



Transformation and Resources Policy and Performance Committee

Date:	Tuesday, 16 September 2014
Time:	6.00 pm
Venue:	Committee Room 1 - Wallasey Town Hall

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AGENDA

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

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

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

2. MINUTES (Pages 1 - 6)

To approve the accuracy of the minutes of the meeting held on 15 July, 2014.

3. FUTURE COUNCIL

Proposed arrangements for scrutiny of options update.

4. WORK PROGRAMME (Pages 7 - 12)

5. DIRECTORATE PLAN / PERFORMANCE MANAGEMENT REPORT (Pages 13 - 24)

- 6. FINANCIAL MONITORING 2014/15 (Pages 25 - 32)**
- 7. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR**

TRANSFORMATION AND RESOURCES POLICY AND PERFORMANCE COMMITTEE

Tuesday, 15 July 2014

Present: Councillor J Williamson (Chair)

Councillors P Doughty I Williams
M Daniel A Sykes
R Gregson T Anderson
M Patrick B Berry
C Muspratt K Hodson
L Reecejones Tracey Smith
J Walsh P Gilchrist

In attendance: Councillors A Jones A McLachlan

1 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.

2 MINUTES

Members were requested to receive the minutes of the meeting of the Transformation and Resources Policy and Performance Committee meeting held on 14 April, 2014.

Resolved – That the minutes of the meeting of 14 April, 2014 be approved.

3 FUTURE COUNCIL

The Director of Resources introduced a report and gave a presentation which provided the Committee with an update as to the progress of the Future Council project, as well as an opportunity to engage with and influence the

emerging options which were being developed in order to transform the Council and achieve the savings required of the Council.

The emerging options would be further developed and then published by the Chief Executive, as officer budget options, for full public, staff and service user consultation in September 2014.

The Director set the context for the project in that investment decisions and budget savings were to be made according to three key priorities:

- Tackling health inequalities, poverty and disadvantage - narrowing the gap between the richest and poorest communities in the borough
- Protecting the vulnerable, making sure people were safe and felt safe – and could remain independent as long as possible
- Driving economic growth – investing in Wirral's future

The Council was also committed to ensuring that savings were identified and delivered based on the following principles where possible:

- Spend less on the cost of running the Council
- Broadest shoulders to bear the greatest burden
- Mitigate the impact of savings on frontline services

Current projections of savings were for a total of £70million would be required by 2018.

Responding to comments from Members, the Director and Kevin MacCallum, Corporate Marketing Officer, made a number of comments, including:

- Officers would look at how Constituency Committees would be involved in the consultation process in light of the fact that some were scheduled to meet late in October.
- The officers would ensure that cross-cutting options identified by the Future Council process would be cross checked with the principles for making savings.
- There would be a long consultation process with the public through September / October and although clarity was needed by November, it would be an ongoing process up until the budget was set in February, 2015.
- Pre-decision scrutiny by Policy and Performance Committees on options would start at the September meetings for feedback to Cabinet in November. The public consultation would run concurrently with the Committees'.
- The Committee could invite as many external experts as it wished to be involved in the process, there would be time enough once the options, which were still being developed, were published in September.

- Options which had a particular staff impact were subject to staff consultation and if options had a particular impact on specific groups then they would be consulted.
- The website would be updated weekly as to where particular public consultation events were taking place. A programme of events would be put in place although this would remain fluid to enable the consultation team to respond to particular requests at short notice. Officers would ensure that Members were kept updated.

The Chair, referring to a proposal that had been made at the Coordinating Committee proposed that a meeting of Policy and Performance Committee Chairs, Vice-Chairs and Spokespersons or their nominees be convened before September 2014 to discuss how to deal with the Future Council scrutiny process. Workshop sessions on the Future Council options could be held in public.

A Member suggested that the Chairs and Vice-Chairs of Constituency Committees could be invited to the Chair and Vice-Chairs meeting, although another Member cautioned against this as the Constituency Committees acted independently of each other.

Resolved – That the report, presentation and comments be noted.

4 **DIRECTORATE PLAN / PERFORMANCE MANAGEMENT REPORT**

The Director of Resources presented a report which outlined the year end performance of the Department against its Directorate Plan for 2013/14 in a Performance Dashboard. It also presented the 2014/16 Directorate Plan and current performance against its delivery, as at 31 May 2014. It translated the priorities set out in the Plan into a coherent set of performance outcome measures and targets.

The report also included appendices with exception reports on those four items which had been 'red' rated for non-compliance against the specified target. The four measures rated red were:

- Percentage of adult care packages supported by Direct Debit
- Percentage collection rate on additional debit re: impact of Council Tax Support Scheme, discount and exemption
- Percentage recovery of personal finance unit charges (historic charges)
- Percentage of personal finance unit assessments completed within timescale

In response to comments from Members the Director of Resources stated that each target had been reviewed for this year. Workshops had taken place in the Department on corporate values but she would ensure the information as to whether they had been completed across the Council was circulated to the

Committee. The Department continued to work hard to meet the target for payments to local small and medium enterprises but capacity issues remained.

The Head of Legal and Member Services reported that in respect of the Freedom of Information Scrutiny Review, the various actions agreed by the review were being worked through and that the statistical analyses requested would be available for the next meeting.

The Head of Business Processes responded to Members' comments, in respect of the adult care packages supported by direct debit some clients did not want to pay by direct debit. There was a resource issue with staff having to spend time telephoning people to encourage them to switch to direct debit. Direct debits were approximately ten times cheaper than other methods of collection. Other Local Authorities had not been able to reach the target the Council was aiming for; whatever number increase was achieved would be a saving.

The Council Tax Support Scheme was a local scheme only for working age claimants giving up to 78 per cent support. If people didn't pay the 22 per cent then the Council was obliged to take action to recover this through a liability order. Court costs of £90 were added on by the Department of Work and Pensions but these costs were accounted for and the Council could not make any profit on these. With regard to the percentage collection rate on additional debt, the target was 0.2 per cent lower for 2014/15 as a reflection of what the true situation would be with collection being harder in the second year.

Resolved - That the Performance Dashboard and Directorate Plan be noted.

5 **FINANCIAL MONITORING 2014/15 MONTH 2 (MAY 2014)**

The Director of Resources presented the financial monitoring report for Month 2 (May 2014) in respect of the budget performance for the Transformation and Resources Directorate.

The report gave details of performance against revenue and capital budgets and in year efficiency savings for 2014/15. The Director drew the Committee's attention to the currently forecast underspend of £21,000 in respect of the revenue budget.

The Director gave details of the two savings which were red rated:

- Libraries and One Stop Shops - savings were initially predicated on revising opening hours, introducing lone working with support from volunteers and / or agile workers. These measures had yet to be

introduced, but compensatory savings, primarily from vacant posts had been found.

- Discretionary Relief - savings were expected to be delayed by 3 months resulting in a deficit of 25% (£80k). Compensatory savings would need to be identified.

Responding to comments from Members, the Head of Business Processes reported that he had no specific figures with regard to the number of volunteers who had come forward to work in libraries. If no volunteers were to come forward the Department would be working on how best to continue with the number of libraries and discuss this with the trades unions. The intention was to maximise support from the community. A meeting had been held with the Friends of the Library Group, they were keen to be involved as were some user groups and friends groups attached to particular libraries.

The Department would make sure that libraries with individual workers and volunteers working alongside were properly risk assessed.

Resolved – That this Committee notes the report.

6 WORK PROGRAMME UPDATE REPORT

The Committee considered a report from the Director of Resources which updated Members on the current position regarding the Committee's work programme. Consideration would need to be given to the need for flexibility in the work programme, particularly in terms of scrutinising options arising from the Future Council Programme in September.

The Chair informed the Committee that she had met with the party spokespersons and they had agreed that in light of the forthcoming Future Council scrutiny to be undertaken, the review on sickness absence be deferred. A task and finish review on the Local Welfare Assistance Scheme should, however, proceed as soon as possible. If Members had any other suggestions to be included on the work programme they should liaise with their group spokesperson.

The Director of Resources suggested that it could inform the scrutiny work on the Future Council options and could be undertaken in advance of publication of these options. She confirmed that the Authority would have discretion over the use of the unspent grant monies.

Responding to comments from Members, the Head of Business Processes stated that the weekly payments from the LWA scheme were currently around £24,000 but he would supply an update on this figure for the Committee and the Task and Finish Group. He confirmed that a letter had been sent to the Government Minister asking the Government to rethink its position on the

LWA grant funding for 2015/16 and beyond, but to date no response had been received.

In response to a Member's comment, with regard to a proposed scrutiny review on shared services, the Scrutiny Officer confirmed that as the possibility of shared services with Cheshire West and Chester Council had been put on hold it was not appropriate at this time to go ahead with this review.

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

Resolved –

(1) That the report be noted.

(2) That a Task and Finish Group be established to look at the Local Welfare Assistance Scheme with the following Members: Councillors Tom Anderson, Phil Gilchrist, Louise Reecejones, Matthew Patrick and Tracey Smith, all of whom had volunteered to be on this group.

WIRRAL COUNCIL

TRANSFORMATION AND RESOURCES POLICY & PERFORMANCE COMMITTEE

16 SEPTEMBER 2014

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

1.0 EXECUTIVE SUMMARY

This report updates Members on the current position regarding the Committee's work programme. Consideration is given to the need for flexibility in the work programme, particularly in terms of scrutinising options arising from the Future Council Programme in September.

2.0 BACKGROUND AND KEY ISSUES

- 2.1 The Transformation and Resources Policy & Performance Committee is responsible for proposing and delivering an annual work programme. This work programme should align with the corporate priorities of the Council and be informed by service priorities and performance, risk management information, public or service user feedback and referrals from Cabinet or Council.
- 2.2 The work programme is made up of a combination of scrutiny reviews, standing items and requested officer reports. This provides the committee with an opportunity to plan and regularly review its work across the municipal year.
- 2.3 In determining items for the Scrutiny Work Programme, good practice recommends the following criteria should be applied:
- Public Interest – topics should resonate with the local community
 - Impact – there should be clear objectives and outcomes that make the work worthwhile
 - Council Performance – the focus should be on improving performance
 - Keeping in Context – should ensure best use of time and resources

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

- 3.1 A meeting of the Chair, Vice-Chair and Group Spokespersons was convened to develop the work programme for the municipal year. It was subsequently proposed and agreed with the Strategic Director of Transformation and Resources that senior officers would provide a brief overview of services and issues relating to the Directorate to this committee. This would allow all Members to engage with senior officers to determine appropriate items for the work programme. A draft work programme for this Committee is attached as Appendix 1.
- 3.2 As part of the 2013/14 Work Programme, a Task & Finish review of Sickness Absence was approved by the Committee to be included as part of the 2014/15 Work

Programme. At the meeting of the Chair, Vice-Chair and Group Spokespersons, it was proposed that this review should not commence at this time due to no perceived value being provided at a time when the Council is delivering the Future Council project. It is proposed that this is removed from the work programme.

- 3.3 An update on the proposed arrangements for the scrutiny of Future Council options is elsewhere on the agenda of this meeting. It is anticipated that this detailed scrutiny work will be carried out during September and October, reporting back to the meeting of this Committee on 5 November 2014.

4.0 PREVIOUS / CURRENT SCRUTINY REVIEWS – UPDATE

4.1 Local Welfare Assistance

A meeting of the Task & Finish panel was convened on 6 August 2014 to determine the scope of this review. However, it transpired that there was uncertainty in regards to the unspent grant funding from previous years. It was agreed with the Chair of this Committee and the Members of the review panel that the review should be suspended until any Cabinet decision on the unspent grant funding was clear as it would not be possible to establish an appropriate scope for the review at this time.

5.0 Spotlight Sessions

- 5.1 During the previous municipal year, Committee Members of the Families and Wellbeing Policy & Performance Committee benefited from a number of sessions led by health partners who described the services provided by their organisation and the key challenges faced.
- 5.2 It is therefore proposed that this Committee considers introducing sessions during the municipal year for Members to meet in an informal setting if a need has been identified. These sessions, titled ‘Spotlight Sessions’, will enable a topic to be explored with relevant officers or organisations in greater detail than time would allow during a formal Committee meeting. However, a short summary of the session would be provided to the next available Policy & Performance Committee meeting allowing any formal discussion and resolutions to be agreed.
- 5.3 Appropriate topics can be identified through formal Committee meetings or through the Committee’s agenda setting meetings, held with the Chair, Vice-Chair and Group Spokespersons. Topics can include, for example, an overview of relevant legislation or specific service provision.

6.0 PROGRESS IMPLEMENTING PREVIOUS RECOMMENDATIONS

- 6.1 The outstanding recommendations from previous scrutiny reviews for this committee relate to the following Reviews completed in the previous municipal year:
- 6.2 Freedom of Information
The recommendations made in the Freedom of Information Scrutiny Review and how these will be monitored will be discussed at a future Chair, Vice-Chair and Party Spokespersons meeting.

7.0 RECOMMENDATIONS

- 7.1 Members are requested to consider and approve items for the Transformation and Resources Policy & Performance Committee work programme for 2014/15 as shown in Appendix 1, making any necessary amendments.
- 7.2 Committee is requested to approve the proposal for Spotlight Sessions to be provided as the need is identified by Members.

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2014-15 Transformation and Resources Policy & Performance Committee Work Programme

Key Activities	Lead Member / Officer	Reason for Review	May 2014	June 2014	July 2014	Aug 2014	Sept 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	April 2015	Outcome
Committee Dates					15th		16th		5th	4th		4th		21st	
Scheduled Reviews															
Local Welfare Assistance Scheme		Requested by Members													
Future Council															
Potential Reviews															
Sickness Absence															
Notice of Motion															
Reports Requested															
Standing Items															
Performance Dashboard															
Financial Monitoring															
Special Budget meeting															

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WIRRAL COUNCIL

TRANSFORMATION AND RESOURCES POLICY AND PERFORMANCE COMMITTEE

16TH SEPTEMBER 2014

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

1.0 EXECUTIVE SUMMARY

- 1.1 The aim of this report (Appendix 1) is to outline the current performance of the Transformation and Resources (as at 31st July 2014) against its Directorate Plan for 2013/14.

2.0 BACKGROUND AND KEY ISSUES

- 2.1 As part of the development of the Directorate Plans, SMART (Specific, Measurable, Achievable, Realistic and Time related) outcome measures have been developed that link directly to the Corporate Plan. The senior management team have determined the corporate and directorate outcome indicators contained within the report and signed off the following parameters which underpin their on-going performance management:

- 2014/16 Transformation and Resources Directorate Plan
 - 2014/15 Plan trajectory
 - 2014/15 Performance tolerance levels (determine RAG [Red, Amber, Green] status)
 - Head of Service responsible for delivery of target
- 2.2 Directorate Plan performance (includes Corporate Plan targets) 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 will be produced and made available, to support corporate and directorate 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 outcome measures
- 3.2 Of the 19 indicators for 2014/15, 14 are rated green, 2 are rated amber and 3 are rated red. The 3 indicators rated red have action plans (included as Appendix 2, 3 and 4) which refer to:
2. TRCP03: % Performance Appraisals completed
 3. TRDP06: % Suppliers paid (or payment terms) within 30 days
 4. TRDP09: Reduction in the issuing of general exception notices under the Access to Information rules

4.0 RELEVANT RISKS

- 4.1 The performance management framework policy is aligned to the 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 Directorate Plan will be addressed by Directorate 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 equalities implications relating to the actions set out in the Directorate Plan will be addressed by departments as appropriate, and details set out in individual departmental plans.

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 key priorities identified by the Directorate Plan.

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APPENDICES

Appendix 1 – Directorate Plan Performance Report (July 2014)

Appendix 2 - % Performance Appraisals completed (exception report)

Appendix 3 - % Suppliers paid (or payment terms) within 30 days (exception report).

Appendix 4 - Reduction in the issuing of general exception notices under the Access to Information rules (exception report).

REFERENCE MATERIAL

N/A

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Transformation and Resources Policy and Performance Committee	30th July 2013
	23rd September 2013
	29th January 2014
	14th April 2014
	15th July 2014

Transformation & Resources Directorate Performance, Finance and Risk Report as at 31st July 2014



No.	Description	Data Source	Performance 2013/14	North West 2013/14	Target / Plan 2014/15	YTD Target 2014/15	YTD Performance	Forecast Outturn	Overall Status	Monthly Trend	Reporting Period	Accountable Officer (Head of Service)	Comments
PERFORMANCE													
DOMAIN 3: TRANSFORMATION AND RESOURCES													
Resources													
TRCP01	Implementation of Windows 7 & Office 2010 across the Council	Silver Project reports	N/A	N/A	100%	0%	0%	100%	G	↑	Apr - Jun 14	V Quayle	Pilot activities started 15 July 2014 as planned. 50 machines mainly for training and support deployed.
TRCP02	£(m) Projected Delivery of Council budget savings	General Ledger, revenue monitor and Concerto	£46.900	N/A	£36.259	-	£11.291	NYA	A		May-14	V Quayle	£11.291m savings delivered at May 2014 and £24.968m to be delivered. Of the savings to be delivered £5.932m is rated Green (on track), £8.335m is rated Amber (concerns) and £10,701m is rated Red (high risk/not achieved). Compensatory savings and mitigation have been identified for a number of areas reducing the risk of a forecast overspend to £3 million. The next update (June / July 2014) will be available in the September 2014 report.
TRDP05	Delivery of Strategic Internal Audit plan 2014/15	IA Performance Management Spreadsheet / APACE	100%	N/A	100%	10.00%	12%	100%	G	↑	Apr - Jun 14	V Quayle	Delivery of the Audit Plan is on target.
TRDP06	Suppliers paid (or payment terms) within 30 days	Accounts Payable System	83.02%	N/A	90.00%	90.00%	82.20%	90.00%	R	↓	Jul-14	V Quayle	82.20% (4977) invoices paid within 30 days, performance has fallen by 3.26% compared to June 2014. This is due to seasonal variations in receipting of invoices. The Payments Manager has contacted departmental managers to ensure all invoices are receipted in time to meet payment deadlines. Improvement in performance is expected in August and September 2014.
TRDP07	Local SME suppliers paid within 10 days	Accounts Payable System	N/A (new PI for 2014/15)	N/A	60.00%	35.00%	34.78%	60.00%	G	↑	Jul-14	V Quayle	New performance process implementation is due in September 2014.
Legal & Member Services													
TRDP08	Reduction in the total number of Extraordinary Council and Special Meetings of Cabinet and Committees	Mod.Gov System	18	N/A	15	4	2	15	G		Apr - Jun 14	S Tour	One additional Extraordinary Council / Special Meeting took place during July 2014. It is forecast, based on performance to date, that the year end target will be met.
TRDP09	Reduction in the issuing of general exception notices under the Access to Information Rules	Mod.Gov System	10	N/A	8	2	3	8	R		Apr - Jun 14	S Tour	The quarter one target was exceeded due to key decision items or items relying on exempt information not being included in the forward plan, thereby not allowing the correct notice to be provided prior to the key decision and/or items relying on exempt information being considered /made. No further general exception notices have been issued during July 2014. With increased awareness to Departmental Management Teams / Heads of Service (via the Chief Executive Strategic Group) to highlight the importance of keeping the forward plan up to date and ensuring that key decisions and/or decisions relying on exempt information are publicised for at the very least 28 clear days in advance, to avoid the need to issue general exception notices under the Access to Information Rules; It is forecast that performance will be back on track to meet the year end target.
TRDP10	Reduction in the total number of published supplementary agendas for Council Cabinet and Committee meetings	Mod.Gov System	32	N/A	25	4	3	25	G		Apr - Jun 14	S Tour	A further 6 supplementary agendas have been published during July 2014. It is forecast, based on performance to date, that the year end target will be met.

No.	Description	Data Source	Performance 2013/14	North West 2013/14	Target / Plan 2014/15	YTD Target 2014/15	YTD Performance	Forecast Outturn	Overall Status	Monthly Trend	Reporting Period	Accountable Officer (Head of Service)	Comments
Human Resources & Organisational Development													
TRCP03	Performance Appraisals completed	Intranet	27% (employee KIEs) 65% (senior manager PAs)	N/A	80%	20%	2%	25%	R		Apr - Jun 14	C Hyams	As at July 2014 9% of Performance Appraisals (PA's) have been completed. The message to complete PA's was communicated in May, June and July One Briefs and via the Chief Executive Strategic Group. All PA's are to be carried out during June to August 2014, and reminders will be sent out via CESG during August 2014. Relevant training for managers and employees has been taking place since June 2014. It is forecast, based on current performance to date, that only 25% of PAs will be completed by the end of August 2014 (55% below the target set).
TRCP04	Sickness Absence: The number of working days / shifts lost due to sickness (cumulative)	Data collected via HR SelfServe	10.47	N/A	9.75	2.49	2.14	8.39	G	↓	Apr - Jun 14	C Hyams	The indicator definition and calculation is now based on all Council employees (including temporary staff but not including schools) and not on the old national Best Value Performance Indicator. The old indicator included schools but excluded temporary staff employed for less than 12 months. The new definition is more representative of actual lost time and is based on the same formula for delivering team performance to all line managers using the HR Management Information System. This will also provide better benchmark comparison with councils in North West region. The provisional sickness absence rate of 2.14 days for April - June 2014 is accurate based on input. The provisional April - July figure of 2.70 is based on input to the 25 July 2014.
TRDP11	Leadership Development Programme completed	Programme Attendance Sheets	50%	N/A	90%	50%	50%	90%	G	↑	Apr 13 - Jul 14	C Hyams	Of the 40 Senior Managers still to complete the programme, 12 are registered and regularly attending the programme sessions. The final session is scheduled for the 1st August 2014.
TRDP12	Management Development Programme modules completed	Attendance Sheets & E-Learning Reports	5%	N/A	90%	10%	12%	90%	G	↑	Apr 13 - Jun 14	C Hyams	Attendance on the Management Development Programme is continuing throughout the summer months.
Business Processes													
TRDP13	Client finance recovered by end of month following billing	Oracle , Accounts Receivable systems	67.51%	N/A	75.00%	36.99%	61.71%	75.00%	G	↑	Jun-14	M Flanagan	The return at this point is time is better than anticipated and may be evidence of proactive work to collect charges relatively soon after invoicing the client. Resources have however been depleted in this work area over the last month and may not be brought back up to adequate levels in the near future. As such it remains inappropriate to review the year end target on the basis of present achievement as this level of improvement might not be maintained
TRDP14	Recovery of Council Tax	Rev Ben System	95.4%	96.2% 15th of 36 Met Councils (12/13)	95.5%	37.4%	37.0%	95.5%	G	↔	Apr - Jul 14	M Flanagan	Performance is in line with the 37.4% recovery rate for April - July 2013 and it is forecast the year end target will be met.
TRDP15	Recovery of National Non Domestic Rates (NDR)	Rev Ben System	96.3%	96.7% 31st of 36 Mets (12/13)	96.4%	34.3%	36.2%	96.4%	G	↓	Apr - Jul 14	M Flanagan	Performance is 1.9% above the target and is forecast to meet the year end target. It is slightly below the 39.8% recovery achieved for April - July 2013, but this reflects a lower collection due to 25% of customers taking up the offer of 12 instalments rather than 10 offered for the 1st time from 1 April 2014.
TRDP16	Spend maximised of Discretionary Housing Payment	Core Benefits Processing system – Capita, Academy	95.0%	87.1% (Statistical Peers)	95.0%	95.0%	742.0%	222.0%	G	↑	Jul-14	M Flanagan	Level of demand has eased off a little although spend remains very high - significantly this is due to impacts of welfare reforms with the majority of awards being made in respect of rental shortfalls as a result of local housing allowance and the social sector size criteria changes. Officers are considering what else can reasonably be done to slow down the rate of spend - it is prudent to note that there is no LA contribution and that there remains scope for consideration of this.

No.	Description	Data Source	Performance 2013/14	North West 2013/14	Target / Plan 2014/15	YTD Target 2014/15	YTD Performance	Forecast Outturn	Overall Status	Monthly Trend	Reporting Period	Accountable Officer (Head of Service)	Comments
	Description	Data Source	Performance 2013/14		Target 2014/15		Forecast 2014/15		Overall forecast		Reporting	Accountable	Comments
TRDP17	Directorate Revenue Budget (£m)	General Ledger, revenue monitor and Concerto	£16.579	N/A	£20.200	-	£34.761	£20.178	G		Apr - May 14	V Quayle	April - May 2014 as per Cabinet Report 7th July 2014. Expenditure to date seems high but is not an issue as substantial recharge income arrives at year end
TRDP18	Directorate Capital Programme (£m)	General Ledger, revenue monitor and Concerto	£1.777	N/A	£4.000	-	£0.081	£4.000	G		Apr - May 14	V Quayle	April - May 2014 as per Cabinet Report 7th July 2014.
TRDP19	Directorate Savings achieved (£m)	General Ledger, revenue monitor and Concerto	£29.000	N/A	£3.908	-	£0.613	£3.908	A		Apr - May 14	V Quayle	April - May 2014 figures based on P&P Committee 15th July. 2 options £786K classed as red with compensatory savings identified so far for £706K. Remaining £80K will be identified

Risk

Performance is improving
Lower is better



Performance is improving
Higher is better



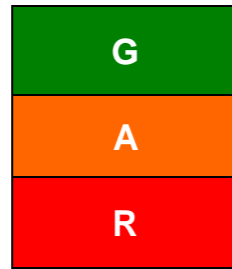
Performance is deteriorating
Lower is better



Performance is deteriorating
Higher is better



Performance sustained
in line with targets set



Performance within tolerance for target set.

Performance target slightly missed (outside of tolerance).

Performance not on track, action plan required.

Lik = Likelihood

A qualitative description of the probability or frequency of the risk happening.

Imp = Impact

The evaluated effect or result of a particular risk happening.

Total = Risk score

Assessment of the combined scores, for the likelihood and impact of the risk happening, after taking into account any controls in place to manage the risk (Lik x Imp).

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PERFORMANCE ACTION PLAN TEMPLATE

This template is to be completed and forwarded to the Corporate Performance Team for ALL Corporate and Directorate performance measures showing **RED** status of non-compliance against the specified target. It needs to be updated on a monthly basis for the period that the measure shows a **RED** status.

INDICATOR OVERVIEW			
Indicator Title	TRCP03 - Performance Appraisals completed		
Strategic Director Lead	Joe Blott		
Departmental Lead	Chris Hyams/ Melissa Holt		
Year End Target	80%	Year End Forecast	25%

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	9%	+ / - Target - 61%
Non-compliance reason	The message to complete Performance Appraisals (PAs) was communicated in May, June & July 2014 One Briefs and via CESG. However, the percentage completion of PAs recorded during July 2014 is much lower than anticipated. All PA are to be carried out during June to August 2014.	

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)	Further encouragement and promotion from Senior Managers.
How (will it be achieved)	Increased awareness via a reminders in One Brief and to Heads of Service (via DMTs) to highlight the requirement to complete and record all PAs within the timescales set.
Who (will be responsible)	Melissa Holt, Organisational Development Manager
When (will results be realised)	September 2014 However, it is forecast, based on current performance to date, that only 25% of PAs will be completed by the end of August 2014 (55% below the target set).

PERFORMANCE ACTION PLAN TEMPLATE

This template is to be completed and forwarded to the Corporate Performance Team for ALL Corporate and Directorate performance measures showing **RED** status of non-compliance against the specified target. It needs to be updated on a monthly basis for the period that the measure shows a **RED** status.

INDICATOR OVERVIEW			
Indicator Title	TRDP06 - Suppliers paid (or payment terms) within 30 days		
Strategic Director Lead	Joe Blott		
Departmental Lead	Vivienne Quayle		
Year End Target	90.00%	Year End Forecast	90.00%

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	82.20%	+ / - Target : -7.80%
Non-compliance reason	Performance has fallen by 3.26% compared to June 2014. This is due to seasonal variations in receipting of invoices.	

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)	Managers need to ensure that all invoices are receipted in time to meet payment deadlines.
How (will it be achieved)	The Payments Manager has contacted departmental managers to ensure all invoices are receipted in time to meet payment deadlines.
Who (will be responsible)	Ray Williams
When (will results be realised)	Improvement in performance is expected in August and September 2014.

PERFORMANCE ACTION PLAN TEMPLATE

This template is to be completed and forwarded to the Corporate Performance Team for ALL Corporate and Directorate performance measures showing **RED** status of non-compliance against the specified target. It needs to be updated on a monthly basis for the period that the measure shows a **RED** status.

INDICATOR OVERVIEW			
Indicator Title	TRDP09 - Reduction in the issuing of general exception notices under the Access to Information Rules		
Strategic Director Lead	Joe Blott		
Departmental Lead	Surjit Tour		
Year End Target	8	Year End Forecast	8

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	3	+ / - Target : +1
Non-compliance reason	This Target has been exceeded due to key decision items or items relying on exempt information not being included in the forward plan, thereby not allowing the correct notice to be provided prior to the key decision and/or items relying on exempt information being considered /made.	

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)	That all key decision items and/or items relying on exempt information are placed on the forward plan at least 28 days before they are considered. Further encouragement and promotion from Senior Managers.
How (will it be achieved)	Increased awareness to Departmental Management Teams / Heads of Service (via the Chief Executive Strategic Group) to highlight the importance of keeping the forward plan up to date and ensuring that key decisions and/or decisions relying on exempt information are publicised for at the very least 28 clear days in advance, to avoid the need to issue general exception notices under the Access to Information Rules.
Who (will be responsible)	Surjit Tour
When (will results be realised)	March 2015, it is forecast that highlighting the need to update the forward plan will bring the performance back on track to meet the year end target.

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WIRRAL COUNCIL

TRANSFORMATION & RESOURCES POLICY & PERFORMANCE COMMITTEE

16 SEPTEMBER 2014

SUBJECT	FINANCIAL MONITORING 2014/15 MONTHS 3/4 (JUNE/JULY 2014)
WARD/S AFFECTED	ALL
REPORT OF	DIRECTOR OF RESOURCES

1 EXECUTIVE SUMMARY

- 1.1 This report sets out the financial monitoring information for this Committee in a format consistent across the Policy and Performance Committees. The report aims to give Members sufficient detail to scrutinise budget performance for the Directorate. Financial information for Months 3/4 (June/July 2014) which is being reported to Cabinet on 11 September is included.

2 BACKGROUND AND KEY ISSUES

- 2.1 Members of the Policy and Performance Committees have previously 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 The Coordinating Committee has 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 REPORTING TO POLICY & PERFORMANCE COMMITTEES

- 3.1 The relevant sections from the most recent revenue and capital monitoring reports reported to Cabinet are summarised into a bespoke report for each Policy and Performance Committee. 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 11 September 2014.

PERFORMANCE AGAINST REVENUE BUDGETS MONTH 4 (JULY 2014)

3.3 CHANGES TO THE AGREED BUDGET

3.3.1 2014/15 Original & Revised Net Budget

	Original Net Budget £000's	Approved Budget Changes Prior Mths £000's	Approved Budget Changes Month 4 £000's	Revised Net Budget £000's
Transformation & Resources	20,199	-	71	20,270
Net Cost of Services	20,199	0	71	20,270

3.3.2 Changes to the Budget agreed since the 2014/15 Budget was set

Items	£000's
Adjustment to recharges between T&R and R&E	71

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 2014/15 Projected Budget variations

Directorates	Revised Budget £000's	Forecast Outturn £000's	(Under) Overspend Month 4 £000's	RAGBY Classification £000's	Change from prev mnth £000's
Transformation & Resources	20,270	20,219	-51	G	-51
TOTAL	20,270	20,219	-51		-51

3.4.3 RAGBY full details

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

3.4.4 One business area is currently flagged as red rated. This relates to:

- Business Processes within Transformation & Resources – This overspend is due to increased costs as a result of delayed savings. Based on the 2013-14 outturn position there is a potential shortfall on Summons Costs income. A better indication of this will be after the half year stage in September when further summon costs in respect of 2014/15 bills will have been raised.

3.4.5 One business area is currently flagged as yellow rated. This relates to:

- Resources within Transformation & Resources - Underspend on Employees mainly due to Financial Services although there are other smaller employee underspends within other areas. An additional £60,000 within Treasury has been generated following a review to ensure full cost recovery of services provided to Merseyside Pension Fund.

3.4.6 Below is a breakdown of the Budget Areas within Transformation and Resources with their RAGBY ratings.

	RAGBY
Business Processes	Red
HR & OD	Green
Legal & Member Services	Green
MPF	Green
Resources	Yellow
Transformation & Resources	Green
Corporate & Democratic Services	Green
Total	

3.4.7 An underspend of £51,000 is currently forecast for the directorate. The Library savings relating to changes agreed in 2013/14 for implementation in 2014/15 have not been implemented. These savings related to changes in opening hours and working arrangements and are being covered at the moment from vacant posts within the service.

3.5 IMPLEMENTATION OF 2014/15 SAVINGS

3.5.1 Budget Implementation Plan 2014/15

BRAG	Number of Options	Approved Budget Reduction £000's	Amount Delivered at July £000's	To be Delivered £000's
B - delivered	4	351	351	0
G – on track	7	1,506	0	1,506
A - concerns	4	1,265	487	778
R - high risk/ not achieved	3	786	0	786
Total at M04 July	18	3,908	838	3,070

3.5.2 The Red rated options relates to the following:

- Libraries and One Stop Shops - Savings were initially predicated on revising opening hours, introducing lone working with support from volunteers and / or agile workers. These measures have yet to be introduced, but compensatory savings, primarily from vacant posts have been found.
- Discretionary Relief - Savings are expected to be delayed by 3 months resulting in a deficit of 25% (£80,000). Compensatory savings will need to be identified.
- Credit Charge Charges - Implementation of this charge on credit card transactions has been delayed. Bank charges are currently projected to overspend by £14,000.

3.6 PERFORMANCE AGAINST CAPITAL BUDGETS MONTH 4 (JULY 2014)

3.6.1 Table 1: Capital Budget

	Capital strategy £000's	Re-profiling £000's	Other changes to be noted £000's	Revised Capital Programme £000's	Actual Expenditure July 2014 £000's
Transformation & Resources	4,000	0	0	4,000	1,002
Total expenditure	4,000	0	0	4,000	1,002

3.6.2 Transformation & Resources

The Council has embarked upon a substantial programme of investment into Information Technology which includes the Oracle System and is a key element in supporting the delivery of the Future Council project. The acquisition of equipment is in progress and should all be in place by the end

of the financial year.

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 and Resources Directorate is projecting a £51,000 under spend as at the 31 July 2014.

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 and 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 Capital Monitoring report to Cabinet on 11 September 2014:-
Annex 1 Proposed Capital Programme and Funding Cabinet March 2014

SUBJECT HISTORY

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

Annex 1 Revised Capital Programme 2014/15

	Revised Programme £000	Actual £000	Council Resources	Grants	Revenue/ Reserves	Total
Transformation & Resources						
I.T Development	4,000	1002	4,000			4,000
West Kirby and Heswall OSSs	0					0
	4,000	1,002	4,000	0	0	4,000

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