



Transformation and Resources Policy and Performance Committee

Date:	Wednesday, 4 February 2015
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 - 6)

To approve the accuracy of the minutes of the meeting held on 5 November, 2014.

3. COUNCIL TAX AND ACCOUNTS RECEIVABLE 2014/15 (Pages 7 - 12)

4. FUTURE COUNCIL IMPLEMENTATION - UPDATE REPORT (Pages 13 - 18)

- 5. ICT STRATEGIC IMPLEMENTATION PLAN UPDATE (Pages 19 - 24)**
- 6. DIRECTORATE PLAN PERFORMANCE MANAGEMENT REPORT (Pages 25 - 44)**
- 7. FINANCIAL MONITORING 2014/15 (Pages 45 - 52)**
- 8. WORK PROGRAMME UPDATE (Pages 53 - 56)**
- 9. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR**

TRANSFORMATION AND RESOURCES POLICY AND PERFORMANCE COMMITTEE

Wednesday, 5 November 2014

<u>Present:</u>	Councillor	J Williamson (Chair)	
	Councillors	P Doughty M Daniel R Gregson M Patrick J Walsh	I Williams T Anderson B Berry K Hodson P Gilchrist
<u>Deputies:</u>	Councillors	M Sullivan (In place of C Muspratt) W Clements (In place of Tracey Pilgrim) S Williams (In place of A Sykes)	
<u>In attendance:</u>	Councillors	A Jones	C Meaden
<u>Apologies</u>	Councillor	L Reecejones	

13 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.

Councillors Wendy Clements and Tom Anderson declared their personal interests in agenda items 3 and 4, 'Future Council Consultation Findings' and 'Future Council Budget Options Scrutiny Review', by virtue of their being friends of Greasby and Irby Libraries.

Councillor Mike Sullivan declared a personal interest in agenda items 3 and 4, 'Future Council Consultation Findings' and 'Future Council Budget Options Scrutiny Review', by virtue of him being a friend of Pensby Library.

Councillor Matthew Patrick declared a personal interest in agenda items 3 and 4, 'Future Council Consultation Findings' and 'Future Council Budget Options Scrutiny Review' by virtue of him being a member of Upton Library.

14 MINUTES

Members were requested to receive the minutes of the meeting of the Transformation and Resources Policy and Performance Committee meeting held on 16 September, 2014.

Resolved – That the minutes of the meeting of 16 September, 2014 be approved.

15 FUTURE COUNCIL CONSULTATION FINDINGS

The Committee received a presentation from Kevin MacCallum, Marketing and Communications Manager, Neighbourhoods and Engagement, on the process of the Budget Options consultation. The consultation was launched on 8 September with an extensive on and offline promotion and finished on 31 October, 2014. A total of 7,874 responses had been received with a breakdown as follows:

- Residents 6,872
- Members of Staff 1,079
- Voluntary, Community, Faith sector 260
- Partner Organisations 62
- Local Businesses 176

He also provided details of the demographic and geographic breakdown of the responses and of a number of petitions which had been received in respect of the Budget Options and particularly with regard to Pensby, Irby, Greasby and Upton Libraries.

For 2015/16 £18 million savings were required, the Future Council project had been able to identify potential savings and efficiencies of £15.5 million. If implemented, these savings would potentially reduce the budget gap to £2.5 million in 2015/2016. Options had been proposed by the Chief Executive which would achieve a combined saving of just under £4million for 2015/2016.

Kevin MacCallum then provided a breakdown of the responses in respect of the two budget option proposals relevant to this Committee:

- Council Tax Over 70s Discount
- Community Libraries

With the Council Tax Over 70s Discount option he also provided a breakdown of the responses by age.

In response to comments from Members, Kevin MacCallum agreed to provide a breakdown of the geographical analysis provided based on wards rather

than constituencies. Kevin MacCallum further directed Members to a report to Cabinet which provided Committee with a dashboard of all options and the feedback provided through the consultation questionnaire. The petitions which had been submitted would be referred to in the report to Cabinet, but they did stand independent of the questionnaires.

Resolved – That the report be noted.

16 **FUTURE COUNCIL BUDGET OPTIONS SCRUTINY REVIEW**

The Committee received the findings of the Scrutiny Review into the two budget options which fell under its remit.

Community Libraries

The Head of Business Processes introduced this review to the Committee.

The Chair thanked all those Members who had sat on the Scrutiny Reviews, the officers for all their time and work on the review and Professor Lee, Chair of the Wirral Libraries Forum.

Members commented upon the review and the positive way in which the review was conducted with a great level of detail provided by officers. The conclusions were a fair representation of what the Panel had decided.

The Head of Business Processes clarified for Members the way in which opening hours of 24 hours could be split across libraries. If a constituency had four community libraries then the 96 hours total could be spread out across the four libraries to best meet the needs of each particular area. He also confirmed that the majority of libraries did have a user group, though not everyone and those that didn't tended to be in those areas with most need.

A Member queried whether the Council could be in breach of the Public Libraries and Museums Act 1964 if it were to reduce opening hours of libraries if local user groups were not consulted.

The Head of Legal and Member Services responded that he was not aware of any such challenges to this option and that the consultation arrangements were compliant with requirements under the legislation. There would be a need to consult with all relevant stakeholders to ensure the Council met their identified needs. User groups would be consulted as to how hours were allocated across each library within a constituency.

A Member suggested that if Cabinet were to approve this budget option then another Task and Finish Group could be established to examine the best way forward.

A Member commented that the Council was trying its utmost to maintain all 24 libraries within the Borough and that each library was unique with its own specific requirements.

Councillor Gilchrist moved, and it was seconded by Councillor Steve Williams, an addition to the conclusions of the scrutiny review, that –

“Cabinet be reminded of the findings of the Sue Charteris review with regard to the need for an assessment of local needs, the requirements of children, the need for a Strategic Plan and the requirement to address the needs of deprived communities and be asked to develop a process to ensure that this is taken into account.”

The motion was agreed unanimously and it was then –

Resolved – That the Scrutiny Review be referred to Cabinet and that this Committee endorses the conclusion of the Panel as follows:

- (1) Whilst the majority of members accepted a need for reduced levels of provision to meet the need for savings, the whole Panel felt the current proposals in respect of opening hours were not ideal. Specifically, a one size fits all approach in allocating the number of hours should not apply across all community libraries as operational needs may differ. The majority of the Panel recommended local consultation is carried out on Community Libraries to determine preferred opening arrangements on the basis of an allocation of 24 hours of operation per week. The Panel also agreed the Constituency Committees should play a role in deciding on the future of libraries in their area.**
- (2) Cabinet be reminded of the findings of the Sue Charteris review with regard to the need for an assessment of local needs, the requirements of children, the need for a Strategic Plan and the requirement to address the needs of deprived communities and be asked to develop a process to ensure that this is taken into account.**

Council Tax Over 70s discount

The Committee then considered this second budget option, which the Head of Business Processes introduced.

The Chair thanked all the officers who were involved in this scrutiny review.

A Member commented upon the position some people could be in who were just above the level for support and the need to mitigate the impact of any loss of discount for those on a low income.

The Head of Business Processes responded that this was referred to in the fifth observation on the review and the need to look at the best ways to alert people to the assistance they could seek out. He would expect the Council to be alerting people within the billing regime.

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

Resolved - That the Scrutiny Review be referred to Cabinet and that this Committee endorses the observations from individual Panel members as follows:

- **The proposal brings Wirral in line with other authorities which do not provide a pensioner discount.**
- **Council Tax Support was reduced for working age residents with the introduction of 22% contributions immediately when it was introduced in April 2013. In this context, the removal of the 5% discount in terms of impact is more marginal and is considered less likely to put people into real hardship.**
- **Pensioners are seen as being on a fixed income. The government's threshold for a referendum on increased Council Tax is 2%, therefore a 5% increase albeit for a proportion of the population could be considered significant.**
- **A key opportunity for mitigating the impact would be to phase out the discount gradually in a similar way to Barnsley Council. However, it was acknowledged that this becomes a more complex change to communicate.**
- **Another way to mitigate this proposed budget option would be to communicate the change clearly in order that households can undertake mitigating activity themselves. This could be through communication via the annual Council Tax statement, through a dedicated communication to all those affected and/or via communications through all other communication channels.**
- **There is an opportunity to use this change as a mechanism to promote and widen the take up of other benefits for eligible pensioners.**

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WIRRAL COUNCIL

TRANSFORMATION AND RESOURCES POLICY & PERFORMANCE COMMITTEE

4 FEBRUARY 2015

SUBJECT	COUNCIL TAX AND ACCOUNTS RECEIVABLE 2014/15
WARD/S AFFECTED	ALL
REPORT OF	MALCOLM FLANAGAN, HEAD OF BUSINESS PROCESSES
RESPONSIBLE PORTFOLIO HOLDER	
KEY DECISION	NO

1.0 EXECUTIVE SUMMARY

1.1 This report shows the current status of Council Tax and Accounts Receivable as at 31 December 2014 and compares them with 31 December 2013 and explains the actions taken by the service to recover the debts.

2.0. BACKGROUND AND KEY ISSUES

2.1 Council Tax

2.1.1. Council Tax collection after nine months of the year is comparable with the equivalent 2013/14 collection rate. No significant changes to Council Tax apart from the amendment to the Pensioner Discount scheme were implemented for 2014/15. This is now the second year of Local Council Tax Support scheme and the removal of empty discounts and the empty premium, all which increased the sums to be directly collected.

2.1.2. Recovery from non-Council Tax Support recipient debtors is continuing as normal. Action taken to recover from those of Working Age that previously received full Council Tax Support (Benefit) up until 1 April 2013 is on-going. Repayment plans offering weekly/fortnightly instalments are offered to those contacting the Council. Where possible attempts to collect by Attachment of Earnings and Benefits will be prioritised however inevitably in some cases this will not be possible and alternative methods including Bailiffs will need to be utilised.

2.1.3. An exercise is currently underway, utilising an external supplier chosen by tender, to check the Single Person Discounts awarded (25%). In excess of 31,000 out of 55,640 discount awards are being checked. Council Tax Support recipients are excluded from this exercise. The incumbent firm, Capacity Grid, estimates that between 4-6% of the discount should be cancelled and the full charge re-instated. This has the potential to raise additional council tax income of £420,000, as well as limiting future year increases and ensuring Wirral council tax payers are not subsidising falsely

claimed discounts. A £300,000 tax base increase has already been budgeted for in additional income projections for 2015/16.

2.1.4 Capacity Grid has access to records such as credit checks and other financial details not available to the council. They have contacted the relevant council taxpayers on the council's behalf whereby discrepancies are apparent and are amending the records on the basis of supplied information or failure to reply. The first batch of 115 accounts have had their discount removed and the full charge re-instated. Work on other accounts is ongoing.

2.1.5 Council Tax activity until the end of December has resulted in 70,480 adjustment bills being issued against the 146,401 bills sent at main billing in March, 69,398 reminders have been issued followed by 18,864 summonses for non-payment and 14,022 Liability Orders issued by the Magistrates court. Numerous arrangements have been made and 8,616 arrangement reminders sent followed on by 7,108 arrangement default notices. Following on from the Liability Orders the major areas of collection are application to Attach Earnings this has taken place in 1,642 cases and Attachment to Benefits has been applied for in 5,283 cases. 6,483 cases have been passed to the Council's bailiff for collection. The council also uses Insolvency and as a last resort Committal to Prison although as is the case nationally this sanction is now rarely imposed by the courts.

2.1.6 Council Taxpayers are offered 10 or 12 instalments April to January or April to March; the default payment date is 6th of the month. Direct Debit payment is also by 10 or 12 instalments with a choice of payment days, 5th, 12th, 20th or 28th of the month 75% of payers, in excess of 90,000, choose Direct Debit. 12 instalments were introduced for 2013-14.

2.1.7 The following statement compares the amount collected for Council Tax in the period 1 April 2014 to 31st December 2014 with the amount collected in the same period in 2013/14:

	Actual 2014/15 £000s	Actual 2013/14 £000s
Cash to Collect	137,344	135,550
Cash Collected	113,164	111,577
% Collected	82.4%	82.3%

2.1.8 Work outstanding on the section is currently 8,451 items compared to 12 months ago which was 6,385 (2,156.) Weekly between 1,800 to 2,000 work items are received. The section currently works overtime and additional hours to reduce this outstanding work.

2.1.9 The Council's Fair Debt programme amalgamates Council debt such as Council Tax, Housing Benefit Overpayments and Accounts Receivable and accepts a weekly/monthly payment off the total arrears whilst maintaining current year payments/instalments. Once one of the debts is cleared repayment moves to the next debt.

2.1.10. Once a Fair Debt repayment is in place it stops further recovery of the debts covered by the scheme and additional costs being incurred as long as payments are maintained. The aim is to break the circle of debt. The scheme has been amended from originally only being used for multiple debts to accept single debts such as Council Tax. There are currently 417 cases of Fair Debt covering £412,000.

2.2. Accounts Receivable

2.2.1. Ongoing work has continued to improve collection and resolve outstanding debts. At 31 December £19,336,872 is outstanding compared to £29,016,258 as at 31 December 2013.

2.2.2 There have been 28,383 invoices issued in the financial year totalling £66.28m compared to 31,361 in the previous year period totalling £67.77m

2.2.3. The table below shows the directorates and amount of debt at each recovery stage:

Directorate Description	Less than 10 days	1st reminder	2nd reminder	3rd reminder	Total at 31.12.14
Chief Executive	£75,938	£43,464	£2,813	£680,325	£802,540
Neighbourhood	£6,631	£2,874	£98	£13,544	£23,147
Transformation & Resources	£2,301,900	£234,048	£21,265	£1,062,162	£3,619,375
Families & Wellbeing	£3,899,593	£508,921	£210,047	£9,463,049	£14,081,610
Regeneration & Environment	£268,130	£172,936	£95,565	£682,906	£1,219,537
Policy & Performance	£105	£42,875	£0	£105	£43,085
Totals	£6,552,297	£1,005,118	£329,788	£11,902,091	£19,789,294

2.2.4 The above figures are for invoices in respect of the period up to the end of December 2014. Payments as well as amendments such as write-offs and debt cancellations continue to be made after this date on all these accounts. There is a further deduction of £452,422 to be made for unallocated payments leaving a balance of **£19,336,872**.

2.2.6 Business Rates

The following statement compares the amount collected for National Non-Domestic Rates for the period 1 April 2014 to 31st December 2014 with the amount collected for the same period in 2013/14:

	Actual 2014/15 £000	Actual 2013/14 £000
Cash to Collect	71,656	69,887
Cash Collected	68,225	60,021
% Collected	81.3%*	85.9%

* 12 instalments introduced and adopted by at least 25% of accounts hence collection disparity between years.

2.2.7 Business Ratepayers are offered 10 or 12 instalments April to January or April to March the default payment date is 6th of the month. Direct Debit payment is also by 10 or 12 instalments. 12 instalments were introduced for 2014-15.

2.2.8 The Revenues service area is responsible for an overall collection total in excess of £300 million

5.0 CONSULTATION

5.1 No consultation is required for this report.

6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

6.1 There are no implications arising directly from this report.

7.0 OUTSTANDING PREVIOUSLY APPROVED ACTIONS

7.1. This report is response to a request at the 16 September meeting (minute 10) for an officer report on Council Tax debt/Sundry debtors.

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

8.1 There are no implications arising directly from this report.

9.0 LEGAL IMPLICATIONS

9.1 There are no implications arising directly from this report.

10.0 EQUALITIES IMPLICATIONS

10.1 There are no implications arising directly from this report.

11.0 CARBON REDUCTION IMPLICATIONS

11.1 There are no implications arising directly from this report.

12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

12.1 There are no implications arising directly from this report.

13.0 RECOMMENDATIONS

13.1 That the report be noted.

14.0 REASON FOR RECOMMENDATION

14.1. For members of the committee to be aware of the position with regard collection of revenues and to give an overview of the procedure in doing that.

REPORT AUTHOR: Neil Powell
Revenues Senior Manager
Telephone: 0151 666 3505
Email: neilpowell@wirral.gov.uk.

BACKGROUND PAPERS

Financial Monitoring Reports to Cabinet

SUBJECT HISTORY:

Council Meeting	Date
Transformation & Resources Policy & Performance Committee	16 September 2014

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WIRRAL COUNCIL

TRANSFORMATION AND RESOURCES POLICY AND PERFORMANCE COMMITTEE

4 FEBRUARY 2015

SUBJECT:	FUTURE COUNCIL IMPLEMENTATION – UPDATE REPORT
WARD/S AFFECTED:	ALL
REPORT OF:	STRATEGIC DIRECTOR - TRANSFORMATION AND RESOURCES
RESPONSIBLE PORTFOLIO HOLDER:	CLLR ANN MCLACHLAN
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

1.1 This report provides Members of the Committee with an update on the work to implement the Future Council proposals following delivery of this programme during 2014. The report refers to the progress made to remodel the Council's staffing structures and the decisions taken to address the forecast budget gap for 2015/16. Members are requested to consider the contents of this report and highlight any specific comments or questions.

2.0 BACKGROUND AND KEY ISSUES

2.1 The Council is faced with unprecedented challenges as a result of significant reductions in Central Government grant funding combined with increased demand for our services. In response to these challenges, the Council commissioned Ernst Young (EY) in October 2013 to conduct a review into the structure, design and function of the Council. The review provided a blueprint for remodelling staffing structures to enable the organisation to become more modern and flexible.

2.2 Early in 2014, the Council developed the Future Council programme as the vehicle for driving forward this work. The programme was designed to deliver the remodelling process with the objective of streamlining back office functions. This involved a Council-wide programme of service reviews to inform a business case approach to developing new proposals for transforming the Council to achieve the budget shortfall forecast in 2015/16.

2.3 The programme was delivered in line with the Council's commitment to ensuring that future saving proposals address the following key principles:

- To spend less on the cost of running the Council
- The broadest shoulders to bear the greatest burden
- To mitigate as far as possible the impact of savings on frontline services

2.4 The Council's financial challenge is significant and the Medium Term Financial Strategy acknowledges the need to reduce the budget requirement over the next three years. The budget gap for 2015/16 had been £38 million, however, previously agreed savings of £20 million have reduced this gap to £18 million. The forecast reduction in 2016/17 is £27 million and, according to current estimates,

£25 million in 2017/2018. Therefore, total savings required over the next three years is in the region of £70 million, as set out in the table below:

2.5 Overall Financial Context for Three Year Period

Details	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
Forecast Expenditure (including demographic changes)	275	277	264	816
Forecast Income (including reduced grants)	257	250	239	746
Funding Gap	18	27	25	70

REMODELLING PROJECT

- 2.6 The remodelling project was developed as a means to deliver on budget decisions taken in 2013/14 to realise a number of savings totalling £9.4 million including the proposed Shared Services project. In addition, the Transforming Business Support saving identified and agreed in March 2013 has also been included to avoid duplication and double counting. Consolidating these savings provided the opportunity to streamline the Council's back office functions and develop corporate consistency in terms of management tiers and grading.
- 2.7 The £9.4 million saving was profiled over two years including £4.9 million in 2014/15 and £4.5 million in 2015/16. The saving for 2014/15 remains RAG (red amber green) rated as amber. An implementation date of 1st January 2015 was anticipated during the year and this would deliver a quarter year saving of the full £9.4 million i.e. £2.35m. This would have led to an in year short fall of £2.55m, with in-year compensatory savings required.
- 2.8 There has been some slippage due to the scale of activity required to deliver the statutory consultation. This is because the remodelling process impacts on every member of staff and there has been a large amount of preparatory work including the development of business cases, new staffing structures and job descriptions. This led to a decision in autumn 2014 to deliver the staff consultation on a phased basis with a rolling programme commencing in September 2014 and due to complete in March 2015.
- 2.9 The phased approach has enabled the HR team to prepare consultation documentation in line with a rolling schedule of launch dates for each discrete service area of the Council. It has also ensured the team has been able to effectively deal with and respond to all queries and feedback arising out of the process.
- 2.10 The remodelling process and consultation have been supported through high levels of Trade Union involvement and weekly meetings of the leadership, Trade Unions and HR management. An important priority for this project has been to minimise the staff impact and in particular the number of compulsory redundancies arising from the remodelling process. As such, a programme of volunteer severance has been managed concurrently to align requests for voluntary severance with the remodelling proposals as they have been developed.

- 2.11 As at 20th January, 35 services areas were out to consultation with a value of £8.4 million worth staff savings. The current forecast is that approximately £1.5 million savings will be delivered in year which means that compensatory savings of around £3.4 million will be required. The £9.4 million target will be delivered over two years and this will be re-profiled with the full effect of the saving being realised in 2015/16.

BUDGET PROPOSALS 2015/16

- 2.12 The Future Council process has been able to identify savings proposals through changes to working practices and efficiencies of £15.6 million towards the £18 million forecast budget gap in 2015/16. These proposals which can be achieved under officer delegation do not require public consultation and further minimise the impact of budget reductions on frontline services. In some instances, further testing and project planning will be required to ensure these savings will be fully realised.
- 2.13 As a result of these proposals, the budget gap for 2015/16 has been reduced to £2.4 million. In September 2014, the Chief Executive published a series of budget options for public consultation which totalled £3.7 million, providing choice for Members in setting the budget.
- 2.14 These options were the subject of a comprehensive programme of public consultation and scrutiny during autumn 2014, the findings of which were reported to Cabinet on 9th December 2014. This led to a budget resolution being taken to Council on 15th December setting out which options were to be taken and which ones rejected.
- 2.15 The final details in relation to the 2015/16 budget are now being worked up. These will be reported to Cabinet on 10 February with Budget Council scheduled for 24 February.
- 2.16 The budget savings developed and agreed through the Future Council process will be combined with all previously agreed efficiency projects within the Council's on going Transformation Programme. Regular updates on savings performance are included in the monthly revenue monitor reports taken to Cabinet.

3.0 RELEVANT RISKS

- 3.1 Strong governance arrangements were put in place to oversee the Future Council programme with a Governance Board meeting weekly to review progress and address any emerging issues or risks. A programme office was established to drive forward the day to day work and a weekly operations meeting was used to develop and review the programme plan and risk register.
- 3.2 The key risk for this project is the failure to deliver on previously agreed savings of £9.4 million and the required forecast savings for 2015/2016. Future Council has been included in the Council's Corporate Risk Register as one of the key controls around the Council's Financial Risk.

4.0 OTHER OPTIONS CONSIDERED

4.1 The Future Council programme was developed on an iterative basis to respond to the Council's unique set of organisational challenges and as such, no other options have been considered.

5.0 CONSULTATION

5.1 The budget options arising from the Future Council process were subject to a comprehensive and far reaching stakeholder and public consultation in autumn 2014. They were also scrutinised in detail by the Council's three Policy and Performance Committees during the same period.

5.2 The staff consultation in relation to the remodelling proposals is currently in progress. Those 2015/16 budget options that have an impact on staffing will also require staff consultation in due course.

6.0 OUTSTANDING PREVIOUSLY APPROVED ACTIONS

6.1 There are none relating to this report.

7.0 IMPLICATION FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

7.1 There are none arising from this report.

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

7.1 The financial implications have been set out in section 2 of this report (above). In terms of staffing implications, the Future Council process will result in a reduction in the Council's workforce and every attempt is being made to achieve this through voluntary severance to minimise any compulsory redundancies.

8.0 LEGAL IMPLICATIONS

8.1 There are none arising from this report.

9.0 EQUALITIES IMPLICATIONS

9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality? Yes, an EIA was created at the start of the Future Council process and this can be accessed from the link below. Individual EIA's have also been completed for each of the budget options consulted upon during autumn 2014.

<http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010/chief-executives>

10.0 CARBON REDUCTION AND ENVIRONMENTAL IMPLICATIONS

10.1 There are none arising from this report.

11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

11.1 There are none arising from this report.

12.0 RECOMMENDATIONS

12.1 That Members of the Transformation and Resources Policy and Performance Committee consider the contents of this report and highlight any specific comments or questions.

13.0 REASON FOR RECOMMENDATION

13.1 For the committee to discharge its scrutiny function in relation to this area of Council business.

REPORT AUTHOR: Joe Blott

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APPENDICES

N/A

BACKGROUND PAPERS/REFERENCE MATERIAL

N/A

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet	13 March 2014
Cabinet	10 April 2014
Cabinet	9 June 2014
Transformation and Resources Committee	15 July 2014
Transformation and Resources Committee	16 September 2014
Transformation and Resources Committee	5 November 2014
Cabinet	6 November 2014
Cabinet	9 December 2014

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WIRRAL COUNCIL

TRANSFORMATION & RESOURCES POLICY AND PERFORMANCE COMMITTEE

4 February 2015

SUBJECT:	ICT Strategic Implementation Plan Update
WARD/S AFFECTED:	None
REPORT OF:	Chief Information Officer
RESPONSIBLE PORTFOLIO HOLDER:	Cllr Ann McLachlan

1.0 EXECUTIVE SUMMARY

- 1.1 This report presents progress update on the implementation of the Council's Strategic Implementation Plan which was last presented to the committee on 23rd September 2013.

2.0 BACKGROUND AND KEY ISSUES

- 2.1 As presented, the Council's Strategic Implementation Plan defines twenty four work streams or initiatives that were either being delivered or planned for future delivery.

3.0 RELEVANT RISKS

- 3.1 At the time of the last presentation to the Transformation & Resources Policy and Performance Committee, business and IT resources to deliver the plan were considered to comprise the biggest risk to the strategy. Resources are still the most significant risk to its delivery. From the business perspective, reduced staff numbers adversely impact on the ability of the business to engage with ICT colleagues during projects. From the IT perspective, the introduction of new technologies necessitates a significant amount of retraining and refocussing of resources.
- 3.2 The increased reliance on technology to enable significant service transformation and the general expectation that digital services (e.g. web and email) will be available around the clock seven days a week, will increase the risk to the complete delivery of the strategy as pressure to deliver savings in the back office reduce the number of staff directly supporting front line services and the Council's Transformation Strategy. A new focus, within the ICT Service, on increased automation and customer self-service will mitigate this risk somewhat.
- 3.3 The risks posed by obsolete equipment are being mitigated by the roll out of new desktop and laptop computers, the replacement of all windows servers and the corporate central disk storage.

4.0 OTHER OPTIONS CONSIDERED

4.1 N/A

5.0 CONSULTATION

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

6.0 OUTSTANDING PREVIOUSLY APPROVED ACTIONS

6.1 The Transformation & Resources Policy and Performance Committee made a number of recommendations, which were:

- (1) that there be Member involvement in the proposed Senior Board, to be determined by Cabinet;
- (2) that part of the Senior Board's remit should be horizon-scanning to identify new technologies that improve service quality and deliver efficiencies;
- (3) that an Equalities Impact Assessment is carried out;
- (4) that the Strategy includes a statement recognising that there is a vulnerable section of the community with limited or no access to the internet and that the Council needs to remain mindful of this in seeking to engage with all residents.

6.2 Following a full review of the Council's ICT infrastructure and pending the recruitment of a permanent CIO the following programme of works was initiated.

Description	Start	Planned End	Actual End	Current Status
Windows XP Upgrade to windows 7	Feb-14	Mar-15		AMBER
Email Service Upgrade	Feb-14	Mar-15		AMBER
Improved secure network to Central Government	Feb-14	Feb-14	Feb-14	COMPLETE
Replace current Wide Area Network across the authority	Mar-14	Jan-16		GREEN
Upgrade the Internet capacity	Apr-14	Jul-14		AMBER
Tender for new mobile contract	Apr-14	Feb-15		GREEN
Increase storage capacity within the authority	Mar-14	Dec-15		GREEN
Replace current security token system	Apr-14	Sep-14	Sep-14	COMPLETE
Replace current backup systems	Mar-14	May-14	May-14	COMPLETE
Achieve PSN Compliance	Mar-14	Jun-15		AMBER
Upgrade server virtualisation software (VMWare)	Jun-14	Feb-15		GREEN
Corporate and Public Access Wi-Fi Rollout	Mar-14	Jun-15		GREEN
Re-procurement of fixed line call tariffs	May-14	Jan-15		RED
Improve Business Continuity	Jun-14	Jan-16		RED
Security & Virus protection software	Apr-14	Jun-14	Jun-14	COMPLETE

Description	Start	Planned End	Actual End	Current Status
Treasury Building major upgrade of Local Area Network	Jun-14	Feb-15		GREEN
Call centre upgrade	Aug-14	Feb-15		GREEN
Replace Multifunctional Devices (MFDs)	Oct-14	Apr-16		GREEN
Policy Management Software	Nov-14	Dec-15		GREEN
Systems Management and Monitoring	Jan-15	Apr-16		GREEN
New Social Care System (LiquidLogic) Phase 1	May-14	Oct-14	Oct-14	COMPLETE
Care Act IT System	Jan-15	Apr-15		AMBER
Transfer of Data for Public Health	Apr-14	Oct-14	Oct-14	COMPLETE
Oracle systems review (Finance, CRM, Procurement, HR) upgrades	Jan-15	Jun-15		GREEN
Migrate CYPD systems to Corporate servers	Mar-14	Sep-14		COMPLETE
Elections (IER)	Jan-14	May-14		COMPLETE
Senior IT Management Resources	Jun-14	Mar-15		GREEN
Temporary IT infrastructure management	Jan-14	Feb-14		COMPLETE

- 6.3 To fund this work, a capital programme worth £4,000,000.00 was provided. The fund has been used to procure major assets including, desktop and laptop PCs, Servers, Storage and Network equipment. As at the end of December 2014, £2,600,000.00 has been spent and a further £850,000.00 has been committed.
- 6.4 In addition, £1,360,000.00 of revenue has been spent and a further £500,000.00 has been committed for items such as: software licences, cabling, network services, security, accessories (keyboards, mice, etc.).
- 6.5 It will be noted that there are two items in the table which are marked with a current status of RED:
- (1) The re-procurement of fixed line call tariffs is red because only one potential supplier responded to the tender and their charges appear to be more than the Council is currently paying. IT Services will review the Invitation To Tender and reschedule the procurement exercise to re-start in March.
 - (2) The Improvement of Business Continuity is red because it represents the single largest IT risk on the corporate risk register. The ICT Service is currently:
 - a. working with colleagues in Asset Management to identify council owned properties that could be refurbished and converted into one or more data centres;
 - b. doing some soft market research into the feasibility/affordability of commercial co-location facilities;
 - c. doing some soft market research into the feasibility/affordability of locating equipment with other nearby public sector organisations such as Mersey Travel;
 - d. reviewing the feasibility/affordability of using commercial cloud based Infrastructure Services to create a virtual backup data centre.

An options appraisal is being drafted and will be submitted with recommendations for approval by the middle of February 2015.

- 6.6 The new CIO has been in post just over three months and it is now timely to revisit the ICT Strategy and committee's previous recommendations to ensure that the ICT Strategy continues to support the Council's priorities and objectives and to incorporate any changes that may be required to address the committee's concerns.
- 6.6 The CIO will return to the committee in the new municipal year to present the redrafted ICT Strategy so that members' views are taken into consideration prior to seeking final approval for the strategy.

7.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 7.1 N/A

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

- 8.1 All aspects of the ICT strategy are financially covered. The £675K p.a. refresh budget for all new equipment and software is available to ICT and special capital budgets for the replacement of major hardware elements (laptops, desktops, server and storage) have been made available. The refresh budget can be released when necessary to deliver more replacement hardware and software. There are no further implications on ICT, ICT staffing and assets.

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?

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 AND ENVIRONMENTAL IMPLICATIONS

- 11.1 N/A

12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

- 12.1 N/A

13.0 RECOMMENDATION/S

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

14.0 REASON/S FOR RECOMMENDATION/S

14.1 To provide Members of the Committee with oversight the implementation of the Council's ICT Strategic Implementation Plan

REPORT AUTHOR: Mike Zammit

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APPENDICES

BACKGROUND PAPERS/REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
T & R Policy and Performance Committee	23rd September 2013
Cabinet	13th October 2011

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WIRRAL COUNCIL

TRANSFORMATION AND RESOURCES POLICY AND PERFORMANCE COMMITTEE

4TH FEBRUARY 2015

SUBJECT:	DIRECTORATE PLAN PERFORMANCE MANAGEMENT REPORT
WARD/S AFFECTED:	ALL
REPORT OF:	JOE BLOTT (STRATEGIC DIRECTOR OF TRANSFORMATION AND RESOURCES)
RESPONSIBLE PORTFOLIO HOLDERS:	CLLR ANN MCLACHLAN, DEPUTY LEADER AND PORTFOLIO HOLDER FOR GOVERNANCE, COMMISSIONING & IMPROVEMENT CLLR ADRIAN JONES, PORTFOLIO HOLDER FOR CENTRAL SERVICES CLLR CHRIS MEADEN, PORTFOLIO HOLDER FOR LEISURE, SPORT & CULTURE
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 30th November 2014) against its Directorate Plan for 2014/15.

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, 11 are rated green, 2 are rated amber and 6 are rated red. The 6 indicators rated red have action plans (included as Appendices 2 - 7) which refer to:
2. TRCP03: % Performance Appraisals completed
 3. TRDP06: % Suppliers paid (or payment terms) within 30 days
 4. TRDP07: % Local SME Suppliers paid within 10 days
 5. TRDP10: Reduction in the total number of published supplementary agendas for Council Cabinet and Committee meetings
 6. TRDP12: % Management Development Programme modules completed
 7. TRDP14: % Recovery of Council Tax

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.

REPORT AUTHOR: **Carol Sharratt**
Performance Management Officer
Business Partner to Transformation & Resources Directorate
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Email: carolsharratt@wirral.gov.uk

APPENDICES

Appendix 1 – Directorate Plan Performance Report (November 2014)

Appendix 2 - % Performance Appraisals completed (exception report)

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

Appendix 4 - % Local SME Suppliers paid within 10 days (exception report)

Appendix 5 - Reduction in the total number of published supplementary agendas for Council Cabinet and Committee meetings (exception report)

Appendix 6 - % Management Development Programme modules completed (exception report)

Appendix 7 - % Recovery of Council Tax (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
	16th September 2014

Transformation & Resources Directorate Performance, Finance and Risk Report as at 30th November 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%	40%	40%	100%	G	↑	Apr - Sep 14	V Quayle	The implementation of Windows 7 & Office 2010 is 55% as at the end of November 2014. Additional resources have improved the number of appointments that have been made and kept, however there is still a gap which needs to be closed.
TRCP02	£(m) Projected Delivery of Council budget savings	General Ledger, revenue monitor and Concerto	£46.900	N/A	£36.259	-	£16.293	NYA	A		Oct-14	V Quayle	£16.3m delivered with remaining savings rated as £4.2m green (on track), £10.7m amber (concerns) and £5m red (high risk/not achieved) after mitigation from adjusted growth assumptions is included. Additional mitigation has been identified which reduces risk. Overall revenue budget is forecasting an overspend of £2.1m as at 31st October 2014. November 2014 figures will be available after publication of 15th January 2015 Cabinet financial monitoring report.
TRDP05	Delivery of Strategic Internal Audit plan 2014/15	IA Performance Management Spreadsheet / APACE	100%	N/A	100%	35%	35%	100%	G	↑	Apr - Sep 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%	81.96%	90.00%	R	↓	Nov-14	V Quayle	November 2014 performance has decreased from the previous month, by 4.26%, the Payments Manager has been contacting departments to ensure that processing issues are dealt with without delay, but the responses are disappointing. There needs to be a concerted approach by Heads of Service to ensure staff are acting on receipting, approvals and ensuring invoices are directly sent to Corporate Payments to avoid delays and deliver payment targets. In January 2015 all Heads of Service will be contacted for support and will be given their own performance figures to act upon accordingly.
TRDP07	Local SME suppliers paid within 10 days	Accounts Payable System	N/A (new PI for 2014/15)	N/A	60.00%	45.00%	33.47%	60.00%	R	↑	Nov-14	V Quayle	November 2014 performance has increased marginally from the previous month, by 3.01%, the Payments Manager has been contacting departments to ensure that processing issues are dealt with without delay, but the responses are disappointing. There needs to be a concerted approach by Heads of Service to ensure staff are acting on receipting, approvals and ensuring invoices are directly sent to Corporate Payments to avoid delays and deliver payment targets. In January 2015 all Heads of Service will be contacted for support and will be given their own performance figures to act upon accordingly.
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	9	7	15	G		Apr - Sep 14	S Tour	One additional meeting for a Call-in matter and one special Cabinet meeting took place during November 2014.
TRDP09	Reduction in the issuing of general exception notices under the Access to Information Rules	Mod.Gov System	10	N/A	8	4	4	8	G		Apr - Sep 14	S Tour	No exception notices were issued in November 2014.
TRDP10	Reduction in the total number of published supplementary agendas for Council Cabinet and Committee meetings	Mod.Gov System	32	N/A	25	10	15	30	R		Apr - Sep 14	S Tour	A further five supplementary agendas have been published in November 2014. It is forecast that the 2014/15 year end performance will be 30, exceeding the year end target by 5.

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%	70%	29%	50%	R	↓	Apr - Sep 14	C Hyams	As at November 2014 the completion of performance appraisals has risen to 46%. Monthly breakdown of figures by Directorate continue to be sent to Heads of Service to encourage further activity. By the end of December 2014, based on current performance to date, it is anticipated that 50% will be achieved, 30% below the year end target of 80%.
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	5.84	5.70	9.62	G	↓	Apr - Oct 14	C Hyams	The provisional sickness absence rate of 5.70 days for April - October 2014 is 0.56 below the 6.26 rate for April - October 2013 and is forecast to be 9.62 at 2014/15 year end, 0.13 below the 9.75 target.
TRDP11	Leadership Development Programme completed	Programme Attendance Sheets	50%	N/A	90%	60%	68%	68%	G	↑	Apr 13 - Sep 14	C Hyams	68% of Senior Managers have completed the programme. However, due to the pressures placed on Senior Managers as a result of the Future Council programme, a fourth Cohort is scheduled to run from February - May 2015 to allow the remaining 26 Senior Managers to attend. Therefore the 90% 2014/15 year end target is not forecast to be achieved until May 2015.
TRDP12	Management Development Programme modules completed	Attendance Sheets & E-Learning Reports	5%	N/A	90%	30%	14%	60%	R	↑	Apr 13 - Sep 14	C Hyams	Performance against this target as at November 2014 is 16%. The low attendance may be due to the continuing impact of consultations being undertaken across the organisation as the Future Council programme rolls out. A further targeted e-mail has been sent to stimulate attendance, but it is forecast that the year end performance will be 60%, which is 30% below target.
Business Processes													
TRDP13	Client finance recovered by end of month following billing	Oracle , Accounts Receivable systems	67.51%	N/A	75.00%	49.99%	67.89%	75.00%	G	↑	Oct-14	M Flanagan	The diversion of resources to Benefits grant claim, charging and assessment work, together with the operational difficulties with invoicing process at Core system conversion, may have an impact on billing/collection. The situation will be monitored closely and any impacts on the year-end collection target will be reported.
TRDP14	Recovery of Council Tax	Rev Ben System	95.4%	96.2% 15th of 36 Met Councils (12/13)	95.5%	75.0%	73.3%	95.5%	R	↑	Apr - Nov 14	M Flanagan	Recovery rate is lower than anticipated collection, but only slightly below the ambitious target set for November 2014 and 0.1% ahead of the recovery rate for April - November 2013.
TRDP15	Recovery of National Non Domestic Rates (NNDR)	Rev Ben System	96.3%	96.7% 31st of 36 Mets (12/13)	96.4%	66.1%	72.4%	96.4%	G	↓	Apr - Nov 14	M Flanagan	Performance is ahead of target but is 5% down on April - November 2013, reflecting lower collection due to 25% of customers paying over new 12 monthly instalments offer (rather than 10) set up from 1 April 2014. It will be impossible to accurately estimate how the current economic climate impacts on collection until the end of March 2015.
TRDP16	Spend maximised of Discretionary Housing Payment	Core Benefits Processing system – Capita, Academy	95.0%	87.1% (Statistical Peers)	95.0%	95.0%	999.0%	137.0%	G	↔	Nov-14	M Flanagan	The fund is now at 92% spend, just £82k remains with a further 4 months before the new government grant can be accessed . As previously reported it is unlikely that residual funds will be sufficient to support those in need much beyond early in the New Year. Officers continue to closely scrutinise applications, with awards being made only where alternative risk of significant hardship is otherwise evident.

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
Directorate Financial position													
TRDP17	Directorate Revenue Budget (£m)	General Ledger, revenue monitor and Concerto	£16.579	N/A	£19.732	-	£48.126	£19.400	G		Apr - Oct 14	V Quayle	The budget has been reduced to £19,732 (m) following a budget virement in October 2014 relating to review of growth assumptions. Spend may appear high but is due to recharge income only arising at year end. The directorate is forecasting a year end underspend, mainly due to savings in Treasury Management arising from the reprofiling of spend in the capital programme into 2015/16. November 2014 figures will be available on publication of 15th January 2015 Cabinet agenda.
TRDP18	Directorate Capital Programme (£m)	General Ledger, revenue monitor and Concerto	£1.777	N/A	£2.500	-	£2.400	£2.500	G		Apr - Oct 14	V Quayle	Cabinet 6th November 2014 approved reprofiling of £1.5m of programme relating to Oracle upgrade into 2015/16. Spend has increased by £415K in month as corporate IT refresh programme continues. November 2014 figures will be available when 15th January 2015 Cabinet Agenda is published.
Page 31 TRDP19	Directorate Savings achieved (£m)	General Ledger, revenue monitor and Concerto	£29.000	N/A	£3.908	-	£0.913	£3.908	A		Apr - Oct 14	V Quayle	No change since previous month. 3 options with £798K still to be delivered are rated as red. Compensatory measures have been identified for the majority of this. A further 5 options are amber rated £766K to be delivered and are being closely monitored. A number of options are back loaded with savings to be released at year end once exact savings figures are calculated.

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	<div style="background-color: green; color: white; padding: 5px; margin-bottom: 5px;">G</div> <div style="background-color: orange; color: white; padding: 5px; margin-bottom: 5px;">A</div> <div style="background-color: red; color: white; padding: 5px;">R</div>	<p>Performance within tolerance for target set.</p> <p>Performance target slightly missed (outside of tolerance).</p> <p>Performance not on track, action plan required.</p>	<p>Lik = Likelihood</p> <p>Imp = Impact</p> <p>Total = Risk score</p>	<p>A qualitative description of the probability or frequency of the risk happening.</p> <p>The evaluated effect or result of a particular risk happening.</p> <p>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).</p>
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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	50%

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	46% (as at November 2014)	- 24% Target (Q2)
Non-compliance reason	Performance Appraisals have been delayed due to the roll out of Future Council and general capacity of managers.	

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)	Lead communication from Chief Executive, monitored through Departmental Management Teams with reports on a monthly basis.
How (will it be achieved)	Increased awareness via reminders in One Brief and reports, identifying staff where a PA completion has not been registered, being sent to Heads of Service (via DMTs) on a monthly basis, to highlight the requirement to complete and record all PAs within the timescales set and to ensure that the system is up-to-date in relation to PAs completed.
Who (will be responsible)	Strategic Directors Heads of Service
When (will results be realised)	December 2014 However it is forecast, based on current performance to date, that only 50% of PAs will be completed by the end of December 2014 (30% below the original target of 80%).

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PERFORMANCE ACTION PLAN TEMPLATE

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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% (see below)

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	81.96%	+ / - Target : -8.04%
Non-compliance reason	81.96% of invoices paid within 30 days, performance has fallen by 5.06% in purchase order payments and by 3.55% in free standing payments compared to October 2014. Performance has fallen due to lack of corporate response.	

ACTIONS: This describes what's necessary or how to achieve a 'green' score. This way everyone is clear on what is required and when; knows the expected outcome and how to achieve it.	
What (is required)	<p>Departments must take ownership and responsibility for ensuring that all orders are raised and all goods and services are receipted.</p> <p>All invoices must be sent to Corporate Payments Team and not received by departments, this is causing delays.</p> <p>All invoices must be date stamped when received, and not recorded by date of invoice.</p> <p>If there is a dispute regarding an invoice with the supplier then it must be marked disputed and not recorded as a late payment.</p>
How (will it be achieved)	<p>There needs to be a concerted approach by Heads of Service to ensure staff are acting on receipting, approvals and ensuring invoices are directly sent to Corporate Payments to avoid delays and, deliver payment targets. In January all Heads of Service will be contacted for support and will be given their own performance figures to act upon accordingly.</p>
Who (will be responsible)	Heads of Service / Head of Procurement
When (will results be realised)	Improvement in performance is expected in February 2015 and, the year-end target can be achieved with a concerted corporate effort.

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PERFORMANCE ACTION PLAN TEMPLATE

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INDICATOR OVERVIEW			
Indicator Title	TRDP07 - Local SME suppliers paid within 10 days		
Strategic Director Lead	Joe Blott		
Departmental Lead	Vivienne Quayle		
Year End Target	60.00%	Year End Forecast	60.00%

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	33.47%	+ / - Target : -11.53%
Non-compliance reason	November 2014 performance has increased marginally from the previous month, by 3.01%, the Payments Manager has been contacting departments to ensure that processing issues are dealt with without delay, but the responses are disappointing. There needs to be a concerted approach by Heads of Service to ensure staff are acting on receipting, approvals and ensuring invoices are directly sent to Corporate Payments to avoid delays and deliver payment targets.	

ACTIONS: This describes what's necessary or how to achieve a 'green' score. This way everyone is clear on what is required and when; knows the expected outcome and how to achieve it.	
What (is required)	<p>Departments must take ownership and responsibility for ensuring that all orders are raised and all goods and services are receipted.</p> <p>All invoices must be sent to Corporate Payments Team and not received by departments, this is causing delays.</p> <p>All invoices must be date stamped when received, and not recorded by date of invoice.</p> <p>If there is a dispute regarding an invoice with the supplier then it must be marked disputed and not recorded as a late payment.</p>
How (will it be achieved)	<p>There needs to be a concerted approach by Heads of Service to ensure staff are acting on receipting, approvals and ensuring invoices are directly sent to Corporate Payments to avoid delays and, deliver payment targets. In January all Heads of Service will be contacted for support and will be given their own performance figures to act upon accordingly.</p>
Who (will be responsible)	Heads of Service / Head of Procurement
When (will results be realised)	Improvement in performance is expected in February 2015 and, the yearend target can be achieved with a concerted corporate effort.

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PERFORMANCE ACTION PLAN TEMPLATE

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INDICATOR OVERVIEW			
Indicator Title	TRDP10 - Reduction in the total number of published supplementary agendas for Council Cabinet and committee meetings		
Strategic Director Lead	Joe Blott		
Departmental Lead	Surjit Tour		
Year End Target	25	Year End Forecast	30

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	23 (As at November 2014)	+ / - Target : +13 (Q2)
Non-compliance reason	Performance was below target for the first quarter of 2014/15, but has been exceeded as 12 supplementary agendas were published during the second quarter of 2014/15 and a further 8 have been published in October and November 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)	Reduction in the number of published supplementary agendas during the second half of 2014/15 to bring performance back on track.
How (will it be achieved)	If officers responsible for submitting reports to Committee Services can keep to the deadlines set for receipt of reports then the need for supplementary agendas will be kept to a minimum.
Who (will be responsible)	Surjit Tour
When (will results be realised)	March 2015, a further five supplementary agendas have been published in November 2014. It is forecast that the 2014/15 year end performance will be 30, exceeding the year end target by 5.

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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	TRDP 12 - Management Development Programme		
Strategic Director Lead	Joe Blott		
Departmental Lead	Chris Hyams/ Melissa Holt		
Year End Target	90%	Year End Forecast	60%

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	16% (as at November 2014)	- 14% of Target (Q2)
Non-compliance reason	The roll out of Future Council may have impacted upon attendance this month as managers have been involved in formal consultation with their teams and will have found attendance difficult.	

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 communication and support to allow attendance from Senior Managers.
How (will it be achieved)	Further targeted e-mails and communication via One Brief will be sent to encourage attendance.
Who (will be responsible)	Melissa Holt, Organisational Development Manager
When (will results be realised)	March 2015 However, it is forecast, based on current performance to date, that only 60% of the required modules will have been completed.

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PERFORMANCE ACTION PLAN TEMPLATE

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INDICATOR OVERVIEW			
Indicator Title	TRDP14 - Recovery of Council Tax		
Strategic Director Lead	Joe Blott		
Departmental Lead	Neil Powell		
Year End Target	95.5%	Year End Forecast	95.5%

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	73.3% (0.1% into the Red)	+ / - Target : -1.7%
Non-compliance reason	Smaller than anticipated collection, but only slightly below the ambitious target set for November 2014 and 0.1% ahead of the recovery rate for April - November 2013.	

ACTIONS: This describes what's necessary or how to achieve a 'green' score. This way everyone is clear on what is required and when; knows the expected outcome and how to achieve it.	
What (is required)	Collection of 9.7% for December 2014. The more likely outcome is to move into Amber for December 2014 and Green in January 2015.
How (will it be achieved)	Increased debt Recovery in December 2014 and January 2015
Who (will be responsible)	Neil Powell
When (will results be realised)	It is anticipated that performance will be back on track by 1 st February 2015.

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WIRRAL COUNCIL

TRANSFORMATION & RESOURCES POLICY & PERFORMANCE COMMITTEE

4 FEBRUARY 2015

SUBJECT	FINANCIAL MONITORING 2014/15 MONTH 8 (NOVEMBER 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 Month 8 (November 2014) which was reported to Cabinet on 15 January 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 15 January 2015.

PERFORMANCE AGAINST REVENUE BUDGETS MONTH 8 (NOVEMBER 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 8 £000's	Revised Net Budget £000's
Transformation & Resources	20,199	-467	-	19,732
Net Cost of Services	20,199	-467	0	19,732

There were no changes to the T&R budget during month 8.

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 8 £000's	RAGBY Classification £000's	Change from prev mnth £000's
Transformation & Resources	19,732	19,093	-639	Y	-307
TOTAL	19,732	19,093	-639		-307

The month 8 movement reflects the outcome of an in year review undertaken by all directorates to identify areas to assist, contain and reduce the overall projected authority 2014/15 overspend.

3.4.3 RAGBY full details

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

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

- Resources within Transformation & Resources - Increased Treasury Management savings have been generated from the re-profiling of expenditure following a capital programme review and the use of internal resources to temporarily fund spend. This results in a reduction in investment income which is outweighed by a greater

saving on borrowing costs, the net saving being approximately £410,000. There are also some underspends within salary budgets and running costs within business processes.

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

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

3.4.6 An underspend of £639,000 is currently forecast for the directorate. This is mainly due to a predicted reduction in revenue funding required following a review and re-profiling of the 2014/15 Capital Programme and savings on directorate staffing and running costs within business processes.

For libraries and One Stop Shops a saving of £466,000 was based upon revised opening hours. This is being achieved in the current year through the temporary management of vacancies with the original decision to reduce hours being implemented from early 2015.

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 Nov £000's	To be Delivered £000's
B - delivered	4	351	351	0
G – on track	6	1,366	933	433
A - concerns	5	1,393	770	623
R - high risk/ not achieved	3	798	0	478
P – replacements for Red	0	0	320	
Total at M08 Nov	18	3,908	2,374	1,534

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 in the year. Cabinet and Council in December agreed further proposals for future service provision and the undelivered savings will be implemented alongside these.

- **Discretionary Relief** - Cabinet 6th November agreed to fund a Discretionary Relief scheme from the Business Rates Equalisation Reserve releasing budget. This is shown as red but mitigated (purple rated).
- **Credit Charge Charges** - Implementation of this charge on credit card transactions has been delayed.

3.6 PERFORMANCE AGAINST CAPITAL BUDGETS MONTH 8 (JULY 2014)

3.6.1 Table 1: Capital Budget

	Capital Strategy	Changes approved by Cabinet	Changes not yet approved/ noted	Revised Capital Programme	Actual Spend Nov 2014
Transformation & Resources	4,000	-1,500	0	2,500	2,447
Total expenditure	4,000	-1,500	0	2,500	2,447

3.6.2 Transformation & Resources

The substantial programme of investment into Information Technology is underway. This includes investment in both hardware and software with the new equipment having been piloted and is being 'rolled-out' across the Council from September. Further developments include elements to support the delivery of the Future Council project and upgrading the ORACLE financial system which is likely to occur in 2015/16.

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 OUTSTANDING PREVIOUSLY APPROVED ACTIONS

7.1 There is an ongoing requirement for directorates to identify during the financial year necessary actions to mitigate any forecast overspends.

8 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 There are no implications arising directly from this report.

9 RESOURCE IMPLICATIONS: FINANCIAL, IT, STAFFING AND ASSETS

9.1 In respect of the Revenue Budget the Transformation and Resources Directorate is projecting a £639,000 under spend as at the 30 November 2014.

10 LEGAL IMPLICATIONS

10.1 There are no implications arising directly from this report.

11 EQUALITIES IMPLICATIONS

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

12 CARBON REDUCTION IMPLICATIONS

12.1 There are no implications arising directly from this report.

13 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are no implications arising directly from this report.

14 RECOMMENDATIONS

14.1 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.

15 REASONS FOR THE RECOMMENDATIONS

15.1 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 15 January 2015:-
Annex 1 Revised Capital Programme and Funding 2014/15 and Programme 2015/16

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 £000	Grants £000	Revenue/ Reserves £000	Total £000	Programme 2015/16
Transformation & Resources							
I.T Development	2,500	2,447	2,500			2,500	1,500 Delivery
	2,500	2,400	2,500	0	0	2,500	1,500

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WIRRAL COUNCIL

TRANSFORMATION AND RESOURCES POLICY & PERFORMANCE COMMITTEE

4 FEBRUARY 2015

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

1.0 EXECUTIVE SUMMARY

1.1 This report updates Members on the current position regarding the work programme for the Transformation and Resources Policy & Performance Committee.

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.

3.0 TRANSFORMATION AND RESOURCES POLICY & PERFORMANCE COMMITTEE WORK PROGRAMME

3.1 The work programme was presented to the Transformation and Resources Policy and Performance Committee held on 16 September 2014. The work programme was subsequently approved and is attached as Appendix 1.

4.0 PREVIOUS / CURRENT SCRUTINY REVIEWS – UPDATE

4.1 Local Welfare Assistance Scheme

At the Transformation and Resources Policy & Performance Committee meeting held on 16 September 2014, a recommendation was made in relation to the Local Welfare Assistance Scheme Task & Finish Review. This recommendation was:

“That this Committee recognises that given Central Government has cut the money for the Local Welfare Assistance Scheme it is necessary to review how it can continue, and Committee recommends that Cabinet ensures that this money is spent to deliver for those people that the Local Welfare

Assistance Scheme was initially established. A suggestion of how this might be achieved is a Task and Finish group.”

The minute and resolution from the Cabinet meeting held on 6 November 2014 is detailed below:

“Councillor Phil Davies informed the Cabinet that he considered it to be absolutely outrageous that the Government was cutting the Local Welfare Assistance Scheme which helped the most vulnerable people in society, those who were in dire need. He reported that the Council had approximately £600,000 set aside to help. A national consultation was underway on this and he considered it imperative that the Cabinet sent a clear message that it condemned the Government for making these cuts. He also proposed that the Council await the outcome of the consultation exercise before deciding how to allocate the funds still available within its budget.

RESOLVED: That

- (1) the Cabinet condemned the Government for cutting the Local Welfare Assistance Scheme; and*
- (2) the outcome of the Government’s current consultation exercise be awaited before decisions are made on the allocation of the funding available in the Council’s budget.”*

Members of the Transformation and Resources Policy & Performance Committee should consider whether the Local Welfare Assistance Task & Finish Review should continue or whether it should be removed from the work programme.

5.0 PROGRESS IMPLEMENTING PREVIOUS RECOMMENDATIONS

5.1 Freedom of Information Scrutiny Review

At the agenda setting meeting held on 13 November 2014, it was agreed that a report providing an update to all the recommendations made in the Freedom of Information Scrutiny Review that was completed in April 2014 would be presented to the Committee meeting scheduled for 21 April 2015.

6.0 RECOMMENDATIONS

- 6.1 Members are requested to approve the Transformation and Resources Policy & Performance Committee work programme for 2014/15 as shown in the appendix, making any necessary amendments.

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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	Cllr Ann McLachlan / Malcolm Flanagan	Requested by Members													Temporarily suspended
Budget Options	Joe Blott	Part of Future Council Process													Completed - Referred to Cabinet November 2014
Potential Reviews															
Council's Approach to filming	Cllr Ann McLachlan														
Notice of Motion															
Reports Requested															
ICT Strategy		Requested by Members													
Council Tax / Sundry Debtors		Requested by Members													
Evolving process of Future Council		Requested by Members													
Freedom of Information - Follow up report		Requested by Members													
Standing Items															
Performance Dashboard															
Financial Monitoring															
Special Budget meeting															

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