### SUBJECT HISTORY (last 3 years)

Council Meeting	Date





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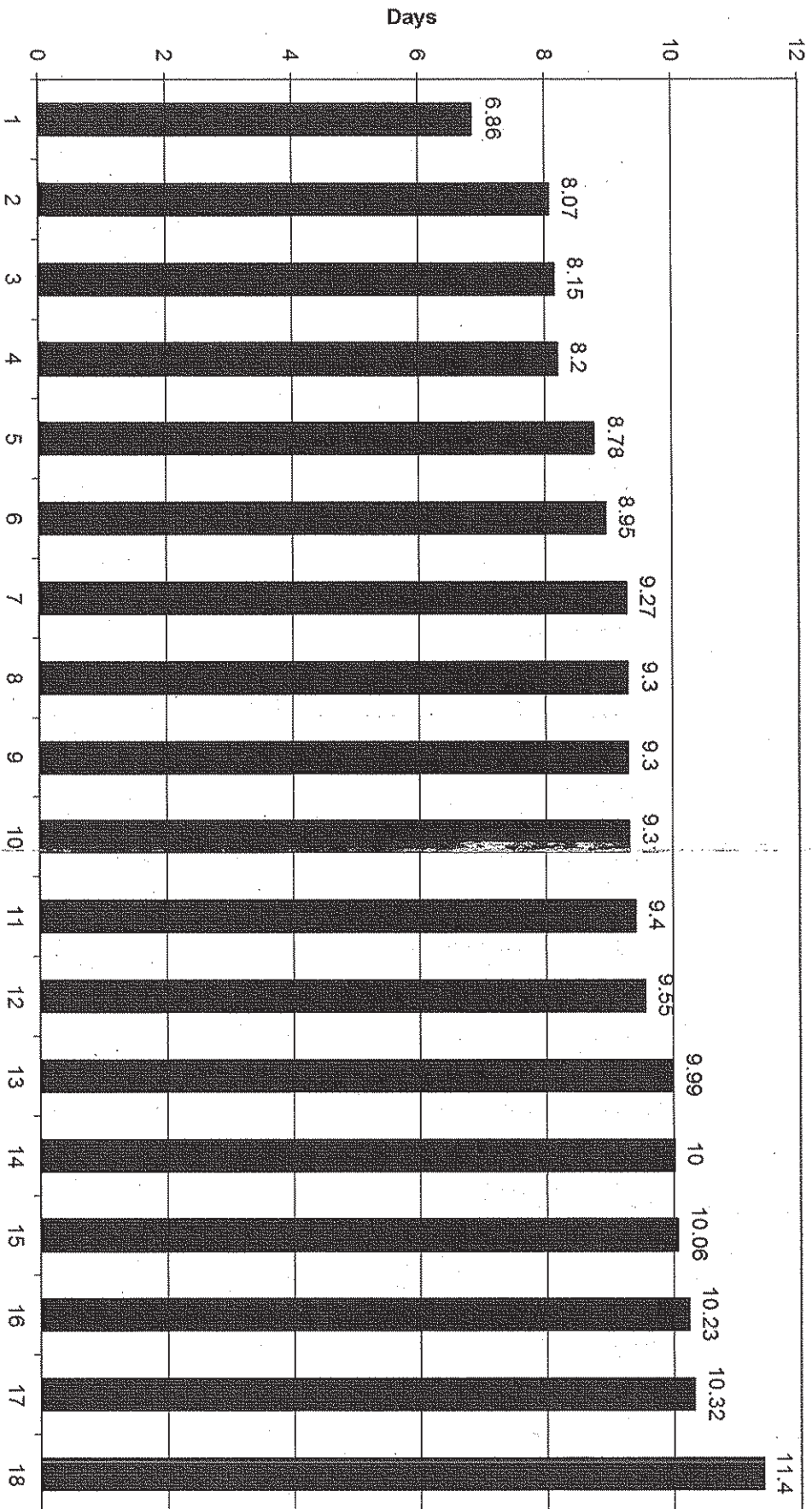
People Management Information - Sickness Absence Summary BVPI 2013/14 - Days lost per FTE

2013 Department	Establishment			Days lost per FTE												Total
	01 Apr 2013	31 Mar 2014	Average	01 Apr	02 May	03 Jun	04 Jul	05 Aug	06 Sep	07 Oct	08 Nov	09 Dec	10 Jan	11 Feb	12 Mar	
Adult Social Services	589.53	513.21	551.37	1.42	1.39	1.21	1.43	1.25	1.04	1.20	1.35	0.00	0.00	0.00	0.00	10.28
Chief Executive	4.50	4.50	4.50	0.00	0.00	0.22	0.00	2.44	0.11	0.00	5.56	0.00	0.00	0.00	0.00	8.33
Children & Young People's Department	1,359.10	1,273.68	1,316.39	1.15	1.13	0.96	1.10	0.96	0.95	1.16	0.68	0.00	0.00	0.00	0.00	8.09
Families and Wellbeing	249.58	240.62	245.10	0.99	1.22	1.21	0.99	0.93	1.20	1.29	1.14	0.00	0.00	0.00	0.00	8.96
Neighbourhoods and Engagement	36.39	40.22	38.31	1.88	2.92	1.81	2.43	1.36	1.37	1.67	0.37	0.00	0.00	0.00	0.00	13.81
Policy, Perform and Public Health	62.93	66.87	64.90	0.09	0.52	0.27	0.18	0.43	0.59	0.75	0.35	0.00	0.00	0.00	0.00	3.18
Regeneration and Environment	706.23	645.69	675.96	0.89	0.88	0.84	1.03	0.73	0.64	0.77	0.88	0.00	0.00	0.00	0.00	6.67
Resources	251.60	222.17	236.88	1.05	0.89	0.73	0.38	0.41	0.45	0.42	0.56	0.00	0.00	0.00	0.00	4.89
Transformation and Resources	738.88	684.48	711.68	0.78	0.94	0.93	1.00	0.94	0.89	1.02	0.83	0.00	0.00	0.00	0.00	7.34
Department Total	3,998.73	3,691.45	3,845.09	1.05	1.09	0.97	1.06	0.92	0.88	1.03	0.86	0.00	0.00	0.00	0.00	7.85
Schools	4,589.40	4,718.17	4,653.79	0.61	0.64	0.64	0.54	0.18	0.48	0.66	0.62	0.00	0.00	0.00	0.00	4.36
Council Total	8,588.14	8,409.61	8,498.87	0.81	0.84	0.79	0.77	0.51	0.66	0.83	0.73	0.00	0.00	0.00	0.00	5.94
Annual Profile				13.57%	14.16%	13.25%	13.04%	8.65%	11.10%	13.98%	12.26%	0.00%	0.00%	0.00%	0.00%	

Previous Year (2012/13)	0.71	1.02	0.78	0.77	0.63	0.72	0.96	1.05	0.86	1.03	0.92	0.81	0.81	10.23
Cumulative Performance	0.71	1.72	2.50	3.27	3.89	4.61	5.57	6.62	7.47	8.50	9.42	10.23	10.23	
Annual Profile	6.90%	9.96%	7.60%	7.49%	6.12%	6.99%	9.40%	10.23%	8.38%	10.03%	8.99%	7.91%		
Monthly Forecast	0.81	0.84	0.79	0.77	0.51	0.66	0.83	0.73	0.77	0.92	0.82	0.73	9.17	
Cumulative Target	0.73	1.78	2.58	3.37	4.01	4.75	5.74	6.82	7.70	8.75	9.68	10.50	10.50	
Performance - Estimate	0.81	1.65	2.43	3.21	3.72	4.38	5.21	5.94	6.70	7.62	8.45	9.17	9.17	

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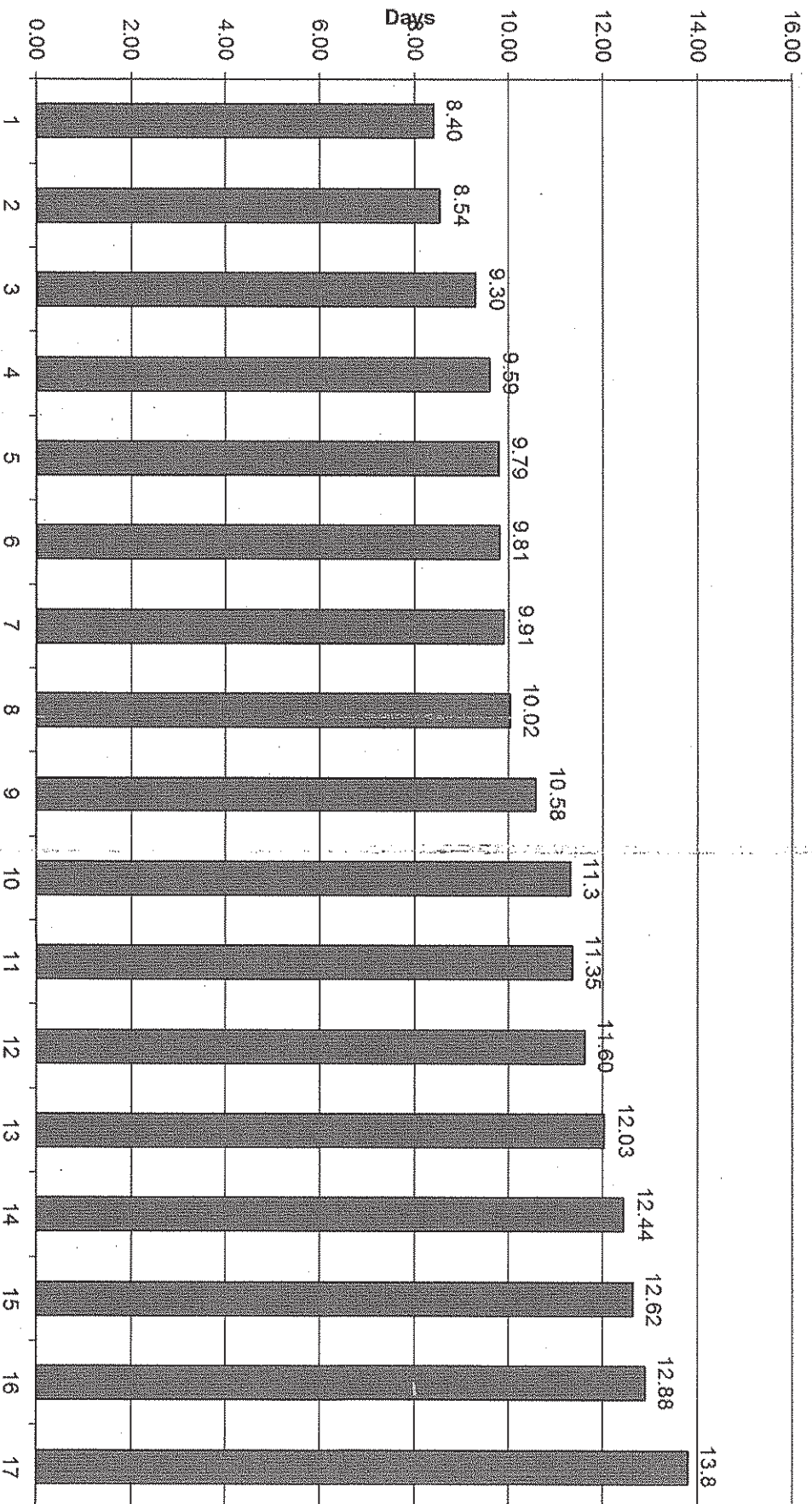
Average sick days per FTE North West Counties, Mets, Unitaries INCLUDING Schools - 2012/13



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Average sick days per FTE North West Counties, Mets, Unitaries EXCLUDING Schools - 2012/13



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**Absence Reason Ranking 2013 (Apr - Nov) Excluding Teachers**

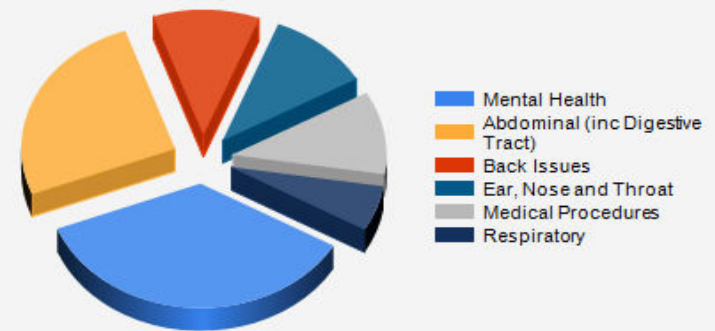
Absence Reason	Council		Adult Social Services		Chief Executive		Children & Young People's Department		Families and Wellbeing		Neighbourhoods and Environment		Policy, Performance and Public Health		Regeneration and Environment		Resources		Transformation and Resources	
	% of Total	Rank	% of Total	Rank	% of Total	Rank	% of Total	Rank	% of Total	Rank	% of Total	Rank	% of Total	Rank	% of Total	Rank	% of Total	Rank	% of Total	Rank
Mental Health	30.14%	1	38.42%	1	0.00%	3	28.23%	1	23.77%	2	30.33%	1	37.41%	1	29.62%	1	34.66%	1	34.50%	1
Muscular/Skeletal (exc Back)	11.79%	2	12.34%	2	0.00%	3	11.64%	2	8.61%	5	0.00%	9	1.10%	10	23.55%	2	5.56%	5	6.75%	5
Medical Procedures	11.06%	3	9.26%	3	98.67%	1	11.40%	3	16.02%	2	22.50%	2	2.02%	9	10.67%	3	10.68%	4	7.94%	3
Abdominal (inc Digestive Tract)	10.58%	4	5.64%	6	1.33%	2	11.05%	4	10.47%	4	8.14%	5	18.76%	2	10.52%	4	13.75%	3	12.54%	2
Ear, Nose and Throat	6.21%	5	3.84%	8	0.00%	3	6.40%	5	5.19%	6	9.26%	4	9.43%	4	4.30%	7	13.87%	2	7.56%	4
Back Issues	4.91%	6	8.45%	4	0.00%	3	4.66%	6	11.36%	3	0.00%	9	5.42%	6	4.38%	6	3.04%	8	1.24%	15
Cancer	4.74%	7	5.99%	5	0.00%	3	4.45%	7	2.07%	8	0.00%	9	0.00%	12	7.33%	5	0.22%	17	5.77%	6
Respiratory	3.90%	8	4.64%	7	0.00%	3	4.40%	8	1.79%	10	0.19%	8	10.17%	3	1.96%	9	3.31%	7	2.98%	10
Neurological/Central Nervous System	3.47%	9	2.42%	9	0.00%	3	3.78%	9	2.30%	12	2.74%	7	3.52%	8	2.33%	8	1.70%	10	4.64%	7
Infectious Disease	3.16%	10	1.41%	11	0.00%	3	3.19%	10	6.28%	1	6.43%	6	6.34%	5	1.70%	10	2.55%	9	4.48%	8
Pregnancy Related	1.42%	11	0.27%	19	0.00%	3	1.72%	12	1.86%	14	0.00%	9	0.00%	12	0.19%	17	1.38%	11	1.94%	11
Gynaecological	1.38%	12	0.71%	14	0.00%	3	1.79%	11	0.98%	15	0.00%	9	0.51%	11	0.17%	18	0.00%	19	1.32%	13
Skin	1.36%	13	1.07%	12	0.00%	3	1.27%	14	0.27%	17	0.00%	9	0.00%	12	0.54%	13	0.96%	13	3.60%	9
Urinary Tract Disorders	1.09%	14	0.63%	15	0.00%	3	1.30%	13	0.43%	16	0.00%	9	0.00%	12	0.10%	20	0.69%	14	1.65%	12
Blood Disorders	0.92%	15	0.92%	17	0.00%	3	0.78%	17	0.60%	15	20.42%	3	0.00%	12	0.23%	16	5.47%	6	0.04%	19
Heart	0.92%	16	2.37%	10	0.00%	3	0.42%	20	6.93%	6	0.00%	9	0.00%	12	0.37%	14	0.38%	15	0.49%	17
Third Party Injury	0.76%	17	0.12%	22	0.00%	3	1.14%	15	0.85%	14	0.00%	9	0.00%	12	0.09%	21	0.00%	19	0.00%	20
Eye	0.71%	18	0.56%	16	0.00%	3	0.65%	18	0.00%	20	0.00%	9	5.33%	7	0.75%	11	1.30%	12	1.24%	14
Glandular/Metabolic Disorders	0.66%	19	0.20%	20	0.00%	3	0.87%	16	0.05%	19	0.00%	9	0.00%	12	0.16%	19	0.26%	16	0.84%	16
Mouth (inc Teeth)	0.42%	20	0.31%	18	0.00%	3	0.48%	19	0.18%	20	0.00%	9	0.00%	12	0.33%	15	0.17%	18	0.49%	18
Notice Period	0.27%	21	0.73%	13	0.00%	3	0.31%	21	0.00%	20	0.00%	9	0.00%	12	0.00%	22	0.00%	19	0.00%	20
Drug Related	0.06%	22	0.00%	23	0.00%	3	0.00%	23	0.00%	20	0.00%	9	0.00%	12	0.71%	12	0.00%	19	0.00%	20
Alcohol Related	0.05%	23	0.18%	21	0.00%	3	0.05%	22	0.00%	20	0.00%	9	0.00%	12	0.00%	22	0.00%	19	0.00%	20

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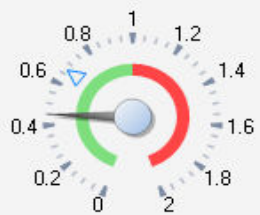
**Sickness Trend: Comparison Council vs T-TR-00-000 Transformation and Resources**



**Sickness Reason Analysis (Top 6)**



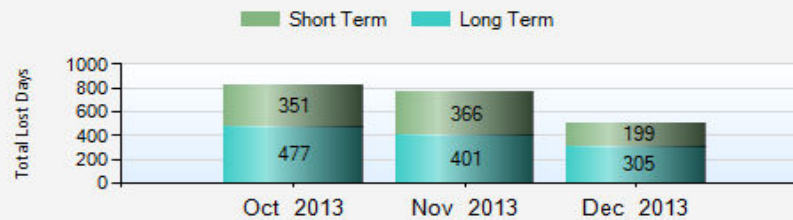
**Lost Days Per FTE**



**Avg Days Lost per Spell**



**Comparison of Long and Short Term Sickness Absences**



[Sickness Triggers Report](#)

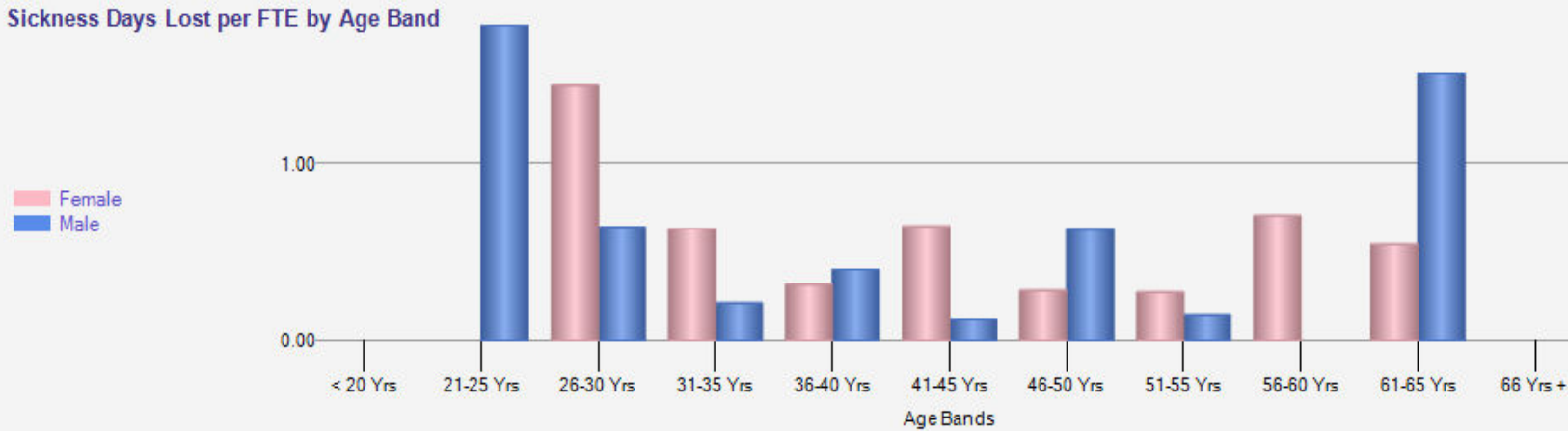
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Sickness Days Lost per FTE

Year-Qtr-Month : Dec 2013/14  
 Structure Unit : T-TR-00-000 Transformation and Resources

Sickness Days Lost per FTE by Age Band



Age Bands	Days Lost / FTE		FTE Days / Spell		Employee FTE		Head Count	
	Female	Male	Female	Male	Female	Male	Female	Male
< 20 Yrs					1.00	1.50	1.00	2.00
21-25 Yrs		1.78		57.04	28.20	18.89	29.76	20.16
26-30 Yrs	1.44	0.64	12.00	5.54	37.11	22.16	40.19	23.50
31-35 Yrs	0.63	0.21	4.27	2.79	37.33	39.31	41.93	39.79
36-40 Yrs	0.32	0.40	3.44	6.67	55.89	40.01	65.88	40.00
41-45 Yrs	0.64	0.12	6.43	23.86	92.24	62.42	102.09	58.75
46-50 Yrs	0.28	0.63	5.80	70.90	117.85	82.27	133.41	81.49
51-55 Yrs	0.27	0.14	6.42	3.74	101.25	56.03	110.69	62.00
56-60 Yrs	0.70		16.20		63.89	30.50	75.24	36.64
61-65 Yrs	0.54	1.50	19.00	227.10	26.64	14.62	37.52	19.50
66 Yrs +					38.00	3.81	8.00	15.00

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## WIRRAL COUNCIL

### Transformation and Resources Policy & Performance Committee

29 January 2014

<b>SUBJECT:</b>	<b><i>ICT DISRUPTION</i></b>
<b>REPORT OF:</b>	<b><i>INTERIM HEAD OF ICT</i></b>

#### 1.0 EXECUTIVE SUMMARY

- 1.1 As requested by members, this report sets out to update Members of the Transformation and Resources Committee on the causes of the ICT disruption of the 4<sup>th</sup> and 5<sup>th</sup> September 2013. The report will also cover the actions taken to prevent a similar recurrence and particularly what has been done to increase resilience of the Members ICT service.
- 1.2 Clearly there are many other areas of ICT which the Committee is interested in discussing. The current capacity in ICT has been severely affected by significant staffing reductions and the sickness absence of the most senior manager. The service is, quite understandably having to prioritise very carefully and ensure systems that have most affect on the well being of the public are being maintained and managed. On-going prioritisation of work is in place and an interim advisor has been appointed to assist with the improvement activity required and to manage day to day operations. Further updates can be provided to the Committee as necessary and in a paced and sensible way. There is a balance required between the resource constraints and the high level of demand for ICT services and this is common in all public sector organisations.

#### 2.0 BACKGROUND AND KEY ISSUES

- 2.1 Wirral Council currently host, in house, their business and public data and voice services and systems. These systems deliver an array of business critical services that include, but are not limited to, call centre and telephony services, online public services and internal business and data services.
- 2.2 All ICT services are hosted and delivered from two physically separate, but logically converged, machine rooms located on the First Floor of the Treasury Building and on the Ground Floor of the adjacent Annexe Building.
- 2.3 ICT manages all the equipment in these two rooms and many other rooms across the Authority. ICT manages this work according to priorities to meet member and business needs, and by ensuring responsibility for the data rooms is spread across the team leaders in the various IT groups using them. There is no single manager except the Head of IT responsible for the operation of the rooms.
- 2.4 Both locations and facilities have developed and expanded over recent years to meet increasing business needs and in particular in order to deliver online, critical and non-critical public services. The need to meet central government delivery objectives whilst maintaining the continuity of existing business critical systems has resulted in a more operationally driven approach to the present arrangement, and in particular the power infrastructure, as opposed to a preferred strategic approach. The result is that the inevitable compromises and limits of this operational approach are now manifesting

themselves in some system reliability and continuity issues that require to be addressed.

- 2.5 At around 0100 on Wednesday 4th September 2013 an electrical fault occurred on the 132Kv National Grid network causing a Wirral wide supply network voltage dip, further causing disruption to the power supply and temporary loss of power to both the Treasury Building and Annex buildings. As a consequence of this voltage anomaly, a switchboard contactor device on the server room power distribution equipment fell out of operation and isolated the power supply. The contactor device is provided in order to allow the provision of emergency power isolation at each server room exit doorway and is reliant upon mains voltage to operate correctly. The device required manual reset, which resulted in a delay in re-energisation until a council officer was in attendance the next working day. Before re-energisation it was necessary for an ICT expert to evaluate the position, in order to ascertain any impact on general safety and systems condition prior to re-engagement of electrical/power supply.
- 2.6 The contactor device is not aligned to any external alerting or notification device and therefore its failure and need to reset was not understood until the ICT team attended between 0600 and 0730 on the morning of the 4th September. Although the ICT equipment is protected by a range of local Uninterruptible Power Supplies (UPS), these UPS devices are only designed to provide back-up individual machine power and not system power for approximately 20 minutes, to effect a safe close down of the ICT systems, which in turn would allow for a speedier “re-boot” when the power is back on. It should be noted that there has been much pre and post incident discussion regarding the lack of any emergency power supply by standby generator, etc. It is also important to note that the provision of a generator, in isolation from any other related remedial works would *not* have prevented this type of system failure.
- 2.7 Following the resetting of the contactor device on Wednesday morning, ICT network infrastructure components were soon brought online, but there was a problem with some parts of the Storage Area Network (SAN) on which a large proportion of Council data is held. IT Services made the decision to work on a solution to the SAN problem, supported by the supplier EMC, so that a full ICT service could be provided to the users rather than permitting users to log on with very limited access to their data. A limited ICT service was restored on Wednesday afternoon – login; access to stored email but no send or receive; no H or G drive access; no network printing; no intranet or internet.
- 2.8 By first thing on Thursday 5<sup>th</sup> September 2013, support from America had repaired the failed SAN and key services began being restored by mid-morning – login; email send/receive; H/G drive; Internet. By mid-afternoon all ICT services across the Council were reported as restored.
- 2.9 Members should be aware that “spikes” and “dips” occur regularly across the UK High Voltage (HV) network and the likelihood of similar incidents are likely to increase going forward. According to Scottish Power, in terms of HV supply Wirral Councils server rooms could not be better served in terms of external power supply infrastructure; they are fed by two substations, with each substation having a separate HV feed. Therefore if one of the substations was to experience a fault then the other can act in supplying the energy to the Council. There is, however, no standby power facility in place that would maintain critical business continuity in the event of a typical supply interruption or failure.



### **3.0 CONSEQUENCES OF THE DISRUPTION**

- 3.1 The most significant consequences arising from this latest disruption was both the length of time of the disruption – nearly 48 hours, and the simultaneous loss of both the ICT systems and the Council's telephony system.
- 3.2 This disruption left many of the Council's critical services vulnerable as a result of loss of both electronic data, such as records, etc and without a phone line. Immediate measures were put in place to use partner agencies telephone lines and mobile phones. This disruption also made communication, both internal and external extremely difficult. It again relied upon key messages being passed via the use of mobile phone and face-to-face meetings. Members will also have experienced the impact of this disruption, as their Council email will not have worked.

### **4.0 CURRENT IMPROVEMENT WORKS**

- 4.1 Following the disruption of the 4<sup>th</sup> and 5<sup>th</sup> September a number of improvements have been made to the ICT network. These improvements include removal of the power contactor circuits that switched off the power into the machine rooms after the "voltage dip". All the computer equipment will continue to be protected by the local UPS arrangements and a similar loss of service because of those particular factors will not happen in future. The cost of removal of the contactor devices, including all critical planning and resource, is some £15K. This work dose not indemnify the ICT systems form other forms of power supply issue.
- 4.2 The fault which caused the loss of the SAN has been now been addressed with new control software and this fault will not recur if power is lost to the SAN.
- 4.3 Going forward, as part of the current Disaster Recovery and Resilience Review exercise, it has been discussed that a best fit and best value solution for the business could be to provide a full standby power arrangement (diesel generator and "house" UPS – as opposed to local UPS components) to a single machine room only which, using systems duplication/mirroring, could host critical only business services. Providing a robust power infrastructure to a single location with limited and distilled critical services standby only, it is estimated at this preliminary stage, would cost in the region of £200K for the works necessary to the power infrastructure alone. This estimated cost excludes related IT Services and internal resource costs.
- 4.4 It is strongly recommended that an industry standard critical services standby power arrangement be considered for implementation at the earliest opportunity so that optimum systems resilience and protection is afforded. This should be limited to critical only services, as costs are directly proportional to system extent.

### **5.0 RELEVANT RISKS**

- 5.1 Apart from the obvious reputational risks which an interruption of this nature causes, there is an acute risk to service users some of which are the most vulnerable in our communities.
- 5.2 However the risk of loss of power over a greater time than approximately 10 minutes will still cause all services to be lost. A standby generator and modifications to the power circuits into the computer rooms are necessary to protect from this eventuality.

## **6.0 OTHER OPTIONS CONSIDERED**

6.1 N/A

## **7.0 CONSULTATION**

7.1 N/A

## **8.0 OUTSTANDING PREVIOUSLY APPROVED ACTIONS**

8.1 N/A

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

9.1 N/A

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

10.1 It is difficult to quantify the specific costs relating to the delay. The key resource implication is ensuring that appropriate prioritisation of the ICT resources is in place and that critical systems are supported as effectively as possible.

10.2 There will be a need to assign appropriate officers from ICT and other service areas to establish the critical services.

## **11.0 LEGAL IMPLICATIONS**

11.1 There could be legal implications from delays or failures to deliver key services.

## **12.0 EQUALITIES IMPLICATIONS**

12.1 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.

## **13.0 CARBON REDUCTION IMPLICATIONS**

13.1 N/A

## **14.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

14.1 None

## **15.0 RECOMMENDATION/S**

15.1 Members are requested to consider the details of this report and make any appropriate suggestions to the cabinet member and officers.

15.2 Members are asked to support the establishment of an appropriate officers group, to identify the Councils critical services, which will be served from the more robustly "protected" server room.

### 13.0 REASON/S FOR RECOMMENDATION/S

13.1 To provide Members of the Committee with an understanding of what caused the ICT disruption on the 4<sup>th</sup> and 5<sup>th</sup> September 2013 and highlight relevant network improvements to prevent a similar recurrence.

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### APPENDICES

None

### REFERENCE MATERIAL

None

### SUBJECT HISTORY (last 3 years)

Council Meeting	Date

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## WIRRAL COUNCIL

### TRANSFORMATION & RESOURCES POLICY & PERFORMANCE COMMITTEE

29 JANUARY 2014

<b>SUBJECT</b>	<b>FINANCIAL MONITORING 2013/14 MONTH 8 (NOVEMBER 2013)</b>
<b>WARD/S AFFECTED</b>	<b>ALL</b>
<b>REPORT OF</b>	<b>DIRECTOR OF RESOURCES</b>

#### **1 EXECUTIVE SUMMARY**

- 1.1 This report sets out the financial monitoring information for this Committee to ensure consistency across the Policy and Performance Committees and aims to give Members sufficient detail to scrutinise budget performance for the Directorate. Financial information for Month 8 (November 2013) reported to Cabinet on 16 of January is included.

#### **2 BACKGROUND AND KEY ISSUES**

- 2.1 Members of formed Policy and Performance Committees have requested that financial monitoring information is provided as a standard item at each Committee.
- 2.2 Since September 2012 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.
- 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 The following sections have been extracted from the Financial Monitoring reports presented to Cabinet on 16 January 2014.

### PERFORMANCE AGAINST REVENUE BUDGETS MONTH 8 (NOV 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 8	Revised Net Budget
Transformation & Resources	12,424	5,275	-	17,699

#### 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
Staff transfer from CYPD to Financial services following recent restructure.	+0.044
Transfer of advertising budget from Transformation and Resources to Chief Executive Dep.	-0.020
Movement of Chief Executive non pay budget from Transformation and Resources to Chief Executive Dep.	-0.008
Strategic Director post moved to Transformation and Resources from Chief Exec Dep.	+0.150

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 The report will use RAGBY ratings that will highlight under and overspends and place them into 'risk bands'. The 'risk band' classification is:

- Extreme: Overspends - **Red** (over +£301k), Underspend **Yellow** (over -£301k)
- Acceptable: Amber (+£141k to +£300k), Green (range from +£140k to -£140k); Blue (-£141k to -£300k)

### 3.4.2 2013/14 Projected Budget variations £000's

Directorate	Revised Budget	Forecast Outturn	(Under) Overspend Month 8	RAGBY Classification	Change from prev mnth
Transformation & Resources	17,699	17,450	-249	B	-

### 3.4.3 RAGBY full details

Department	Number of Budget Areas	Red	Amber	Green	Blue	Yellow
Transformation & Resources	7	1	0	5	0	1

3.4.4 A £249K underspend is currently forecast (unchanged from Month 7), 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.

3.4.5 The red rated business area relates to Transformation and Resources Business Processes. This is currently forecast at £700,000 overspent (net of any other compensatory saving measures) due to forecast unachieved savings of £1.3 million relating to court costs income. The £700,000 will be funded from savings within other staffing and Treasury Management budgets within Transformation and Resources.

## 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 Nov	Still to be Delivered
B - delivered	10	12,448	12,448	0
G – on track	10	11,201	5,226	5,975
A - concerns	4	5,120	3,019	2,101
R - failed	1	2,429	1,129	1,300
P – replacements for Red	1	0	866	434
<b>Total at M8 Nov</b>	<b>26</b>	<b>31,198</b>	<b>22,688</b>	<b>9,810</b>

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.

The red rated option is:

- Council Tax: Court Costs

Amber rated options relate to:

- Transforming Business Support
- Reducing the numbers of Agency workers
- Procurement
- Workforce Conditions of Service

The directorate is forecasting an underspend with savings elsewhere covering any budgetary shortfall from any non-delivery of savings options.

### 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 M8 monitor
Council Tax Court Costs	1,300	2013/14 compensatory savings from T&R staffing and treasury Management, growth request/budget adjustment 2014/15 +

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	%
	£000	£000	
Council Tax	135,526	99,252	75.1
Business Rates	70,007	54,218	77.5
Fees and charges – Adults	54,424	26,647	50.0
Fees and charges – all other services	43,667	35,585	81.5

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 £2.25 million has been assumed. The forecast is that £1.98 million (66%) will be collected by 31 March with recovery actions post 31 March increasing the collection to the target figure. At 30 November collection was 39.1% equating to £1,199,000 and is still ahead of the profiled target.

- 3.6.3 Recovery from non Council Tax Support recipient debtors is continuing as normal. Action taken to recover from those of Working Age that previously received Council Tax Benefit is ongoing. Repayment plans offering weekly/fortnightly instalments were offered to those contacting the Council, 5,054 applications for Deduction of Benefits have been made since July, 82% higher than last year.
- 3.6.4 Business Rates income collection was 77.5% during November. This is higher than the 76.4% collected at the equivalent period in 2012/13. Comparisons are difficult as large increases/decreases in Rateable Values are reflected in the collectable amount. The taxbase change has resulted in an extra £1 million to be collected in the first 8 months of this financial year. The timing and amounts of refunds may also affect the comparison. Recovery procedures have been tightened with debt being pursued earlier and the position is being closely monitored.
- 3.6.5 Issues regarding the collection of sundry debt were reported to Cabinet on 23 May 2013.

### 3.7 PERFORMANCE AGAINST CAPITAL BUDGETS MONTH 8 (NOV 2013)

#### 3.7.1 Table 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	1,844	0	0	2,159

Significant variations to be approved or noted by Cabinet for Period 8 are set out in Table 1. The majority of changes approved are made up of slippage from 12/13.

#### 3.7.2 Table 2: Spend to date November (8/12 = 66.6%)

	SPEND TO DATE		COMMENTS ON VARIATION RAG
	£000	%	
Trans & Res -Finance	55	26	Green -acceptable
Trans & Res - Asset Mgt	1,145	53	Green -acceptable

Expenditure on capital to date is compared to budget in Table 2.

#### 3.7.3 Table 3: Projected Outturn compared to Revised Budget £000's

	REVISED	PROJECTED	VARIATION
	BUDGET	OUTTURN	
Trans & Res – Finance	210	210	0

Trans & Res - Asst Mgt	2,159	2,159	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 under spend of £249,000 as at the 30 November 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 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.

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### APPENDICES

Extracted from the Revenue Monitoring report to Cabinet on 16 January 2014:-

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

### SUBJECT HISTORY

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

**EXTRACT FROM FINANCIAL MONITORING REPORT MONTH 8 (DEC 2013)**

**Annex 5 SAVINGS TRACKER**

**TRANSFORMATION AND RESOURCE**

<b>Saving</b>	<b>Target</b>	<b>Comments / progress on implementation</b>	<b>BGAR</b>	<b>Amount delivered at M8 Nov 13</b>	<b>To be delivered</b>
	<b>£000</b>			<b>£000</b>	<b>£000</b>
Efficiency Investment Fund	4,400	Savings achieved	B	4,400	0
Treasury Management	1,700	Savings achieved	B	1,700	0
Revenues and Benefits	550	Savings achieved	B	550	0
Information Technology Service	210	Savings achieved	B	210	0
Marketing and Public Relations	167	Savings achieved	B	167	0
Tranmere Rovers Sponsorship	135	Savings achieved	B	135	0
Power Supplies - Contract Saving	11	Savings achieved	B	11	0
Area Forum Funding	391	Savings achieved	B	391	0
Council Tax Increase	2,600	Savings achieved	B	2,600	0
Council Tax: Discounts and Exemptions	2,284	Savings achieved	B	2,284	0
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	0	140
Local Council Tax Support Scheme	2,785	Scheme introduced and progress being monitored as per section 7.3 above	G	0	2,785
Reducing Council Management	5,000	Savings profile weighted towards increased delivery in 2nd half of year reflecting date of leavers Vacant posts are being pro rata'd over the year.	G	2,672	2,328

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	-270	0
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	0	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	0	50
Libraries and One Stop Shops	391	Staff savings at the budget level are evident in April monitoring.	G	391	0
Housing Benefits – Maximisation of Grant	2,000	Saving has been incorporated into the budget and is expected to be achieved.	G	2,000	0
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 G G A	333	572

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.	G	100	0
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 £71k up to September 2013. However, there are plans to bring a significant number of current contracts to an end later in year. Challenge is around how savings are allocated across departments.	A	71	429
Procurement	320	This saving has not progressed as anticipated, but compensatory savings are expected to be made during the year.	A	312	8
Workforce Conditions of Service	3,800	Negotiations with TUs are concluded Target saving likely to be £3.7 million. Slippage depending upon agreement is likely. Challenge is around how savings are allocated across departments.	A	2,467	1,333
Council Tax: Court Costs	2,429	Current projections show full saving will not be delivered. 1.3M Compensatory savings will be made from staffing budgets (0.8M) and Treasury Management Budgets (0.5M) within Transformation and Resources.	R	1,129	1,300

## EXTRACT FROM FINANCIAL MONITORING REPORT MONTH 8 (DEC 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 November 2013 with the amount collected in the same period in 2012/13:

	<b>Actual 2013/14 £</b>	<b>Actual 2012/13 £</b>
Cash to Collect	<b>135,525,770</b>	125,771,529
Cash Collected	<b>99,252,118</b>	94,509,367
% Collected	<b>73.2%</b>	75.1%

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

Number of <b>Council Tax Support</b> recipients	<b>38,089</b>
Total Council Tax Support expenditure	<b>£27,842,000</b>
Number of pensioners	<b>16,274</b>
Number of vulnerable	<b>7,213</b>
Number of working age	<b>21,815</b>

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 increased charges in respect of reduced discounts and exemptions. Overall there is an extra £10 million to be collected for 2013/14. Council Tax Support claimants of Working Age total 21,818, this includes 6,668 who receive maximum support leaving 15,150 paying at least 22%. This Council Tax Support debt is £3,065,591.

A Council Tax Discretionary Relief policy was agreed by Cabinet in October and funded to a maximum of £50,000. An application form has been placed on the web. No awards have been made to date. I will report, next month, in a similar way to the Discretionary Housing Payment report shown later.

## Business Rates

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

	<b>Actual 2013/14</b>	<b>Actual 2012/13</b>
	£	£
Cash to Collect	<b>70,006,814</b>	68,207,306
Cash Collected	<b>54,218,007</b>	52,136,990
% Collected	<b>77.5%</b>	76.4%

## 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 at 30.11.13
Chief Executive	<b>£63,466</b>	<b>£46,746</b>	<b>£3,238</b>	<b>£576,305</b>	<b>£689,755</b>
Neighbourhood	<b>£10,401</b>	<b>£2,617</b>	<b>£462</b>	<b>£23,997</b>	<b>£37,477</b>
Transformation	<b>£435,269</b>	<b>£3,139,183</b>	<b>£27,082</b>	<b>£461,924</b>	<b>£4,063,458</b>
Families	<b>£4,231,430</b>	<b>£927,548</b>	<b>£774,028</b>	<b>£19,525,332</b>	<b>£25,458,338</b>
Regeneration & Environment	<b>£634,661</b>	<b>£118,393</b>	<b>£129,614</b>	<b>£2,514,382</b>	<b>£3,397,050</b>
Policy and Performance	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£159,632</b>	<b>£159,632</b>
<b>Totals</b>	<b>£5,375,227</b>	<b>£4,234,487</b>	<b>£934,424</b>	<b>£23,101,940</b>	<b>£33,805,710</b>

The above figures are for invoices in respect of the period up to the end of November 2013. Payments as well as amendments such as write-offs and debts cancellations continue to be made after this date on all these accounts. There is a further deduction of £561,234 to be made for unallocated payments leaving a balance of **£33,244,476**.



## 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 Support up to 30 November 2013:

	2013/14	2012/13
Number of <b>Private Tenant</b> recipients	<b>31,700</b>	31,616
Total rent allowance expenditure	<b>£93,957,542</b>	
Number under the <b>Local Housing Allowance</b> Scheme ( <i>included in the above</i> )	12,243	11,975
	£37,676,273	
Number of <b>Council Tax Support</b> recipients	<b>38,112</b>	
Total Council Tax Support expenditure	<b>£28,094,943</b>	
Total expenditure on benefit to date	<b>£122,052,486</b>	

The following statement provides information concerning the breakdown according to client type as at 30 November 2013 and gives the early year numbers to show the shift in sector by benefit claimants during the year.

<b>Private Tenants</b>	<b>30.11.13</b>	<b>1.05.13</b>
Claimants in the Private Rented Sector	<b>14,730</b>	14,451
Claimants in the Social Rented Sector	<b>16,970</b>	16,765
Owner Occupiers	<b>10,410</b>	10,738
Total claimants by age group		
- under 25 years old	<b>2,582</b>	2,728
- 25 – 60 years old	<b>22,055</b>	21,741
- over 60 years old	<b>17,473</b>	17,623

There are **42,110** benefit recipients in Wirral as at 30 November 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 average is £12 weekly and there are 2,892 households affected;
- Two or more spare bedrooms incurs a 25% reduction – the Wirral average is currently £21 weekly and there are 687 affected;
- Out of a total social sector HB caseload of 16,970 - 3,579 are currently affected by this. Numbers have reduced slightly as the reduction has, in some cases, been overridden due to the claimant's circumstances.

## Housing Benefit Fraud and Enquiries – 01 April 2013 to 30 November 2013

New Cases referred to Fraud team in period	923
Cases where fraud found and action taken	41
Cases investigated, no fraud found and recovery of overpayment may be sought	345
Cases under current investigation	261
Surveillance Operations Undertaken	0
Cases where fraud found and action taken:	
Administration penalty	2
Caution issued and accepted	8
Successful prosecution	30
Summons issued for prosecution purposes	35

### Discretionary Housing Payments

The tables below profile the position of Discretionary Housing Payment (DHP) administration and associated spend. DHP is not a payment of Housing Benefit and is funded separately from the main scheme. Whilst traditionally it was seen as a short term measure to financially assist those who had difficulty in meeting a rental shortfall, increasingly the nature of awards is changing as the impacts of Welfare Reform roll-out. The Department for Work and Pensions see such awards, for which the Government contribution has increased, in many cases as supporting people through the transition of reform, allowing them time to rebudget, increase their income or to secure a DHP award to help with moving costs.

The Government contribution for 2013/14 is £917,214 with an overall limit of £2,293,035 which the Authority must not exceed. In direct recognition of the impacts of the Reforms, the DWP also made a further £10 million Transitional Funding available for 2013/14, of which Wirral's share is £64,000. Spend is closely monitored, with year end spend forecasted on a monthly basis. Whilst the percentage spend to date, at 54%, is lower than this time 2012/13, the escalating impacts of reforms such as Social Sector Size Criteria and wider increase in people struggling to manage financially as a result of a myriad of change, means that it is expected that Wirral will use up the full government contribution by year end. £35,000 has been allocated to Housing Options to meet rent deposits to enable people to move into sustainable tenancies and they have allocated £11,690 of this to date.

Data @ 31/10/2013										
Month	Claims Considered			DHP Awards in Payment	Current Awards	Committed awards up to 31/03/2014	% spent (committed) of Govt cont	Forecasted Y.E. spend	Annual Total Cont.	Cont remaining
	Total consid	Awarded	Refused							
April	62	26	36	65	£11,674	£16,883	2%	£198,794	£917,214	£888,655
May	228	103	125	136	£27,093	£41,845	5%	£242,440	£917,214	£875,368
June	296	122	174	230	£51,067	£79,329	9%	£314,732	£917,214	£837,884
July	358	143	215	355	£80,470	£122,073	13%	£371,305	£917,214	£795,140
August	387	210	177	680	£188,198	£257,560	28%	£598,786	£917,214	£659,653
September	158	86	72	785	£241,429	£306,388	33%	£611,101	£917,214	£610,825
October	114	78	36	880	£289,841	£351,393	38%	£611,101	£917,214	£565,821
November	371	269	102	1192	£392,925	£492,303	54%	£733,431	£917,214	£424,911
Totals	1,974	1,037	937					Additional	£64,000	£64,000
									£971,214	£488,911

In recognition of the relatively slow rate of expenditure, we are currently looking at those claims which have been refused, to determine whether or not a full or partial award may now be considered appropriate.

DHP Payment Type	02/05/13	24/05/13	03/06/13	02/07/13	30/07/13	21/08/13	05/09/13	01/10/13	30/10/13	02/12/13
Baby Due	3	5	5	5	5	9	9	9	10	13
Benefit Cap	1	1	1	1	1	5	6	6	11	13
Change of Address	1	3	3	4	4	4	4	4	4	4
Combination of reforms									1	5
Disability	5	8	8	10	11	16	16	16	11	15
Income Tapers	4	6	6	7	9	14	14	15	15	21
Increase in work related expenses									1	1
Legislation change	4	5	5	7	8	9	11	17	17	28
LHA reforms	22	36	36	44	46	59	60	61	68	84
NDD	2	2	2	3	3	4	4	4	4	4
Reduced HB ent	6	14	14	16	17	20	21	21	23	32
Removal Costs						1	2	2	2	2
Rent deposit	4	8	10	13	16	21	21	24	27	29
Rent restrictions	33	56	61	84	126	152	156	186	209	298
Social Size criteria	2	21	24	87	138	248	263	303	347	457

## 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 to see how implementation has gone and for possible scheme alterations. The number of applications is rising on a week by week basis.

LWA details for period from 02 April 2013 to 30 November 2013:

Number of awards granted for food	2,296	value	£101,914
Number of awards granted for fuel	1,760	value	£34,338
Number of awards granted for goods	642	value	£156,183

<b>Total number of households receiving an award</b>	<b>2,765</b>	<b>value</b>	<b>£292,434</b>
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Number of claims not qualifying for assistance			2,172
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We have made arrangements for additional publicity to raise awareness of the scheme, particularly to help people experiencing crisis or financial difficulty over the winter months.

EXTRACT FROM FINANCIAL MONITORING REPORT MONTH 8 (NOVEMBER 2013)

Annex 12 BUDGETARY ISSUES

	Service area	Issue	2013-14	2014-15	2015-16	2016-17	Resolution
<b>Transformation</b>							
	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 M8
	2012-13 T&C's	Non-achievement; count as part of 2014-15 target	300	0	0	0	2013-14 from forecast savings in M8
	2012-13 Trans Bus S	Non-achievement; count as part of 2014-15 target	300	150	0	0	2013-14 from forecast savings in M8
	2013-14 T&Cs	Shortfall in achievement; count as part of 2014-15 target	472	0	0	0	2013-14 from forecast savings in M8
	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
	Council Tax Court Costs	Shortfall on 2013/14 savings option (Red Rated)	1,300	1,300	1,300	1,300	Compensatory savings from T&R in 2013/14, options being evaluated 2014/15 including possible growth request
<b>Totals</b>			<b>3,112</b>	<b>1,900</b>	<b>1,750</b>	<b>1,300</b>	
<b>Solutions</b>			<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	
	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	
	Council Tax Court Costs	Shortfall on 2013/14 savings option (Red Rated)	-1,300	-1,300	-1,300	-1,300	Compensatory savings from T&R in 2013/14, options being evaluated 2014/15 including possible growth request
		Remaining issues relating to 2013-14	-872	-150	0	0	Funded from increased balances forecast in M8 monitor
<b>Current additional resource required from savings</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

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## WIRRAL COUNCIL

### Transformation and Resources Policy and Performance Committee

29 January 2014

<b>SUBJECT:</b>	<b>POLICY UPDATE</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>Director of Public Health/Head of Policy &amp; Performance</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>Cllr Ann McLachlan (Governance and Improvement)</b>

#### 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 scrutiny work programme.

#### 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. 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?

(c) 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.

## **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



# Policy: INFORM



Date: 29th January 2014

## Transformation and Resources

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

<b>Title:</b>	<b>Spending Review</b>
<b>Accountable Officer:</b>	Joe Blott
<b>Portfolio(s) Affected:</b>	Finance and Leader of the Council
<b>Category:</b>	Government Announcement
<b>Synopsis:</b>	On 26 June, the Chancellor of the Exchequer, George Osborne, delivered his Spending Review to parliament setting out departmental spending for 2015-16.
<b>Key Points:</b>	<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](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.

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**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:** Details have been released by the NHS of the new better care funds promoting integration between health and social care. An initial proposal is to go to the Health and Wellbeing Board shortly.

NHS Planning Guidance (with Better Care Fund details)

<http://www.england.nhs.uk/wp-content/uploads/2013/12/bm-item6.pdf>

**Further Information:** Allocations Paper

<http://www.england.nhs.uk/wp-content/uploads/2013/12/bm-item7.pdf>

**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.

**Recommendation:** Receive the proposals for the Better Care Fund.

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**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.

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## Further Information:

**Contact:** Wirral Council Policy Unit  
**Telephone:** 0151 691 8030  
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## WIRRAL COUNCIL

### Transformation and Resources Policy & Performance Committee

29 January 2014

<b>SUBJECT:</b>	<b>WORK PROGRAMME UPDATE REPORT</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>Director of Public Health/Head of Policy &amp; Performance</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>Cllr Ann McLachlan (Governance and Improvement)</b>

#### 1.0 EXECUTIVE SUMMARY

1.1 This report updates Members on progress delivering the items included in the Work Programme for this committee, agreed at the meeting in September 2013.

#### 2.0 BACKGROUND AND KEY ISSUES

2.1 At their first and second meetings held in July and September, all four Policy and Performance Committees discussed and agreed their work programmes for the municipal year.

#### 3.0 PROGRESS WITH TRANSFORMATION AND RESOURCES WORK PROGRAMME

3.1 A Work Programme for the Transformation and Resources Policy & Performance Committee was approved on 23 September 2013 and is included as Appendix 1. This proposed four pieces of work under the following headings:

- ICT Strategy
- Review of Shared Services
- Review of process for handling Freedom of Information requests
- Review of sickness absence process

3.2 A brief summary of the work against these topics is summarised below.

#### ICT Strategy

3.3 The Committee received the report from the Interim Head of ICT and a presentation on the Council's ICT Strategy and Strategic Implementation Plan was made at the Transformation and Resources Policy & Performance Committee on 23 September 2013. Pre-decision scrutiny was carried out prior to submission to Cabinet for approval. The main elements of the ICT Strategy

were developed around providing overall ICT leadership across a number of themes.

3.4 Recommendations were made by the Committee, including recommending Member involvement in the proposed Senior Board, to be determined by Cabinet, as part of the ICT governance proposals.

3.5 Other recommendations included:

- Ensuring that part of the Senior Board's remit is horizon scanning to identify new technologies that improve service quality and deliver efficiencies.
- In terms of implementing the Strategy, a management dashboard approach is taken to monitoring performance and that this is reviewed by this committee.

### **Freedom of Information**

3.6 In light of previous criticism received by the Information Commissioner on responding to requests for information under the Freedom of Information Act, a Scrutiny Review on how the Council manages these requests has commenced. A scoping meeting was convened in November 2013 and it was agreed that the overall objective should be to provide assurances that the Council is moving in the right direction on managing Freedom of Information, not just in terms of the subject matter, but information management.

3.7 The Members on the Panel are Councillors Adam Sykes (Chair), Stuart Whittingham and Christina Muspratt. It is anticipated that a report from the Panel will be reported to the committee in April.

### **Shared Services**

3.8 Wirral Council and Cheshire West and Chester are continuing the ongoing work to establish shared services arrangements. An initial scoping meeting has been convened for early February. An overview of the current developments in setting up the shared services arrangements will be made by the Programme Director to allow the scope of the scrutiny review to be developed.

3.9 The Members of the Panel are Councillors Stuart Whittingham, Adam Sykes and Phil Gilchrist. The Chair of the Panel will be determined during the scheduled scoping meeting.

### **Sickness Absence**

3.10 This was included on the Scrutiny Work Programme to:

- Explore the process for dealing with sickness absence and the impact it has on capacity with the HR division and the wider organisation in the light of the transformation process; and
- Review the effectiveness of re-integrating people back into the workplace and whether employee assistance programme is effective in reducing / addressing sickness absence.

3.11 In determining the scope for further work, the Head of Human Resources was requested to present a report to the January Committee. This is covered elsewhere on the Agenda.

#### **4.0 RELEVANT RISKS**

4.1 There are none directly 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?

(c) 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 consider proposals for further scrutiny work to be carried out in relation to Sickness Absence.

14.2 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 Policy & Performance Committee Work Programme



## 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
<b>Committee Dates</b>					Tues 30th		Mon 23rd		Wed 6th	Wed 4th	Wed 29th			Mon 14th	
<b>Scheduled Reviews</b>															
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													
<b>Potential Reviews</b>															
<b>Reports Requested</b>															
Sickness Absence															
Disruptions															
<b>Standing Items</b>															
Performance Dashboard															
Financial Monitoring															
Policy Update															
Special Budget meeting															

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