



Regeneration and Environment Policy and Performance Committee

Date:	Tuesday, 22 July 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, pursuant to paragraph 18 of the Overview and Scrutiny Procedure Rules, 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 - 12)

To approve the accuracy of the minutes of the meeting held on 9 April 2014

3. FUTURE COUNCIL (Pages 13 - 24)

4. LIVERPOOL CITY REGION COMBINED AUTHORITY - SCRUTINY ARRANGEMENTS (Pages 25 - 48)

5. DIRECTORATE PLAN PERFORMANCE MANAGEMENT (Pages 49 - 144)

- 6. FINANCIAL MONITORING 2014/15 MONTH 2 (MAY 2014) (Pages 145 - 152)**
- 7. APPOINTMENT OF THE HIGHWAYS REPRESENTATION PANEL (Pages 153 - 156)**
- 8. SCRUTINY WORK PROGRAMME (Pages 157 - 160)**
- 9. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 1)**
- 10. EXEMPT INFORMATION - EXCLUSION OF MEMBERS OF THE PUBLIC**

The public may be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information.

RECOMMENDED – That in accordance with section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business, on the grounds that they involve the likely disclosure of exempt information as defined by the relevant paragraphs of Part 1 of Schedule 12A (as amended) to that Act. The public interest test has been applied and favours exclusion.

- 11. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 2)**

REGENERATION AND ENVIRONMENT POLICY AND PERFORMANCE COMMITTEE

Wednesday, 9 April 2014

Present: Councillor A Brighthouse (Chair)

Councillors S Foulkes M Johnston
S Williams P Kearney
E Boulton A Leech
J Crabtree D Realey
P Doughty M Sullivan
G Ellis KJ Williams
R Gregson

Deputies: Councillor A Sykes (In place of K Hodson)

Cabinet Members: Councillors G Davies and
B Kenny

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

Councillor Paul Doughty declared a prejudicial interest in agenda item 9 – Directorate Plan Performance Report (see minute 51 post) by virtue of his employment and proposed to leave the room during its consideration.

Councillor Steve Foulkes declared his personal interest in agenda item 4 – Notice of Motion – Mersey Tunnel Tolls (see minute 45 post) by virtue of him being a member of the Merseytravel Committee of the Combined Authority.

44 MINUTES

Resolved – That the minutes of the meeting held on 27 January 2014 be approved.

45 NOTICE OF MOTION - MERSEY TUNNEL TOLLS

The Head of Legal and Member Services advised that at the meeting of the Council held on 10 March 2014 (minute 98 refers), the following Notice of Motion proposed by Councillor Les Rowlands and seconded by Councillor Andrew Hodson was referred by the Mayor to this Committee for consideration.

MERSEY TUNNEL TOLLS

- (1)** Council regrets the recent tunnel toll increases for all toll classes forced through by the Labour-led Integrated Transport Authority.
- (2)** Council notes that since the introduction of the 2004 Mersey Tunnels Act, sponsored by former Labour MP Claire Curtis-Thomas and supported by Labour Members throughout its passage through Parliament, Merseytravel has accrued over £40 million in surpluses which have been used on their pet transport schemes and vanity projects.
- (3)** Council also notes that Merseytravel have squandered large amounts of money as can be evidenced by the £70 million failed tram scheme colloquially known as 'Line 1 to Nowhere' and its extravagance in occupying a half empty building at No 1 Mann Island.

Therefore Council believes

- (a)** The consistent increases year on year is damaging Wirral's economy putting further pressure on motorists and businesses.
- (b)** Council recognises such increases place a greater strain on tunnel users who have to travel to and from work placing an unfair tax burden on Wirral residents
- (c)** Council recognises discount toll schemes/free crossings for local residents already exist in other parts of the country and while recognising that fast tag users benefit from a discount, Council believes that regular users should be rewarded with a local discount scheme over and above that afforded by use of the fast tag such as that announced for the Mersey Gateway Bridge of a "local user discount scheme" with up to 300 free journeys per year.

Council therefore requests the Leader of the Council and the Chief Executive to write to the Chief Executive/Director General of Merseytravel requesting an urgent meeting to discuss: if and how the Mersey Tunnels can be reinstated back into the national road network and Tunnel Tolls abolished.

If that is not possible how a 'local user discount scheme' over and above that which already exists through the Fast Tag can be implemented to ease the burden on hard the pressed motorists of Wirral.

In accordance with Standing Order 7 (6), Councillor Rowlands was invited to attend the meeting in order for him to be given an opportunity to explain the Motion. However, he had advised the Chair that he did not wish to address the Committee but was happy to provide clarification of any matters contained within the Motion. In accordance with Standing Order 7 (5), any recommendation from the Committee in relation to the Notice of Motion would be referred to the Council. Any debate at Council should take place upon the recommendation of the Committee and there should be no separate debate upon the Motion itself.

The Chair introduced Gary Evans (Head of Customer Delivery) and Frank Rogers (Deputy Chief Executive) from Merseytravel, who had been requested to respond to a number of statements made in the Notice of Motion, viz:

- (a) The consistent increases year on year is damaging Wirral's economy putting further pressure on motorists and businesses.**

The tolls did not rise consistently year on year and the Class 1 actual toll had risen 50p in the ten years since the Tunnels Act was introduced. He referred also to an independent report published in January 2010, which helped to understand the impacts of the tolls. This indicated that half of retail spending by Wirral residents stayed in Wirral and that, if the tolls were removed, an estimated net £80m retail spending would be lost from Wirral per annum. In addition, new business start ups and survival rates of new businesses in Wirral were the second highest in Merseyside. Businesses did cite tunnel tolls as having an impact on overall transport costs, but no more highly than congestion and not as significant as fuel costs. Less than 20% of Wirral businesses viewed the tolls as a barrier to doing business across the river and more than 60% perceived no transport barriers at all.

- (b) Council recognises such increases place a greater strain on tunnel users who have to travel to and from work placing an unfair tax burden on Wirral residents**

The funding mechanism for the Mersey Tunnels was different from a tax regime, in that the user paid for a service, which was not compulsory, as other modes of cross river travel and road links existed. The element of choice suggested that the reference to "tax" in this context was inappropriate. Survey data also suggested that although the greatest number of journey start locations was in Wirral (36.5%), almost two thirds of all tunnel journeys started outside Wirral, with a greater volume starting on the other Merseyside districts combined.

- (c) Council recognises discount toll schemes/free crossings for local residents already exist in other parts of the country and while recognising that fast tag users benefit from a discount, Council believes that regular users should be rewarded with a local discount scheme over and above that afforded by use of the fast tag such as that announced for the Mersey Gateway Bridge of a "local user discount scheme" with up to 300 free journeys per year.**

The view of Merseytravel was that it was inappropriate to compare the Mersey Gateway scheme with the Mersey Tunnels as the funding mechanism for its construction and operation was different and it would have significantly lower ongoing maintenance costs. The Mersey Gateway was within one Council area and, as a consequence, the discount was part of the approach to the project funding. It was not possible to answer detailed questions in relation to the operation of the Mersey Gateway as its tolls had not yet been set. A proposal to allocate 300 free journeys each year equated to a discount of approximately £19m per annum; such an approach would require support from the levy in order to continue to operate at existing levels, in which case the funding model would transfer to all Merseyside residents.

Merseytravel already offered a number of discounts which, if fully taken up would equate to £15.8m. The current budget set anticipated discount uptake to remain as it is, but the potential existed for an estimated £8m plus to be lost in income should all discounts be utilised. He commented that Wirral had the highest number of Merseyrail stations across Merseyside and Members were asked to note that the surplus in tunnels revenue generated was re-invested in the local transport provision. He highlighted a number of major schemes that had progressed in recent years.

The Motion had also made reference to a request for the Mersey Tunnels to be transferred into the national road network. Such a request had been made at the request of the Integrated Transport Authority in January 2013 and he commented that the response from the Department for Transport suggested that this was not in the Government's plans.

Members noted that the levy had been frozen for the past two years and was anticipated to be frozen again next year. It was also noted that without tolls, increased usage could lead to severe congestion and potentially could have a detrimental impact on other cross river transport systems. In response to a question from a Member, Mr Evans indicated that the tunnel debt would be paid by 2048, at which point the people of Merseyside would be consulted.

The Labour Group spokesperson commented that the language in the first two paragraphs of the Motion were not helpful or factual and in respect of the 'pet scheme' or 'vanity project' to relocate Merseytravel HQ to Mann Island, he referred to minutes of the Urgency Sub-Committee of Merseytravel's Policy and Resources Committee held on 7 January 2009, which showed this to be an all-party decision. He referred also to the benefits to Wirral of the levy being frozen and indicated the potential Council Tax increase that would be required if the tunnels were toll free. He commented that there was a significant cost in keeping the tunnels safe and operating efficiently and, although the Government had made their position clear in relation to estuary crossings, any proposed change would need all-party support to seek a change to the Government's plans. He also wished to be clear that all Wirral Members of Merseytravel had voted against the recent toll increase.

On a motion by Councillor Steve Foulkes and seconded by Councillor Mike Sullivan, it was –

Resolved (10:5) –

- (1) That this Committee regrets the attempt to politicise the issue by the wording within the Notice of Motion, rather than stimulate serious debate. It also regrets that it fails to recognise the burden of high, unregulated bus and train fares on Wirral residents, wherever they travel.**
- (2) Committee notes that Wirral has benefitted greatly from the freezing of the Merseytravel levy and a direct grant of £3.3m to help offset cuts in Highways Budgets.**

- (3) Committee notes that putting the burden of tunnel tolls directly on the Council Tax would penalise all Wirral residents including non-car owners and would be unachievable. However, we recognise the issue and impact of tunnel tolls, particularly in Wirral and agree –**
- (i) That we should support a campaign to move the funding of the tunnel crossing back to the National Highways Network, particularly in the light of the A14 ruling.**
 - (ii) That the Fast-Tag scheme should be encouraged and promoted through all Wirral Council media and outlets.**
 - (iii) That we should encourage local, flexible schemes that could assist Wirral residents in reducing costs.**
 - (iv) That, whatever the outcome, safety and efficiency of the tunnel operation should not be put at risk.**
 - (v) That Wirral will support the Merseytravel campaign to reduce excessive bus and train fares.**

46 **NOTICE OF MOTION - NO TO NUISANCE CALLS**

The Head of Legal and Member Services advised that at the meeting of the Council held on 10 March 2014 (minute 98 refers), the following Notice of Motion proposed by Councillor Stuart Kelly and seconded by Councillor Alan Brighthouse was referred by the Mayor to this Committee for consideration.

'NO' TO NUISANCE CALLS

Council notes:

- (a)** the success and popularity of 'No Cold Caller Zones' which have been introduced across Wirral by Trading Standards officers, with support from residents and the Police, and that this work has resulted in the creation of 46 'Neighbourhood/No Cold Calling Zones', which now cover some 900 households;
- (b)** that "nuisance" marketing calls and text messages to landlines and mobiles are a growing problem despite the existence of the Telephone Preference Service (TPS), with more than 650 million so-called "silent calls" made every year. These are causing inconvenience and distress, particularly to elderly and vulnerable people.

Council welcomes the 'No to Nuisance Calls' campaign <http://www.no2nuisancecalls.net/about> for more effective regulation of this problem, which seeks to enhance the Information Commissioner's powers to encompass all forms of unsolicited telemarketing contact, increase enforcement activity against transgressors and for there to be a single, simple point of contact for any individual wishing to protect their privacy from unwanted telemarketing calls, texts, and emails.

Council resolves to support the 'No To Nuisance Calls' campaign, to take appropriate steps to promote this campaign via the Trading Standards service

and publicity and libraries and other Council buildings and to write to local MPs encouraging them to support the Private Members' Communications (Unsolicited Telephone Calls and Texts) Bill.

In accordance with Standing Order 7 (6), Councillor Kelly was invited to attend the meeting in order for him to be given an opportunity to explain the Motion. In accordance with Standing Order 7 (5), any recommendation from the Committee in relation to the Notice of Motion would be referred to the Council. Any debate at Council should take place upon the recommendation of the Committee and there should be no separate debate upon the Motion itself.

Councillor Kelly referred to the considerable support he had received since submitting his Notice of Motion, which suggested to him that nuisance calls were a significant and growing problem, which caused inconvenience and distress to many people in all areas.

The Council's Trading Standards Strategic Manager gave an outline of the work being done by Trading Standards Officers, who were acutely aware of the scams associated with tele-sales and the dangers, particularly to vulnerable people of ending up on 'suckers lists' and receiving unwanted home visits. He referred to steps that could be taken to eradicate nuisance calls and highlighted Wirral's participation in a number of national campaigns. He reported also upon a local initiative to utilise call-blocking devices, which was soon to be launched. The devices cost approximately £32 per unit and were a very effective way of stopping the majority of nuisance calls. Although only a limited number were available as part of the initiative, they could be purchased from a number of retail outlets.

In response to comments from Members, the Trading Standards Manager acknowledged that there were often legitimate reasons as to why people called upon members of the public and the measures he had outlined were only to combat those who acted unlawfully or sought to take advantage of vulnerable members of society. In response to further comments, he indicated that Neighbourhood/No Cold Calling Zones were created based on the number of complaints received and intelligence gathered to support action in a particular area. However, although they were very effective and were introduced with support from local residents and Merseyside Police, demand outstripped the resources that were available.

Members expressed concern with regard to the financial implications of supporting the Notice of Motion and suggested that the cost needed to be fully evaluated. In addition, it was more difficult to legislate against and combat nuisance calls that originated outside the UK.

The Strategic Director for Regeneration and Environment commented that although his department did not have a significant interaction with vulnerable people, he proposed to discuss the matter of nuisance calls at a senior officer level. He was pleased to explore cross departmental working to get the message across but emphasised that there was no additional funding available for it.

On a motion by Councillor Steve Foulkes and seconded by Councillor Steve Williams, it was –

Resolved –

- (1) That the ‘No to Nuisance Calls’ campaign be supported, and appropriate steps be taken to promote the campaign via the Trading Standards service and through publicity in libraries and other public buildings.
- (2) That the report of the Trading Standards Strategic Manager be noted.
- (3) That the proposal of the Strategic Director for Regeneration and Environment to promote cross Departmental working be supported.
- (4) That the Committee to be appointed for 2014/2015 be asked to consider how best to address the problem.
- (5) That the Cabinet be requested to write to local MPs, encouraging them to support the Private Members’ Communications (Unsolicited Telephone Calls and Texts) Bill.

47 **WIRRAL'S SITES FOR JOBS**

Further to minute 31 (27 January 2014), the Head of Regeneration reported that work was progressing in relation to the availability of land for employment opportunities and a more detailed update would be presented to the next meeting of the Committee.

Resolved – That the report be noted.

48 **YOUTH UNEMPLOYMENT IN WIRRAL**

The Strategic Director for Regeneration and Environment presented a periodic update upon the scale of Youth Unemployment in Wirral, based upon a statistical analysis of 18-24 Jobseekers Allowance data, which had been requested by the Committee as part of its work programme. He commented that the Council’s Investment Strategy Team produced monthly factsheets of Jobseekers Allowance, which enabled trends to be monitored by the Council and its partners. He provided analysis of the latest data to February 2014, which showed that despite some recent increases, there had been a continuing positive downward trend with considerable reductions in longer term youth unemployment. He provided also an update on interventions at a national, Liverpool City Region and local level and highlighted a number of new opportunities including the Youth Contract for Cities, Youth Employment Initiative: European Council and the Coastal Communities Fund, which would be the subject of future update reports.

In view of the importance placed by the Committee on measures to tackle youth unemployment, the Chair requested that future dashboard reporting should also include appropriate monitoring information.

Resolved – That the report be noted.

49 **UPDATE ON THE RECOMMENDATIONS OF THE REPORT OF THE UNDER OCCUPATION SCRUTINY TASK GROUP**

The Strategic Director for Regeneration and Environment presented an update on each of the 18 recommendations of the 2013 Report of the Under-Occupation Scrutiny Task Group, which had been set up in 2012, in the light of considerable public concern regarding the impact of changes to housing benefit and welfare reforms specifically related to under-occupation in both the public and private housing sectors.

He outlined the scope of the review and commented that the report and its recommendations had been accepted by the Cabinet in June 2013, where it was agreed that the final report would be sent to all Wirral Members of Parliament. One of the recommendations was that a follow up review of the impact of the reforms should be undertaken in the future and he highlighted a number of key updates, which had been grouped into the following areas –

- Discretionary Housing Payments
- Support Services
- Information and Advice
- Availability and Access to Accommodation
- Illegal Houses in Multiple Occupation
- Education and Financial Management

The Strategic Director also set out a number of statistical measures that had been put in place to inform the evaluation of the impact of the reforms on individuals, organisations and communities and he drew the attention of the Committee to key findings.

In response to comments from Members with regard to a statement in the update report that there had been an increase in shoplifting during 2013/2014, Members of the Task and Finish Group advised that a question had been asked during the course of the Review as to the impact of Benefit Reform on crime levels and the activities of loan sharks. Although there had been an increase in shoplifting, compared to the same period last year, it was not possible to state whether or not such activity was a direct result of Benefit Reform.

Members of the Task and Finish Group had welcomed the opportunity to be involved in pre-scrutiny and commented also that a follow up review should be undertaken within the first six months of the new Committee to be appointed for 2014/2015.

Resolved –

- (1) That the updates, to inform the follow up review be accepted.**
- (2) That the follow-up review be added to the Work Programme for the 2014/2015 Committee, with a recommendation that it be undertaken in the first part of the municipal year.**

50 **DECISION TAKEN UNDER DELEGATED POWERS - DEMOLITION OF FORMER TRANFOODS FACTORY AND OFFICES - ABBEY STREET, BIRKENHEAD**

The Strategic Director for Regeneration and Environment reported, in accordance with the Approved Scheme of Delegation, upon the use of delegated powers to accept the following lowest price tender –

Project Title: Marine Supplier Park
Contract: Demolition of former factory and office units, Abbey St, Birkenhead
Contract Sum: £112,300 for demolition works and £10,107 for the Council's Universal and Infrastructure Services fees (including professional fees. Planning supervisor, and Clerk of works charges)
Contractor: J P Tisdale Demolition Ltd
Funded from: Capital Programme Regional Growth Fund/Core Strategy Budget.

Resolved – That the report be noted.

51 **DIRECTORATE PLAN PERFORMANCE REPORT**

Having declared his prejudicial interest in this matter, by virtue of his employment, Councillor Paul Doughty left the room during its consideration.

The Strategic Director for Regeneration and Environment presented an outline of current performance of Regeneration and Environment as at 31 January 2014, against the Directorate Plan for 2013/2014. It translated the priorities set out in the Directorate Plan into a coherent and measurable set of performance outcome measures and targets, which were to be used to evaluate the achievement of Directorate priorities over the next year of the Plan.

He commented that the development of the Directorate Plan would be an iterative process based upon the feedback and requirements of elected Members and Portfolio leads. Consequently, the latest version of the report contained key finance information, the year end forecast position and exception reports (i) to maintain local environmental quality (LEQ) of litter, detritus, dog fouling in main gateways and shopping areas and (ii) for 60% of all major planning applications to be determined within 13 weeks.

Members referred to the one indicator that was rated as Red with performance deteriorating, which was in relation to the Percentage of Major Planning Applications Determined within 13 Weeks. Although an Action Plan had been completed, which outlined steps to improve performance, Members highlighted the need for effective monitoring to be undertaken to secure an improvement.

Resolved – That the report be noted.

52 **FINANCIAL MONITORING 2013/14 - MONTH 10 (JANUARY 2014)**

The Director of Resources presented financial monitoring information for 2013/2014 Month 10 (January 2014), which had previously been reported to the Cabinet (minute 162 (13 March 2014) refers) as a means of providing regular, detailed updates on budget performance. He commented that, in order for it to fulfil its corporate and strategic scrutiny role, the Coordinating Committee continued to review full versions of the most up to date monitor reports. However, those sections relevant to Regeneration and Environment had been extracted and summarised into a bespoke report for Members' consideration.

The Strategic Director for Regeneration and Environment did not expect an overspend at this stage of the financial year. The net saving forecast was £370k and a significant saving had also been achieved as a result of the early implementation of savings related to Supporting People. £1.3m had been earmarked to resolve a number of annex 12 (Budgetary) issues, which covered all directorates.

In response to questions from Members, the Strategic Director indicated that an increase in subscriptions to garden waste collections and an increase in planning applications had resulted in increased income levels. With regard to the Reeds Lane Play Area, he agreed to circulate an update on the scheme to all Members of the Committee.

Resolved – That the report be noted.

53 **SCRUTINY WORK PROGRAMME - UPDATE**

The Director of Public Health/Head of Policy and Performance presented an update on progress in the delivery of the agreed Scrutiny Work Programme. She provided a brief summary of the work against each of the topics and identified officer reports that had also been added to the agenda for future meetings. The Scrutiny Support Officer noted also that during the municipal year, Members had expressed their concerns about the lack of sufficient monitoring of scrutiny recommendations and reporting back on the progress of their implementation. He reported that officers had developed a mechanism to address this, which programmed the monitoring of recommendations from Committees and Scrutiny Reviews, which would now be allocated an appropriate review date and a schedule developed to align with Policy and Performance Committee meetings.

An update on recommendations related to the International Trade Centre Scrutiny Review would be included in the reporting schedule for the new municipal year and, with regard to the Under Occupation Scrutiny Review (see minute 49 ante), he commented that any outstanding recommendations would also be included in the reporting schedule for the new municipal year. Members also noted that the new Committee to be appointed for 2014/2015 had also been asked to consider how best to address the problem of nuisance calls (see minute 46 ante).

The Chair referred to the scrutiny that had been undertaken during the course of the municipal year and suggested that the new Committee would need to

begin its scrutiny programme as early as possible in 2014/2015. The Labour Group Spokesperson commented also upon the considerable scrutiny work that had been undertaken by those Members who had been actively involved in a number of task and finish groups. In particular, he thanked Councillors Paul Doughty, Anita Leech, Mark Johnston and Steve Williams for their efforts during the past year.

Resolved – That the Work Programme be noted and the suggested amendments to it be presented for consideration to the first meeting of the Committee in the new municipal year.

54 **EXEMPT INFORMATION - EXCLUSION OF MEMBERS OF THE PUBLIC**

On a motion by Councillor Steve Williams and seconded by Councillor Steve Foulkes, it was –

Resolved – That in accordance with section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item of business, on the grounds that it involves the likely disclosure of exempt information as defined by the relevant paragraphs of Part 1 of Schedule 12A (as amended) to that Act. The public interest test has been applied and favours exclusion.

55 **REGENERATION UPDATE**

The Strategic Director for Regeneration and Environment provided an update in relation to a number of regeneration schemes within the Borough. His report was considered exempt in view of the commercial sensitivity of the information he provided and the public were excluded accordingly.

Resolved – That the report be noted.

56 **VOTE OF THANKS**

The Chair indicated that this was the last meeting in the municipal year and thanked the Members of the Committee for the considerable work they had undertaken during the course of the year. In particular, he commented upon the significant contribution of Councillor Mark Johnston, who was not seeking re-election to the Council. Members of the Committee also thanked the Chair for his endeavours and joined with him in extending their best wishes to Councillor Johnston

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WIRRAL COUNCIL

REGENERATION AND ENVIRONMENT POLICY & PERFORMANCE COMMITTEE

22 July 2014

SUBJECT:	FUTURE COUNCIL
WARD/S AFFECTED:	ALL
REPORT OF:	CHIEF EXECUTIVE
RESPONSIBLE PORTFOLIO HOLDER:	LEADER OF THE COUNCIL
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 This report provides the Regeneration and Environment Policy & Performance 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 are being developed in order to transform the Council and achieve the savings required of us.
- 1.2 The emerging options will 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.

2.0 BACKGROUND AND KEY ISSUES

- 2.1 The Council's Corporate Plan is clear in that the Council budget – in terms of investment decisions and budget savings – should be set according to three key priorities;
- Tackle health inequalities, poverty and disadvantage - narrow the gap between our richest and poorest communities
 - Protect the vulnerable, making sure people are safe and feel safe – and can remain independent as long as possible
 - Driving economic growth – investing in Wirral's future
- 2.2 The Council is also committed to ensure that savings are 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

- 2.3 The Council, as is the case with many other authorities, is dealing with a budget position which remains extremely stark. We have consistently forecasted the savings required and made substantial savings already. However, the funding gap for the next two years is at least £45 million (as reported to Council in Feb 2014) with further savings required as we add in the likely grant figures for subsequent years (2017/18 and beyond). The outturn position in 2013/14 has been positive and will enable a further contribution to be made to fund the restructuring costs. It is important that we focus on the outcomes we want to see for Wirral by investing the ongoing net budget which is still forecast to be £250 million per year. It is, of course, vitally important that we focus on ensuring we use those resources in the right way.
- 2.4 The Future Council project has completed a full review process across every Council service. The information collected is now being analysed and work is ongoing to produce options for service transformation and immediate savings.
- 2.5 The emerging options are presented within this report and associated Appendix for consideration by Members. Options will continue to be worked on, with business cases and impact assessments produced, before they are published for full consultation by the Chief Executive in September 2014.
- 2.6 Following a report to Cabinet in April 2014, the Leader of the Council has requested that, in accordance with the Council's policy framework, Members are fully engaged and able to participate with the development of budget options through pre-decision scrutiny. This report provides the first opportunity for that activity, with Members invited to debate and inform the principles upon which budget options and investment priorities are being developed.
- 2.7 During autumn of this year, Members will have the opportunity to conduct more detailed scrutiny of the options which are published by the Chief Executive, before making recommendations to Cabinet.

3.0 PURPOSE OF SESSION

- 3.1 The purpose of this session is to enable Members to debate the future direction of service provision and the principles upon which budget options and investment proposals are being developed. Members are also provided with a summary of the emerging options within each theme for consideration. The options relevant to the Regeneration and Environment Policy & Performance Committee are included as Appendix 1.
- 3.2 Further work will be completed on developing these options, before they are published by the Chief Executive for public, staff and stakeholder consultation in September 2014.

4.0 APPROACH

- 4.1 Services have been considered and are presented to Members according to themes, which were developed based on shared outcomes which services work to. These themes are;

- Enabling Services
- Community and Neighbourhood Services
- Specialist and Targeted Services

4.2 Emerging options within each of these themes have been provided to Coordinating Committee within three position papers. In addition to this, universal options which cover all services and themes are in development, and the emerging details of these are also provided.

4.3 To enable wider scrutiny and participation in developing options, these papers will also be presented to external boards and stakeholders for consideration, including health and wellbeing board, investment board and the public service board.

5.0 CROSS-CUTTING OPTIONS

5.1 The Future Council process has identified and begun to scope a number of cross cutting projects which will drive savings for the authority. More work is being completed on these projects in advance of the publication of all budget options in autumn. However, a summary is provided below to enable Members to give their early consideration and views:

- Charging, income and collection; making sure the Council has effective and efficient processes for collecting income.
- Commissioning, procuring and contracting; reviewing all contracts and service level agreements which are in place to ensure the best value for money is being achieved.
- Reshaping customer contact; making sure access to Council services is appropriate, and is offered through the most cost effective channels, and ensuring a full review of all information, advice and guidance provision is completed to target resources effectively.
- Efficient approach to transactions; making sure administration is streamlined, and combining similar functions and processes wherever possible to improve efficiency and save money.
- Flexible and mobile working; ensuring the Council workforce can work as flexibly and efficiently in the field as they can in the office to increase productivity.
- Asset Management; getting the best value out of the Council's assets throughout the borough.
- Out of Hours provision; combining our various out of hours services into one multi-functional division

6.0 NEXT STEPS

- 6.1 Feedback from Members on the principles and emerging options will form part of the budget development process. Officers will continue to develop options and the Chief Executive will publish his proposals in September.
- 6.2 In September, Members will have further opportunities to debate and comment on the detailed options.

7.0 RELEVANT RISKS

- 7.1 A full programme risk register has been developed and is regularly updated and reviewed in line with the programme governance arrangements for the Future Council approach.

8.0 OTHER OPTIONS CONSIDERED

- 8.1 Council has made a commitment that all decisions related to the budget setting process should be underpinned by comprehensive, genuine and robust consultation with all stakeholders. Therefore, no further options have been considered.

9.0 CONSULTATION

- 9.1 The Future Council process will include a comprehensive programme of stakeholder engagement and consultation in the development of a series of budget and service delivery options. These will be the subject of a wide ranging Member, staff, stakeholder and public consultation process which will commence in September 2014.
- 9.2 Ongoing, fortnightly briefings are being held with Trade Union colleagues specific to this project, and briefings are ongoing with political parties and Council staff.

10.0 OUTSTANDING PREVIOUSLY APPROVED ACTIONS

- 10.1 All actions related to this project are either complete or in process.

11.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 11.1 Effective partnership working with organisations within the voluntary, community and faith sector will be vital to ensure the Council can meet its financial challenges while still ensuring the right outcomes are being achieved for Wirral residents. Comprehensive engagement and discussions with organisations from the sector is ongoing and will continue throughout this process.

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

- 12.1 None arising as a result of this report.

13.0 LEGAL IMPLICATIONS

- 12.1 None arising as a result of this report.

14.0 EQUALITIES IMPLICATIONS

14.1 Yes. An Equality Impact Assessment was developed and reported to Cabinet on 13 March 2014.

15.0 CARBON REDUCTION AND ENVIRONMENTAL IMPLICATIONS

15.1 None arising directly as a result of this report.

16.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

16.1 None arising directly as a result of this report.

17.0 RECOMMENDATION/S

17.1 The Committee is requested to:

- Note and provide feedback on the principles described within the Position Paper upon which budget options and investment proposals are being developed.
- Consider how they would prefer to approach the more detailed scrutiny sessions in September.

16.0 REASON/S FOR RECOMMENDATION/S

16.1 Council has made a commitment that all decisions related to the budget setting process should be underpinned by comprehensive, genuine and robust consultation with all stakeholders and the Future Council process is vital to ensuring this commitment is delivered.

REPORT Emma Degg
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APPENDICES

Appendix 1 – Community and Neighbourhood Services

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COMMUNITY AND NEIGHBOURHOOD SERVICES

1.0 INTRODUCTION

The Council's Corporate Plan is clear in that the Council budget – in terms of investment decisions and budget savings – should be set according to three key priorities;

- Tackle health inequalities, poverty and disadvantage - narrow the gap between our richest and poorest communities
- Protect the vulnerable, making sure people are safe and feel safe – and can remain independent as long as possible
- Driving economic growth – investing in Wirral's future

The Council is also committed to ensure that savings are 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

This document is designed to provide Members and stakeholders with concise, relevant information related to the challenges and opportunities influencing the future delivery of community and neighbourhood services.

1.1 Overall Context

Wirral's local environment and the economy are arguably the two biggest factors in driving the quality of life, health and levels of achievement for our residents.

Every year, the Council invests huge resources in both maintaining and improving the local environment, and in stimulating the local economy – through helping our local businesses to succeed and expand, and encouraging businesses to start up or relocate in Wirral.

We have had, and are working towards, huge successes. Projects such as the New Brighton development, the revitalisation of Birkenhead Park, the International Trade Centre, and International Golf Resort and, particularly, Wirral Waters are significant on a national and global scale.

We are determined that Wirral be a place where businesses flourish and people have access to good jobs, and quality, affordable homes in a pleasant, safe and clean environment.

The current funding reductions are the biggest challenge Councils, particularly northern Councils, have ever faced. Put simply, the demand for our services will soon outstrip the funding we have to

COMMUNITY AND NEIGHBOURHOOD

provide them. Overcoming this challenge is difficult, and means we have to think radically and find new ways of working with our communities, with our businesses, and with our residents.

We need to focus our resources into areas that will have the most impact; we have to make difficult decisions as we simply do not have the resources to continue spending the same amounts to reach our goals.

We should not, and will not, be discouraged by this. The opportunities we have within our grasp are huge. Our regeneration projects are underway and will transform our economy, and our physical landscape and location are the envy of the country – proven by the numbers of visitors to Wirral rising at a faster rate than anywhere in the North West.

1.2 Purpose of Session

The purpose of this session is to enable Members to debate the future direction of service provision as described within this document, particularly in relation to the principles which are provided. Members are also provided with a summary of the emerging options within this theme for consideration.

Further work will be completed on developing these options, alongside more, before they are published by the Chief Executive for public, staff and stakeholder consultation in September 2014.

2.0 FUTURE DIRECTION

The services within the Community and Neighbourhood theme have been grouped as such due to their shared or similar outcomes for residents. Given a number of the services involved are also delivered from physical locations throughout the borough to look for synergies and where constituency committees can be more involved in influencing and designing service provision in their local areas.

2.1 Principles for Change

The challenge now is to take our current service model, in the context of our current and future demographic challenges and our vastly reduced financial resources, and redesign it completely – ensuring we deliver the outcomes residents need effectively and within budget in accordance with the Corporate Plan. To help inform that transformation, a series of principles have been developed which will be used to guide service re-design and potential budget options.

- Increasing Income; making sure that full cost recovery is achieved where practical and review all service level agreements with partners to ensure charging is appropriate.

COMMUNITY AND NEIGHBOURHOOD

- Being More Efficient; making our workforce more flexible and able to work across current department and service boundaries, and investing in technology to reduce the dependence on expensive access channels for services.
- Targeting Resources; reviewing the levels of services provided against the legal requirements, and increasing the devolved resources allocated to constituency committees to direct services in their local area.
- New Models of Delivery; involving people who use services in their redesign, their commissioning, their procurement and evaluation.

3.0 EMERGING OPTIONS

Initial, emerging budget options have been identified which will continue to be worked on, to develop full business plans and impact assessments before they are published for full consultation by the Chief Executive in September.

- Ensure resources are allocated appropriately, through a full review of all service provision against their statutory requirement, as well as reviewing all fees and charges to ensure full cost recovery is delivered.
- Invest in the right technology, to ensure accessing Council services is efficient and effective through online channels – thereby reducing the dependency on expensive face to face channels.
- Drive a culture change in our workforce, ensuring that where appropriate a commercial culture exists to identify and maximise income opportunities.
- Streamline administrative processes, removing all wasted effort and duplication from services
- Create more generic functions where outcomes, process and skill sets are similar to drive efficiencies and provide a more joined up service to residents.
- Maximise the devolvement of budgets to constituency committees to create efficiencies

4.0 SERVICES IN SCOPE

The services below are considered within this theme, which primarily fall between four 'blocks';

Looking after the Environment:

Services which have a direct impact on the Borough's environment, and whose primary function is to work with either partners or commissioned providers to ensure work is delivered across a range of areas through similar processes.

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- Highways Management
- Traffic and Transport
- Waste and Environment

Regulation and Enforcement:

Services in which the primary function is either regulatory or related to enforcement; although the services within this theme are substantially different the skill set, general approach and resource requirement is generally similar across the following functions.

- Building Control
- Development Management
- Environmental Health
- Housing Standards & Renewal
- Trading Standards
- Licensing

Neighbourhood Services:

Services which are based upon a physical location, and therefore have the potential to be delivered based on a geographical or neighbourhood model.

- Day Services
- Libraries
- Lifelong and Family Learning
- Parks and Open Spaces
- Sports and Recreation
- Sports Development Unit
- Youth and Play

Cultural Services:

Services that have been grouped together due to the similar functions of being cultural, leisure based visitor attractions within the borough.

- Floral Pavilion
- Museums

Driving Economic Growth:

Services that are designed to stimulate the local economy, either through working with businesses already here, driving up skills or encouraging inward investment.

- Regeneration and Economic Development
- Invest Wirral
- Destination Marketing
- Forward Planning

COMMUNITY AND NEIGHBOURHOOD

- Housing Strategy

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WIRRAL COUNCIL

REGENERATION & ENVIRONMENT POLICY AND PERFORMANCE COMMITTEE

22ND JULY 2014

SUBJECT:	Combined Authority Scrutiny Arrangements
WARD/S AFFECTED:	ALL
REPORT OF:	Chief Executive
RESPONSIBLE PORTFOLIO HOLDER:	Leader of the Council
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

1.1 Scrutiny arrangements for the Liverpool City Region Combined Authority (LCRCA) have been developed; this report explains the relationship between those arrangements and the existing scrutiny model in Wirral.

2.0 BACKGROUND AND KEY ISSUES

2.1 At the Annual Meeting of the LCRCA held on 13/6/14, scrutiny arrangements which will be put in place to scrutinise the activities of the LCRCA were agreed. The report to the LCRCA is attached as Appendix 1.

2.2 A key part of the arrangement is the appointment of a 14 Elected Member scrutiny panel comprising of:

- 2 Elected Members from each of the six constituent local authorities
- 1 Elected Member from the largest opposition group from across the six constituent authorities (Conservatives)
- 1 Elected Member from the second largest opposition group from across the six constituent authorities (Liberal Democrats)

2.3 It is proposed that the Scrutiny Panel will meet a minimum of four times per annum and will develop an annual scrutiny plan.

2.4 The Combined Authority is responsible for strategic economic development, strategic transport, strategic housing and land based assets and strategic employment and skills in the City Region. It is anticipated that the scrutiny work plan will be delivered across these key themes through working groups undertaking agreed scrutiny reviews.

3.0 AUTHORITY SCRUTINY LINK

- 3.1 Each constituent Council will nominate one of the 2 members of that constituent Council who have been appointed to the Scrutiny Panel to act as that constituent Council's "Authority Scrutiny Link". Wirral's Scrutiny Link Member will be responsible for reporting back on the scrutiny work carried out by the Combined Authority Scrutiny Panel. The link member will also be responsible for reporting to the Scrutiny Panel any issues identified locally which may warrant scrutiny at Combined Authority level.
- 3.2 At Council on 14th July 2014, Wirral will appoint two Elected Members to the LCR Scrutiny Panel, one of whom will also be appointed as Wirral's Scrutiny Link Member.
- 3.3 The remit of the Scrutiny Link Member is yet to be fully defined in Wirral, but it is anticipated that the role will provide a link to Elected Members of the Regeneration & Environment Policy and Performance Committee.
- 3.4 It is expected that the Scrutiny Officer of each constituent Council will ensure that the work programmes and minutes relating to the work carried out by the Scrutiny Panel in scrutinising the Combined Authority and the Merseytravel Committee, are circulated appropriately within their own constituent Council's scrutiny arrangements. In Wirral it is proposed that the committee responsible for receiving this information will be the Regeneration & Environment Policy and Performance Committee.
- 3.5 It is therefore proposed that the receipt of such relevant information from the LCRCA Scrutiny Panel becomes a standing item on the agenda for the Regeneration & Environment Policy and Performance Committee.

4.0 RELEVANT RISKS

- 4.1 None

5.0 OTHER OPTIONS CONSIDERED

- 5.1 No other options have been considered.

6.0 CONSULTATION

- 6.1 N/A

7.0 OUTSTANDING PREVIOUSLY APPROVED ACTIONS

- 7.1 N/A

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 8.1 None arising as a result of this report

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

- 9.1 Any workload will be undertaken within existing resources.

10.0 LEGAL IMPLICATIONS

10.1 None arising as a result of this report.

11.0 EQUALITIES IMPLICATIONS

11.1 None arising directly as a result of this report.

12.0 CARBON REDUCTION AND ENVIRONMENTAL IMPLICATIONS

12.1 None arising directly as a result of this report.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 None arising directly as a result of this report.

14.0 RECOMMENDATION/S

14.1 The Committee is requested to:

- Approve the proposed reporting arrangements as described in this report.
- Approve LCRCA Scrutiny as a standing item for the Committee agenda.

15.0 REASON/S FOR RECOMMENDATION/S

15.1 The Regeneration & Environment Policy and Performance Committee is responsible for the oversight of strategic economic development, strategic transport, strategic housing and strategic employment and skills in Wirral.

**REPORT
AUTHOR:** Tim Games,
Scrutiny Support Officer

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APPENDICES

1 – LCRCA Scrutiny Arrangements (13/6/14)

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LIVERPOOL CITY REGION COMBINED AUTHORITY

To: The Chairman and Members of the Combined Authority
Meeting: 13 June 2014
Authority/Authorities Affected: All
EXEMPT/CONFIDENTIAL ITEM: No

REPORT OF THE LEAD OFFICER: SCRUTINY

SCRUTINY ARRANGEMENTS

1. PURPOSE OF REPORT

- 1.1 The Liverpool City Region Combined Authority (LCRCA) Constitution - Part 5 Section B (Appendix 1) sets out the Scrutiny arrangements for the Combined Authority.
- 1.2 This report considers the following matters in respect of the scrutiny arrangements that are being put in place to support the Combined Authority and meet the requirements of the LCRCA Constitution :-
 1. To agree the Scrutiny Model for the LCRCA;
 2. To achieve Political Balance on the Scrutiny Panel;
 3. To invite appointments to the Scrutiny Panel by each Constituent Council and Liverpool City Region Opposition Groups;
 4. To agree a Programme of Meetings for future Scrutiny Panel meetings;
 5. To consider Topics for inclusion in the Annual Scrutiny Plan; and
 6. To agree to commission Training for Scrutiny Panel members.

2. RECOMMENDATIONS

- 2.1 It is recommended that the Combined Authority resolve as follows:-
 - a) To adopt the Scrutiny Model and arrangements for political balance set out in this report for the LCRCA Scrutiny Panel;
 - b) Each Constituent Council appoint 2 members to the LCRCA Scrutiny Panel;
 - c) The Liverpool City Region Opposition Groups, acting collectively across the City Region geography, appoint 2 opposition members to the LCRCA Scrutiny Panel;
 - d) That a minimum of 4 LCRCA Scrutiny Panel meetings be held in per annum in:-
 - Sept 2014
 - Jan 2015
 - Apr 2015
 - July 2015

- e) The Scrutiny Panel develop an Annual Scrutiny Plan;
- f) Training be arranged through NWEO for Scrutiny Panel members; and
- g) To approve the Agenda for the inaugural City Region Scrutiny Panel meeting (see Appendix 4).

3. ACHIEVING POLITICAL BALANCE ON THE SCRUTINY PANEL

3.1 Purpose

The purpose of this paper is to consider the most appropriate scrutiny model for the LCRCA and establish how political balance can be achieved on the Scrutiny Panel for the Combined Authority. The paper is written on the assumption that the makeup of the Scrutiny Panel should reflect, in the main, the combined political makeup of the 6 Liverpool City Region authorities. This requirement is contained in the Constitution of the LCRCA.

3.2 Approach

In order to assess the required political balance for the Scrutiny Panel it is first necessary to look at the combined political makeup of the 6 LCR authorities. This is shown in the Table below following the Local Council Elections on 22nd May 2014.

Council	Total Seats	LAB	LD	CON	Green	LIB	IND/Other
Halton	56	51	3	2	0	0	0
Knowsley	63	63	0	0	0	0	0
Liverpool	90	79	3	0	4	3	1
St Helens	48	42	3	3	0	0	0
Sefton	66	40	17	7	0	0	2
Wirral	66	38	6	21	1	0	0
TOTALS	389	313	32	33	5	3	3

The respective percentages of seats held by each party being as follows:

Labour	80.46%
Liberal Democrat	8.22%
Conservative	8.44%
Others	2.82%

The principle adopted in this paper is therefore to find a scrutiny arrangement that matches the pattern above.

It should be remembered, however, that the above pattern may change following subsequent elections and the arrangements in this paper may require modification to achieve the necessary political balance.

3.3 Recommended Scrutiny Model

A 14 member Scrutiny Panel with 2 members nominated by each local authority, plus an additional 2 places for opposition parties. (This assumes given the current political control in the City Region that each Council nominate 2 Labour members – this of course is a matter for each Council.)

3.4 Reconsideration (call-in) Procedure

Using the agreed 2/3 threshold for “reconsideration/call-in” the following number of members would be required for a “reconsideration/call-in”

9 members

Attached to this report is a draft pro-forma that could be utilised to trigger a call in if sufficient numbers of members consider this appropriate (see Appendix 2).

4. APPOINTMENTS

4.1 Each constituent Council shall be entitled to appoint TWO members to the Scrutiny Panel, as of right.

4.2 To achieve political balance TWO opposition members will also need to be appointed to the LCRCA Scrutiny Panel.

4.3 Arrangements will need to be put in place to identify the opposition members to join the Scrutiny Panel.

4.4 The following protocol is proposed to appoint the opposition group members to the LCRCA Scrutiny Panel:-

- a) The Leaders of the largest opposition party, as calculated by aggregating the number of opposition members across the 6 Constituent Councils of the LCRCA geography, shall nominate ONE elected member from their aggregated elected members to the LCRCA Scrutiny Panel.

(Following the 2014 Elections the largest opposition party is the Conservative Party).

- b) The Leaders of the second largest opposition party, as calculated by aggregating the number of opposition members across the 6 Constituent Councils of the LCRCA geography, shall nominate ONE elect member from their aggregated elected members to the LCRCA Scrutiny Panel.

(Following the 2014 Elections the second largest opposition party is The Liberal Democrats).

5. PROGRAMME OF MEETINGS

5.1 The LCRCA is asked to approve the dates for future meetings of the LCRCA Scrutiny Panel.

5.2 The process

- For the LCRCA to agree the preferred Scrutiny Model; and
- The Constituent Councils to appoint members to the Scrutiny Model

will not be concluded until the end of July, due to the cycle of Council meetings for the 6 Constituent Councils. Therefore it is proposed the first meeting of the LCRCA Scrutiny panel takes place early September 2014.

The Scrutiny Panel will meet a minimum of 4 times a year, although it is anticipated additional meetings will take place as the scrutiny process matures.

6. TOPICS FOR CONSIDERATION BY SCRUTINY PANEL

6.1 In accordance with the LCRCA Constitution, this is a matter for the LCRCA Scrutiny Panel to determine.

It is anticipated the LCRCA Scrutiny Panel Work Programme will be developed further as part of the training and workshop sessions proposed in Section 7 of this report.

Members are invited to suggest any topics they would wish the Scrutiny Panel to consider as part of their Annual Work Programme.

A draft Agenda for the inaugural meeting of the LCRCA Scrutiny Panel is attached at Appendix 3.

7. TRAINING

7.1 To assist members of the Scrutiny Panel to undertake their duties and responsibilities, it is proposed to offer members training. This training will be available through the NW Employers Organisation (NWEO). The proposed content of this training is set out at Appendix 4.

8. RESOURCE IMPLICATIONS

8.1 Financial

There are no additional costs associated with the recommendations in this report.

8.2 Human Resources

There are no direct issues as a result of the recommendations set out within this report.

8.3 **Physical Assets**

The recommendations within this report have no bearing upon any land/buildings/other physical assets owned by the CA or its constituent Councils or have any direct impact upon the use of IT, or need for IT support.

8.4 **Information Technology**

There are no direct issues as a result of the recommendations set out within this report.

9. **RISKS AND MITIGATION**

9.1 The risks associated with the recommendations in this report are low. Transparent and effective scrutiny is important to the continuing credibility of the CA and will enhance and support the work of the CA. Scrutiny exists to achieve greater public accountability over decision made and services delivered to the whole Liverpool City Region in respect of those functions under the remit of the Combined Authority.

10. **EQUALITY AND DIVERSITY IMPLICATIONS**

10.1 The policies referred to within this report have equality and diversity implications, these have been considered. Achieving political balance will ensure the CA meets Government guidance.

11. **COMMUNICATION ISSUES**

11.1 There are no direct issues, though this report seeks to clarify the arrangements for scrutinizing the work of the Combined Authority.

12. **CONCLUSION**

12.1 This report sets out the main issues associated with the arrangements for scrutinizing the work of the Combined Authority.

DAVID PARR
Lead Officer: Scrutiny

Contact Officer(s):

David Parr, Chief Executive, Halton Council (0151 511 6000)

Ian Leivesley, Strategic Director, Halton Council (0151 511 6000)

Appendices:

Appendix One - LCRCA Constitution (Scrutiny)

Appendix Two - Re-consideration - Call In (Draft) Pro-forma

Appendix Three - Agenda for inaugural LCR Scrutiny Panel Meeting

Appendix Four - NWEO Training Programme

Background Documents:

None

LIVERPOOL CITY REGION COMBINED AUTHORITY CONSTITUTION

Part 5 - Section B

Scrutiny Arrangements for the Authority, Merseytravel Committee and Merseytravel

1 Introduction

1.1 The Authority is to be supported by a scrutiny model in order to scrutinise decisions made at the sub-regional level.

2 Function of Scrutiny at a City Region Level

2.1 Scrutiny exists to achieve greater public accountability over decisions made and services delivered to the whole Liverpool City Region in respect of those functions under the remit of the Combined Authority.

2.2 The principal ways in which the Combined Authority will be 'held to account' via Scrutiny are:-

- (a) 'Critical Friend' role
- (b) Pre-decision scrutiny
- (c) Monitoring the delivery of the Combined Authority Strategic Plan

2.3 Pre-decision scrutiny would need to be used selectively otherwise the scrutiny system would, by spreading its energies too thinly, be likely to have little impact.

2.4 The role of Scrutiny in these three key function areas will be:-

- (a) To provide a 'critical friend' to policy and strategy development The main priority for scrutiny should be to help the Authority to:-
 - Develop policies to deal with new issues
 - Reviewing existing policies which are felt to be in need of review
 - Contributing to the formulation of the annual budget
 - Reviewing policies or actions of agencies external to the local authorities which may be impacting adversely on the quality of life of local people
- (b) To undertake scrutiny reviews into areas of strategic importance for the people of the Liverpool City Region The Authority's Scrutiny Panel should aim to investigate matters of strategic significance for the Liverpool City Region area and review should focus on sub-regional issues that are directly linked to the work of the Combined Authority and its sub-structure. The Panel would take a similar approach to a Parliamentary Select Committee. Panel members will collect evidence through a variety of sources, including –
 - Questioning expert 'witnesses'
 - Receiving reports and other literature
 - Undertaking consultation
 - Communication with stakeholders

The Panel will work with this information to make suggestions for improvement, acknowledge good practice and make recommendations. It will not deal with individual issues or queries that are more suitably dealt with by a local authority or specific organisation. The findings of each review will be submitted to the Authority for consideration. There are two potential sources for identifying in-depth studies to be carried out by scrutiny; the Scrutiny Panel itself and the Authority. The Authority may require scrutiny of a particular policy before agreeing a policy or taking a decision.

- (c) To monitor the delivery of the Authority's Strategic Plan The Scrutiny Panel will review the outcomes of the Authority's Strategic Plans. Any involvement of scrutiny in this activity would need to demonstrate that it could add value and not just replicate what the Authority, its Boards or Committees were doing. Scrutiny would again need to be highly selective acting only when it was concerned about evidence of poor performance and it was not satisfied by the Authority's response to it.

3 Operation of Scrutiny Arrangements

- 3.1 The Scrutiny Panel will comprise of Members from each of the Constituent Councils. Membership will be agreed at the Annual General Meeting. Nominations to the Scrutiny Panel must not be members of the Authority (including substitute members) or the Merseytravel Committee.
- 3.2 Nominations to the Scrutiny Panel by the Constituent Councils will be made in accordance with the principles of political balance set out in Section 15(5) of the LGHA 1989.
- 3.3 Any elected member appointed to the Scrutiny Panel by the Authority under these scrutiny arrangements who is also appointed to any Committee of the Authority, cannot participate in the operation of the scrutiny arrangements on any issues which were taken at any meeting of the Authority or any Committee of the Authority at which they were present.
- 3.4 The term of office for members of the Scrutiny Panel will be one year from the date of the annual council meeting of the Constituent Council that nominates them to the Scrutiny Panel, unless:-
 - (a) they cease to be an elected member of the Constituent Council that appointed them;
 - (b) they wish to no longer participate in these arrangements; or
 - (c) the Head of the Secretariat is advised by any of the Constituent Councils that it wishes to change one or more of its nominees to the Scrutiny Panel.
- 3.5 Non-voting members may be co-opted to participate in these arrangements from other organisations as the Scrutiny Panel members may decide.

4 Meetings of Scrutiny Panel

- 4.1 The members appointed by the Authority to the Scrutiny Panel will hold at least one annual meeting and may convene additional meetings in accordance with these arrangements.
- 4.2 The Scrutiny Panel members will:
- (a) elect a Chair and Vice Chair;
 - (b) determine the areas of review and scrutiny that they wish to pursue during the ensuing 12 months;
 - (c) agree to establish Scrutiny Working Groups from amongst their number in order to carry out agreed areas of review and scrutiny.
- 4.3 The quorum for the annual meeting and any other meetings is 6, and must include representatives of at least 4 of the Constituent Councils.
- 4.4 The principle of decision-making at any such meeting shall be that, wherever possible, decisions will be made by agreement, without the need for a vote. If a vote is necessary it will be a simple majority of those present and the Chair will not have a casting vote.
- 4.5 The venue for each annual meeting and the usual venue for any other meetings will be the offices of Merseytravel, save that the Scrutiny Panel may choose to hold meetings other than the annual meeting in other venues if this is deemed to assist the scrutiny process.
- 4.6 Notice of the annual meeting and any other meetings will be sent to each Scrutiny Panel member in accordance with the requirements of the Local Government Act 1972.
- 4.7 The Chair will approve the agenda for each annual meeting and any other meetings; however, any member of the Scrutiny Panel will be entitled to require an item to be placed on the agenda for the meeting.
- 4.8 Subject to paragraphs 4.1 to 4.7, meetings will proceed in accordance with the Rules of Procedure.

5 Key Principles for the Operation of the Scrutiny Arrangements

- 5.1 The Constituent Councils will work together to maximise the exchange of information and views, to minimise bureaucracy and make best use of the time of members and officers of other bodies or agencies.
- 5.2 Members of the Scrutiny Panel will, when considering reviews, determine whether the issue is more appropriately dealt with by one of the Constituent Councils or elsewhere and will not duplicate the work of existing bodies or agencies.

- 5.3 Subject to prior consultation, the Constituent Councils will respond positively to requests for information, or for the attendance of a member or officer at any meetings set up under these arrangements.
- 5.4 While it is ultimately for each Constituent Council to decide who it considers the most appropriate person(s) to speak on its behalf at any meetings set up under these arrangements, consideration will be given to meeting specific requests.
- 5.5 Dates and times for officer and member attendance at any meetings set up under these arrangements should be by agreement.
- 5.6 Members appointed under these arrangements may request the attendance of officers employed by the Constituent Councils to answer questions and give evidence at any meetings set up under these arrangements. All such requests must be made via the Chief Executive of the relevant Constituent Council. If any request is declined by the Chief Executive, he/she must state the reasons for so doing.
- 5.7 The Scrutiny Panel may
- (a) invite members to attend before it to answer questions;
 - (b) invite other persons to attend meetings of the Panel;
 - (c) review or scrutinise decisions made or other action taken in connection with the discharge of any functions of the Authority;
 - (d) make reports or recommendations to the Authority with respect to the discharge of any functions which are the responsibility of the Authority.
- 5.8 The power to review or scrutinise a decision made, but not implemented under subparagraph 5.7(c), includes the power to recommend that the decision be re-considered, but is subject to the following provisions:
- (a) this shall not apply where, in the view of the decision-making body stated when the decision is made, any delay in implementing the decision would prejudice the interests of the Authority or the interests of the public;
 - (b) (i) in relation to decisions which may be subject to reconsideration, each decision shall be available where possible by electronic means within two working days of being made. Members of the Scrutiny Panel will be provided with a copy of the decision which will bear the date published and indicate it will come into effect on the expiry of three working days after publication;
 - (ii) if two-thirds of the membership of the Scrutiny Panel notify the Head of the Secretariat that they wish the Scrutiny Panel to consider the decision, then the Head of the Secretariat will arrange for a meeting of the Scrutiny Panel to be convened at the first available opportunity and in any event within seven working days of the request being notified to him. No action will be taken in the meantime to implement the decision which is subject to the request;

(iii) the Scrutiny Panel will consider the matter and if it chooses to, may resolve to request that the decision-maker reconsiders the decision. The Scrutiny Panel must set out the basis upon which reconsideration is requested;

(iv) the decision-making body will reconsider the decision and that reconsideration shall take place within seven working days of the Scrutiny Panel's request;

(v) no further requests for reconsideration may be made in cases where decisions have been reconsidered and the decision has been affirmed;

(c) decisions which have been subject to pre-decision scrutiny cannot be recommended for reconsideration unless the decision taken is, in the view of the Head of the Secretariat, significantly different from the proposal under contemplation at the pre- decision scrutiny stage;

5.9 Where the Scrutiny Panel makes a report or recommendation under 5.7(d), it may:

(a) publish the report or recommendations;

(b) by notice in writing, require the Authority to

(i) consider the report or recommendation;

(ii) provide a response to the Scrutiny Panel indicating what action (if any) it proposes to take;

(iii) where the Scrutiny Panel has published the report or recommendations, publish the response;

5.10 A notice under 5.9(b) will require the Authority to comply with it within two months, beginning with the date on which the Authority receives the report or recommendations or (if later) the notice.

5.11 The Authority will comply with a notice given under 5.9(b).

5.12 The requirements or power to publish contained in 5.9(a) and 5.11, shall not apply where the reports contain exempt or confidential information.

6 Scrutiny Working Groups

6.1 The annual meeting of members of the Scrutiny Panel may establish Scrutiny Working Groups to undertake agreed scrutiny reviews.

6.2 Scrutiny Working Groups shall include representatives from at least 4 of the Constituent Councils.

6.3 Scrutiny Working Groups established under this Protocol must be appointed to carry out specific scrutiny tasks and be time limited. Their continuation will be subject to confirmation at each annual meeting of the Scrutiny Panel members.

- 6.4 The Authority may also, if they choose, request that a Scrutiny Working Group be appointed to examine a specific issue in more detail and report back its findings to the Authority as appropriate.
- 6.5 Scrutiny Working Groups will have no delegated powers and will refer the outcome of their investigations to the Scrutiny Panel for consideration and decision.

7 Reviews and Recommendations

- 7.1 The process of scrutiny will be an open and transparent process designed to engage the Constituent Councils, their residents and other stakeholders.
- 7.2 Meetings will be held in public unless the meeting decides to convene in private in order to discuss confidential or exempt information, in accordance with the relevant provisions of the LGA 1972 or LGA 2000.
- 7.3 The terms of reference, timescale and outline of any review will be agreed by Scrutiny Panel members appointed at their annual meeting.
- 7.4 Different approaches to scrutiny reviews may be taken in each case, but members will seek to act in an inclusive manner and will take evidence from a wide range of opinion.
- 7.5 The primary objective of any Scrutiny Working Group established under these arrangements will be to reach consensus on its recommendations, but where a minimum number of 2 members express an alternative to the majority view, they will be permitted to produce a minority report.

8 Budget and Administration

- 8.1 The scrutiny leads from each Constituent Council will provide guidance to the Scrutiny Panel on its work programme, advice on the scoping of reviews (at different levels) and ensuring the appropriate information and advice is made available during the reviews, where appropriate, through the use of expert witnesses.
- 8.2 The decisions and recommendations of the Scrutiny Panel will be communicated to the Authority and/or Merseytravel as appropriate, as soon as practicable.

9 Support and Advice to Scrutiny Arrangements

- 9.1 The Scrutiny Panel may ask individuals or groups to assist it on a review by review basis and may ask independent professionals for advice during the course of reviews. Such individuals or groups will not be able to vote.
- 9.2 The Scrutiny Officer of each Constituent Council will ensure that the work programmes and minutes relating to the work carried out by the Scrutiny Panel in scrutinising the Authority and the Merseytravel Committee, are circulated appropriately within their own Constituent Council's scrutiny arrangements.
- 9.3 Each Constituent Council will nominate one of the 2 members of that Constituent Council who have been appointed to the Scrutiny Panel to act as that Constituent Council's "Authority Scrutiny Link". The Authority Scrutiny Link will be responsible for

reporting back to their own Constituent Council on the scrutiny work carried out by the Scrutiny Panel and will also be responsible for reporting to the Scrutiny Panel any issues identified locally by their own Constituent Council which may warrant scrutiny at a sub-regional level.

The nomination of an Authority Scrutiny Link and the way in which this role will be performed will be determined by each Constituent Council.

COMBINED AUTHORITY “RECONSIDERATION PROCEDURE”

DECISION TO BE “RECONSIDERED ” FROM THE COMBINED AUTHORITY

Date of meeting	
Minute No.	
Subject	

REASONS FOR MATTER TO BE “RECONSIDERED”

“CALLED IN” BY COUNCILLORS
(Signatures of each Councillor to be inserted)

1		Proposer
2		Seconder
3		
4		
5		
6		
7		
8		
9		
10		
etc		

This form must be received by the Proper Officer or the Committee Section on their behalf, by 5pm on the latest “Reconsideration” date specified in the Minutes.

LIVERPOOL CITY REGION COMBINED AUTHORITY

Scrutiny Panel

To: The Chairman and Members of the Combined Authority Scrutiny Panel

Meeting: September 2014 (Date to be confirmed)

Authority/Authorities Affected: All

EXEMPT/CONFIDENTIAL ITEM: No

DRAFT AGENDA

- . Appointment of Chair
- . Appointment of Vice Chair
- . Dates of Future meetings
- . Role of the LCRCA
- . Role of the LCRCA Scrutiny Panel
- . Training and Development Days – Proposal
 - a) to support scrutiny members in their new roles
 - b) to help inform and develop the Annual Plan

Liverpool City Region Combined Authority Scrutiny Development Support Proposal



Background to the proposal

The following proposal is based on a conversation between Carole Hudson, Chief Executive of St Helens Council and Liz McQue from North West Employers on 22 April 2014. This is an initial outline of the support that North West Employers could offer to the new Combined Authority as it develops its scrutiny arrangements.

About North West Employers

North West Employers is a not for profit organisation and exists to help organisations deliver better outcomes *with* and *for* local people. All the Merseyside local authorities and joint boards are members of North West Employers.

North West Employers provides a network of support and advice on all people matters, including leadership development, governance arrangements, human resources policy and practice, change management, and organisational design and performance. As a result of our regional role in sharing good practice, we spend most of our time working with officers and politicians, which gives us a deeper understanding of the issues local authorities and their partners face.

To reflect the changing shape of public services we have reviewed our core priorities. Our three core areas of work are:

- 1. Supporting effective public services**
(Focus on Workforce, Governance, Leadership and Public Sector Reform)
- 2. Building growth through capacity and skills**
(Focus on Coaching and Mentoring, Apprenticeships, Volunteering)
- 3. Sharing and making connections**
(Focus on connecting people, ideas and practice across the public sector)

Our work with councillors is at the heart of what we do, supporting and connecting councillors locally and across the North West to think through the changing environment and what this means for their work with communities and constituents.

Whilst we design and deliver a whole range of region wide programmes for both councillors and officers, a great deal of our work is co-produced with authorities and takes account of the local circumstances and needs. We always work to develop long term sustainable relationships and take a collaborative approach to the delivery of our programmes.

Scrutiny Support Proposal for Liverpool City Region Combined Authority

We are keen to support the Combined Authority as it shapes its new governance arrangement and we believe our experience of assisting councils to develop individual and joint scrutiny arrangements will provide a valuable external perspective.

As part of our commitment to support to all the Merseyside authorities we can offer the following package as part of the core support at no additional cost. We believe that the

existing relationships we have with the Merseyside authorities would provide depth to the work and this would enhance the advice and support we continue to provide to the individual authorities.

The initial proposals include the five elements below as part of the core support, and we would be happy to amend the design to meet your specific needs.

1. Diagnostic assessment – baseline survey

We could conduct a diagnostic survey to establish a baseline to assess officers and councillors' knowledge, skills and attitudes at the beginning of the process. An anonymous and confidential survey would be co-designed with the Combined Authority and responses collated and analysed by North West Employers to create a picture of key skills and strengths and identify areas where further development may be required.

The survey could be repeated after 6 or 12 months to review progress and to compare responses against the initial baseline survey. The report back from the second survey could be supported by a half day away day to identify key lessons and plan further improvements.

2. Introductory away day for councillors and lead officers - one day

The key focus for the away day will be to ensure that all councillors are clear about the new roles and how scrutiny at the Combined Authority level can add value given the multiple challenges facing local government, the wider public sector and communities. This first session would be tailored to reflect the experience, knowledge and understanding of those appointed but may include:

- Understanding the new system and the role of scrutiny
- Working together as a Scrutiny Team (utilising tools such as Myers Briggs)
- Developing a work programme to make a difference, establishing and agreeing criteria for selection of issues
- Connecting with other scrutiny arrangements at different levels - local, sub regional, regional scrutiny arrangements to avoid duplication
- Feedback and co-ordination arrangements
- Communicating the role of scrutiny
- Examples of successful scrutiny and lessons learnt from cross-authority scrutiny and Combined Authorities

3. Skills development programme – two half days

Two half day sessions would be included in the support programme which could cover some of the specific skills outlined below. If additional sessions are requested these would fall outside the funded programme of support and can be discussed separately.

Skills development workshops - options include:

- Comparative analysis
- Research skills
- Interviewing skills
- Appreciative inquiry
- Influencing skills
- Effective scrutiny behaviours

4. Real time scrutiny support - up to three half days

From our experience we believe that a solid introduction to a new scrutiny role is essential but we also understand that much of the learning will happen through real life practice and experience. We have developed a 'real time' approach to provide external support during a live scrutiny review to provide timely interventions supporting an effective process and outcomes.

Our approach would be to provide coaching support which could include attending meetings as a critical friend to reflect on how the committee works together and the focus would be on skills development and scrutiny processes such as:

- guided support throughout a scrutiny review
- defining, structuring and undertaking a scrutiny review
- shaping powerful recommendations
- ensuring scrutiny has an impact

5. Northern Scrutiny Event with Combined Authorities – one day

As part of our connector role we would set up a Northern Scrutiny Learning Event to bring together scrutiny members and lead officers in October 2014 or March 2015 to share practice/experiences, progress and lessons learnt. In addition we would produce a conference report to outline key messages and learning from the event.

Additional options of support

Additional support can be provided outside the programme of funded support and could include:

- Individual support/coaching for the Chair and/or Deputy Chair or those with specific roles to focus on key challenges and leadership behaviours in developing a more effective approach and leadership of scrutiny.
- The Scrutiny Development: Peer Learning Group brings 'scrutineers' together to focus on key challenges and opportunities for scrutiny functions.

Our experience of Scrutiny

We have been extensively involved in supporting scrutiny functions since the Local Government Act 2000. Our early work focused on supporting councillors and officers in defining the role, scope, structures and working practices of scrutiny committees. Our work has included providing support and advice for scrutiny chairs and officers, workshops and seminars and the sharing of good practice from across the North West and beyond.

- **Skills workshop**

We frequently run workshops designed to focus on key skills and behaviours of scrutiny councillors ensuring that scrutiny practices and processes are 'fit for purpose'. The majority of programmes are delivered bespoke to the authority and councillor needs to ensure tailored and specific content. Examples of the programmes we run include:

- Shaping Overview and Scrutiny
- Scrutiny and Questioning
- Formulating Recommendations
- Chairing and Managing Scrutiny

- Scrutiny in Action
- Scrutinising External Partners
- Performance and Financial Scrutiny
- Appreciative Inquiry in Scrutiny

- **Real Time Scrutiny**

We are frequently asked to work with scrutiny committees on 'live' issues and enquiries and supporting the committee through facilitation and coaching. Three recent examples of 'focussed' interventions include: support for a County Council in undertaking a review of children's services; support for a District Council in scrutinising partnerships; a focused intervention for a public sector partner in developing a scrutiny work programme.

- **Topic Specific Seminars and Workshops**

We have provided focused events that support scrutiny reviews of specific issues such as 'Scrutiny of Worklessness Services'. These have been provided on local themes or regionally to highlight key challenges, needs and opportunities for scrutiny functions.

- **Scrutiny Toolkit**

Production of '**Scrutiny of Worklessness: A Toolkit for Scrutineers**' aimed at supporting frontline councillors in their role of improving the quality of life of their residents; in particular, it looks at the opportunities offered to councillors in the scrutiny and review of worklessness.

- **Co-ordinating the NW Strategic Scrutiny Network**

Aimed at councillors actively involved in scrutiny within their authority, the network provides a platform to debate and explore the real challenges. The network focuses on key topics to support the advancement of strategic scrutiny amongst councillors. The network is chaired by an active scrutiny councillor and is supported by a steering group. The network meets 3 times a year and has a long history within the North West.

- **Case studies and sharing**

We believe that the greatest learning and resources to support the advancement of scrutiny are based within our member organisations and we seek opportunities to share good practice across the region. Our most recent example includes our publication **Post-Regulation Scrutiny: North West Pioneers**, first edition published January 2014.

- **Consultation, support and advice**

As part of our support to member organisations, we often act as 'critical friend' and support councillors and officers in thinking through approaches, processes and skills required of scrutiny committees and functions. This support is bespoke and supports the effectiveness of scrutiny within and across its locality.

Our Team

The programme would be delivered by North West Employers' associate team who all have extensive experience of supporting scrutiny functions and developing the skills and understanding. We may also work with other key facilitators /organisations to help deliver this programme and we would discuss with you your requirements to agree a team that meets your needs.

Dr Stephanie Snape

Stephanie has worked in the world of local government for twenty-five years as a local government officer, academic and latterly consultant. She has been working on local

government scrutiny issues for many years and led the first national evaluation of overview and scrutiny; has undertaken many evaluations of scrutiny functions; and designed and delivered national, regional and local scrutiny development programmes. She is a Director of the New Leadership Foundation, which provides two modules of the Local Government Association's Leadership Academy for councillors. She has a long history of working with North West Employers.

Councillor John Lamb

John is an elected member of Trafford Council and has been a councillor for 16 years. Currently, he is Chair of the all party member development group and Vice Chair of the Health Scrutiny Committee. A former Executive Member for Adult Social Care and Health, John is currently a Board Member at the Trafford Housing Trust and Chairs the Development and New Business Committee. John is also an appointed Governor at the University Hospital of South Manchester and Chair of a local primary school. He also Chairs the North West Strategic Scrutiny Network.

John's consultancy work is in the private and public sectors and is varied. An accredited peer member with the LGA, he has worked with a number of Councils across the country on projects ranging from Adult Social Care Peer review, development of Cabinets, development of councillor ward working, development of Overview and Scrutiny to delivery of specific training courses for councillors. John is also an Advisor with Local Government Leadership and recent assignments have been working with councillors to improve community engagement. An Associate with North West Employers, John also tutors on the prestigious LGA Leadership Academy and is an associate with the University of Birmingham Institute for Local Government Studies.

Sir Steven Houghton CBE

Sir Steve has been an elected member of Barnsley Metropolitan Borough Council for 25 years and Leader of the Council for 17 years. He has a Masters Degree in Local Governance from the University of Birmingham. Previously, Sir Steve led a Government Review into the role of local authorities and partnerships in tackling long term unemployment and worklessness, which was published in 2009.

Sir Steve holds a number of positions including Chair of the Barnsley Local Strategic Partnership; Chair of SIGOMA; Regional Peer of the LGA; and Non Executive Director, Barnsley Hospital Foundation Trust. He was awarded the CBE for services to Local Government in the 2004 New Year's Honours List and a Knighthood in 2013 in the Queen's Birthday Honours.

Collaborative Working

We would work with a range of partner organisations including the Centre for Public Scrutiny and other Combined Authorities to ensure that Liverpool City Region Combined Authority have access to learning from other scrutiny systems.

Costs:

The package of support in this proposal would be provided at no cost to the Combined Authority including design and preparation. (Venue costs to be covered by the Combined Authority).

We would be happy to provide costs for any additional support requested outside this proposal.

Contact

To progress this proposal please contact:

Liz McQue

Chief Executive, North West Employers .

lizm@nwemployers.org.uk 0161 214 7123

References can be made available on request.

WIRRAL COUNCIL

REGENERATION AND ENVIRONMENT POLICY AND PERFORMANCE COMMITTEE

22ND JULY 2014

SUBJECT:	DIRECTORATE PLAN / PERFORMANCE MANAGEMENT REPORT
WARD/S AFFECTED:	ALL
REPORT OF:	KEVIN ADDERLEY (STRATEGIC DIRECTOR OF REGENERATION AND ENVIRONMENT)
RESPONSIBLE PORTFOLIO HOLDERS:	<p>CLLR PHIL DAVIES, LEADER OF THE COUNCIL AND PORTFOLIO HOLDER FOR INVESTMENT STRATEGY</p> <p>CLLR GEORGE DAVIES, JOINT DEPUTY LEADER OF THE LABOUR GROUP AND PORTFOLIO HOLDER FOR NEIGHBOURHOOD, HOUSING AND ENGAGEMENT</p> <p>CLLR PAT HACKETT, PORTFOLIO HOLDER FOR ECONOMY</p> <p>CLLR STUART WHITTINGHAM, PORTFOLIO HOLDER FOR HIGHWAYS AND TRANSPORT</p> <p>CLLR BERNIE MOONEY, PORTFOLIO HOLDER FOR ENVIRONMENT AND SUSTAINABILITY</p> <p>CLLR CHRIS MEADEN, PORTFOLIO HOLDER FOR LEISURE, SPORT AND CULTURE</p>
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

1.1 The aim of this report is to update Members in relation to the 2013/14 Year End performance of Regeneration and Environment (Appendix 1) against the delivery of its Directorate Plan 2013/14; present the 2014/16 Directorate Plan (Appendix 4) and current performance against its delivery (Appendix 7) as at 31st May 2014. The report translates the priorities set out in the Directorate Plans into a coherent and measurable set of performance outcome measures and targets. Members are requested to consider the details of the report and highlight any issues.

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 Regeneration & Environment 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 2013/14 Year End Performance Report (Appendix 1) sets out performance against 19 outcome measures.

3.2 Of the 19 indicators for 2013/14, 15 are rated green, 2 are rated amber and 2 are rated red. The 2 indicators rated red have action plans (included as Appendix 2, and 3) which refer to:

- Apprenticeships supported (Wirral Apprentice Programme)
- % of Major Planning Applications determined within 13 weeks

3.3 The Regeneration and Environment Directorate Plan 2014/16 (Appendix 4) sets out the key functions the Directorate is responsible for and the contribution it makes to the delivery of the Corporate Plan priorities. The Plan is underpinned by the key performance indicator (KPI) planning templates (Appendix 5) that provide the rationale, trajectory and tolerances for the KPIs.

3.4 The rationale for 2013/14 Key Performance indicators (KPI's) for Regeneration and Environment Directorate not being monitored as KPI's in 2014/16 is set out within Appendix 6

3.5 Of the 17 indicators for 2014/15 that are RAG rated, all 17 are rated green. The remaining three indicators relate to the directorate financial position.

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 the 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: Tony Kinsella
Head of Performance
Telephone: 07717156941
Email: tonykinsella@wirral.gov.uk

APPENDICES

Appendix 1 - Directorate Plan Performance Report (Year End 2013/14)

Appendix 2 - Apprenticeships supported (Wirral Apprentice Programme)
(exception report)

Appendix 3 - % of Major Planning Applications determined within 13 weeks
(exception report).

Appendix 4 - Regeneration and Environment Directorate Plan 2014/16

Appendix 5 - Key Performance Indicator planning templates

Appendix 6 - Rationale for 2013/14 KPI's for Regeneration & Environment
Directorate not being monitored as KPI's in 2014/16

Appendix 7 - Directorate Plan Performance Report (April /May 2014)

REFERENCE MATERIAL

N/A

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Regeneration and Environment Policy and Performance Committee	9 th April 2014
Regeneration and Environment Policy and Performance Committee	27 th January 2014
Regeneration and Environment Policy and Performance Committee	5 th November 2013
Regeneration and Environment Policy and Performance Committee	17 th September 2013

No.	Description	Data Source	Performance 2012/13	North West 2012/13	Target/Plan 2013/14	YTD Target 2013/14	YTD Performance	Year-end Forecast Outturn	Overall Status	Monthly Trend	Reporting Period	Accountable Officer (Head of Service)	Comments
PERFORMANCE													
Environment & Regulation													
1	Number of interventions put in place for travel plans and transport (to improve accessibility to employment & opportunities)	Travel Solutions	868	N/A	1,000	1000	2,414	2,300	G	+	Apr - Mar	M Smith	This indicator consistently overperformed throughout 2013/14; 2414 referrals were received during 2013/14 with 2379 solutions being provided to assist people to access employment or training leading to employment; solutions included providing information, advice and guidance, cycles, travel cards, scooters and travel training. People are contacted 3 and 6 months after they have been assisted, and during 2013/14 it was found that at each review period some 71% of those people were still in employment.
2	To maintain local environmental quality (LEQ) via the street cleansing of litter, detritus, & dog fouling in main gateways and shopping areas	Local Survey Data	New Indicator	N/A	92%	Q4 (Jan-Mar) Target 96%	Q4 (Jan-Mar) Performance 97%	92%	G	+	Apr - Mar	M Smith	The poor performance reported for Quarter 1 2013/14 was a considerable and disappointing set-back to the start of the year, an Action Plan was developed and implemented and details were presented and discussed with Members at Policy & Performance Committee on 17th September 2013. The impact of the Action Plan together with the adoption of new cleansing practices since the complete restructure of cleansing services resulted in significant and sustained improvements throughout the rest of 2013/14 with quarters 2, 3 and 4 audit scores exceeding their quarterly targets. The overall cumulative performance for 2013/14 was 90.7% which is an 'amber' status (performance was within 1.3% of the annual target set) as the ground lost during quarter1 could be recovered. A continuous improving performance during 2013/14 was achieved despite resource issues, changes to working practices and implementation of a budget option all of which had to be carefully contract managed.
3	Prevent any increase in the length of strategic road network requiring maintenance treatment (NI 168)	WDM Ltd annual in-year Wirral road conditions survey	1%	N/A	4%	4%	1%	4%	G	+	Apr - Mar	M Smith	The 2013/14 in-year road surveys have confirmed that Wirral has remained within the Local Transport Plan (LTP3) requirements for the maintenance level of the strategic road network and has in fact exceeded the target for the second consecutive year.
4	Reduce the number of people killed or seriously injured in road traffic accidents (NI 47)	Merseyside Police	99	N/A	102	102	126	102	A	-	Apr - Mar	M Smith	Whilst the number of KSI casualties is above the annual target for 2013 it is within the statistical variation (tolerance) resulting in an amber status for this indicator. There has been an increase in the number of KSI casualties from the following road user groups: Motorcyclists; Child Pedestrians; Adult Pedal Cyclists. Research has also shown that there have been increases in these road user groups within Merseyside generally.
P1	Delivery of the Highway Services Beyond 2014 (HSB14) Project	Project Board minutes and reports	New 'Project'	N/A	100%	100%	100%	100%	G	+	Apr - Mar	M Smith	The highway services contract was awarded on time and the contract became operational from 1 April 2014.
Housing & Community Safety													
5	Number of new affordable homes (social rented, affordable rented, intermediate housing, and those units funded by government initiatives such as first buy as set out in Government guidelines under the National Planning Policy Framework (NPPF)).	Housing Strategy Team (Homes & Communities Agency MIS)	202	N/A	322	322	354	344	G	+	Apr - Mar	I Platt	Year-end performance exceeded original target due to additional units secured as a result of new funding opportunities and a higher level on Help To Buy processed. These were not able to be factored into the original target setting process as this is dependent upon consumer and market demand.
6	Number of empty properties returned to use or demolished through local authority action	M3 Northgate Database	250	N/A	255	255	300	255	G	+	Apr - Mar	I Platt	
7	Number of interventions to improve private rented sector properties	MVM Database	New Indicator	N/A	400	400	783	600	G	+	Apr - Mar	I Platt	<ul style="list-style-type: none"> A number of private rented sector landlords are still putting forward many different types of HMO's for advice and inspection which is encouraging, and relieves some of the pressures of carrying out enforcement action. Accredited HMO's have maintained an average star rating for the properties. HMO's which hold a mandatory licence are inspected on an annual basis and the majority of general inspection relate to these properties. There has been a steady decline in officer's ability to carry out general HMO inspections. Due to the workload becoming more reactive than proactive.
8	Number of adaptations completed (safeguard and protect as far as possible the most vulnerable among us).	MVM Database	1523	N/A	1,860	1860	1,934	1,860	G	+	Apr - Mar	I Platt	
9	Average % repeats of high risk domestic abuse cases taken to the Multi-Agency Risk Assessment Conference (MARAC) in previous 12 months	The Domestic Violence MARAC database is stored on the 'Inter Agency Monitoring Form'.	15.70%	N/A	22.30%	22.30%	Q4 (Jan-Mar) Performance 16.1%	22.30%	G	+	Apr - Mar	I Platt	The average victimisation rate for the year was 18.45% which is well below the intended target for 2013/14.
10	Decrease in offending rate for those on the cusp of becoming Wirral's most prolific offenders (Compass offenders)	Police Data Warehouse on the 'Delphi' computer system.	73.30%	N/A	71%	71%	55.60%	71%	A	-	Apr - Mar	I Platt	Despite a significant increase in serious acquisitive crime, the Compass programme achieved a reduction in re-offending of 55.6%. However, this fell short of the baseline setting years (71%). The reduction of 55.6% (Amber result) should be viewed as exemplary performance. The offending cohort is now more reflective of the priority offending types identified by both police and CSP analysis. The high volume offending type is shoplifting which has increased by almost 30% over the year. As a result of this the Compass Joint Agency Group has targeted Shoplifting Offenders. With far more chaotic lifestyles, ingrained offending behaviours and complex criminogenic needs than previous offender cohorts, the Compass Programme could not be expected to achieve the same excellent results. However a reduction in offending by almost 60% by perpetrators who are on the cusp of being Wirral's most prolific, in a context of all crime rising by 13% over the year, remains an achievement of some considerable success. Merseyside Police have recently developed a new 'Integrated Offender Management' system to case manage Merseyside's worst offenders. This will help share information across agencies, develop best practise and ensure consistency of service.

Regeneration & Environment Performance, Finance and Risk Report as at 31st March 2014

No.	Description	Data Source	Performance 2012/13	North West 2012/13	Target/Plan 2013/14	YTD Target 2013/14	YTD Performance	Year-end Forecast Outturn	Overall Status	Monthly Trend	Reporting Period	Accountable Officer (Head of Service)	Comments
11	Number of homeless preventions	P1E and HAPI System	666	N/A	650	650	692	650	G	+	Apr - Mar	I Platt	
Regeneration & Investment													
12	Jobs created and safeguarded (via Invest Wirral)	Invest Wirral	1,580	N/A	925	925	937	925	G	+	Apr - Mar	A Evans	
13	Apprenticeships supported (Wirral Apprentice Programme)	Hanlon Information System	New Indicator	N/A	50		36	50	R	-	Apr - Mar	A Evans	The 2013/14 Apprenticeship Programme did not fully start until September 2013 because of a redesign to the programme; on reflection this left too short a time period to achieve all 50 apprenticeship starts. The remaining budget for the 14 apprenticeship places has been rolled over into the budget for the 2014/15 programme.
14	Number of working age people claiming out-of-work benefits (economic in-activity)	NOMISWEB	16.10%	N/A	15.60%	15.60%	15%	15.60%	G	+	May '14	A Evans	The latest data continues to reflect a better than anticipated performance. Quarter 4 data published during May 2014 represents November 2013, the next update representing February 2014 is not expected until August 2014.
15	% of Major Planning Applications determined within 13 weeks	Acolaid system	46.15%	N/A	60%	Q4 (Jan-Mar) Target 60%	Q4 (Jan-Mar) Performance 40%	48%	R	-	Apr - Mar	D Ball	The overall cumulative performance for 2013/14 was 47.06% which resulted this indicator retaining a status of 'red'. A change to the Scheme of Delegation has been approved by Planning Committee & Full Council and was fully operative from 10 March 2014. This will allow for changes to take effect and show results in 2014/15.
16	Complete Town Centre Plans	Action Plans	6	N/A	6	6	5	6	G	+	Apr - Mar	D Ball	
17	Gross Value Added per head of population	Office for National Statistics	£11,167	N/A	£11,345	-	£11,599	-	G	+	Apr - Mar	A Evans	This is the final figure of Wirral's annual measure for 2013/14 as published by the Office of National Statistics (ONS).
P2	Complete review of Floral Pavilion Business Plan.	Notes from meetings of the project team	New 'Project'	N/A	100%	100%	100%	100%	G	+	Apr - Mar	D Ball	Project completed on schedule.

FINANCE													
18	Revenue	General Ledger	-	N/A	£97,419,000	TBD	TBD	£95,049,000	G		Apr - Feb	V Quayle	Directorate budget forecast to be £2.370m underspent due to early delivery of savings. However, £1.3m of these monies have been earmarked for use against corporate 13/14 budget pressures.
19	Capital programme	General Ledger	-	N/A	£17,350,000	TBD	£12,453,000	£17,350,000	G		Apr - Feb	V Quayle	The change in the capital target is due to numerous capital schemes being re-phased and budgets being slipped into future years. Spend is 72% of programme.
20	Savings	General Ledger	-	N/A	£5,758,000	TBD	£5,758,000	£5,758,000	G		Apr - Feb	V Quayle	All savings options for 2013-14 have been achieved.

RISK: Remaining significant risks to achievement of non-compliant target													
	Objective	Risk Description	Risk Category	Existing Control Measure	Current Net Scores			Risk Review Frequency	Reporting Period	Accountable Officer (Head of Service)	Additional control measures planned		
					Likelihood	Impact	Total						
21	Number of Apprentices supported on the Wirral Apprentice Programme	Low take up by businesses because of reduced financial incentive	Financial - reduced budget allocation	New project being designed because of reduced budget	3	2	6	Qtly	Apr - Mar	A Evans	The 2013/14 Apprenticeship Programme did not fully start until September 2013 because of a redesign to the programme; on reflection this left too short a time period to achieve all 50 apprenticeship starts. The outstanding 14 apprenticeship places from 2013/14 have been allocated to the 2014/15 programme on top of the target for this year, anticipated to be a further 50. The 2014/15 process began on 1st April 2014 and there have already been 28 expressions of interest forms submitted by businesses to take on apprenticeships; this situation will be closely monitored and progress reported.		
22	% of Major Planning Applications determined within 13 weeks	There is a risk that if Members defer applications for Site Visits or additional information then this may impact on determining applications within time.	Financial Operational Reputation	Validation processes are being reviewed and amended to require draft Heads of Terms to be submitted with all Major Planning Applications where there is a significant likelihood of a Section 106 Legal Agreement being required. This will reduce the amount of time taken post determination. The Council's approach to Pre-Application Enquiries (introduced on 6 March 2013) also means that S106 requirements can be addressed and	2	3	6	Qtly	Apr - Mar	D Ball	The scores have been reviewed and whilst the performance figure has gone down there is no increased risk anticipated above the score previously reported. A report has been taken to Members of the Planning Committee (23 January 2014) seeking changes to the Scheme of Delegation for Determining Planning Applications: Members deferred a decision on the report subject to further discussions with Head of Service. Anticipated that a report will be presented to Council in March seeking approval of the changes proposed.		

Key for Status and Trend Columns

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

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

PERFORMANCE ACTION PLAN
Q4 (Year-end) 2013/14

INDICATOR OVERVIEW	
Indicator Title	Number of Apprentices Supported
Strategic Director Lead	Kevin Adderley
Departmental Lead	Alan Evans
Target	50

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	36	+ / - Target : -28%
Non-compliance reason	The 2013/14 Apprenticeship Programme did not fully start until September 2013 because of a redesign to the programme; on reflection this left too short a time period to achieve all 50 apprenticeship starts.	

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)	The outstanding 14 apprenticeship places from 2013/14 have been allocated to the 2014/15 programme on top of the target for this year, anticipated to be 50. The 2014/15 process began on 1 st April 2014 and there have already been 28 expressions of interest forms submitted by businesses to take on apprenticeships.
How (will it be achieved)	The remaining budget for the 14 apprenticeship places has been rolled over into the budget for the 2014/15 programme.
Who (will be responsible)	Alan Evans – Strategic Lead Gareth Jones - Delivery Lead
When (will results be realised)	The authority cannot control when and if organisations will take on apprenticeships therefore in-year targets cannot be set and it may not be until the end of 2014/15 that results will be realised, however the situation will be monitored and reported on during 2014/15 whenever progress is made.

Signed: Gareth Jones, Delivery Lead

Signed: Alan Evans, Investment & Business Manager

PERFORMANCE ACTION PLAN
Q4 (Year-end) 2013/14

INDICATOR OVERVIEW	
Indicator Title	157a – 60% of all major planning apps determined within 13 weeks
Strategic Director Lead	Kevin Adderley
Departmental Lead	David Ball
Target	60%

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	40% (Jan – Mar 2014)	+ / - Target : -20%
Non-compliance reason	All Major applications are required to be determined by the Planning Committee under the provisions of the Scheme of Delegation for Determining Applications; S106 Agreements have also delayed the issuing of Decisions.	

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)	The Scheme of Delegation for Determining Applications is to be amended to allow for increased flexibility in applications being reported to Committee; Member Training was held on 12 th September which included (amongst other things) the issues of deferral for Site Visits.
How (will it be achieved)	Amend Scheme of Delegation – this has now been amended and approved by Full Council on 10 March 2014 and is fully operative from that date.
Who (will be responsible)	Matthew Davies (Development Management Manager)
When (will results be realised)	The overall cumulative performance for 2013/14 was 47.06%. Scheme of Delegation has been approved by Planning Committee & Full Council and is fully operative from 10 March 2014. This will allow for changes to take effect and show results in 2014/15.

Signed: Matthew Parry-Davies, Development Management Manager, Development Control

Signed: David Ball, Head of Service Regeneration & Planning



Regeneration & Environment Directorate Plan

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This Directorate Plan is a bold, robust and ambitious plan that not only sets out the projects and activities the various teams within the Directorate will undertake but also clearly describes the outcomes their actions will deliver.

A decorative graphic consisting of several overlapping, semi-transparent rectangular blocks in shades of blue and grey, arranged in a horizontal line. The blocks are of varying heights and are slightly offset from each other, creating a sense of depth and movement.

2014-2016

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Directorate Business Plan 2014-16

1. Statement of Purpose

Directorate Vision: Wirral will be a place where businesses flourish and people have access to good jobs, and quality, affordable homes in a pleasant, safe and clean environment. This will contribute to the Council's three principles which will underpin and focus the activity of the Council,

- Local solutions, local decisions
- Promoting independence
- Driving growth and aspiration

1.1 Director's Strategic Overview

Welcome to the 2014/16 Directorate Plan for the Regeneration & Environment Directorate. This Plan explains how the Directorate is committed for the next two years to contribute towards the delivery of the Council's Corporate Plan and Service led critical activities and priorities. Further important day to day activities of the Directorate are included in Service Plans for each service; these are the responsibility of the Heads of Service and Senior Manager for Investment and Business.

This Directorate has a critical key role in delivering a number of key strategies and services which are central to the Council's successful achievement of its Corporate Plan priorities and which contribute to the delivery of Wirral's Investment Strategy. Some are statutory requirements while others are best practice and are often delivered in partnership.

Wirral's local environment and the economy continue to arguably be the two biggest factors in driving the quality of life, health and levels of achievement for our residents. Every year, the Council invests huge resources in both maintaining and improving the local environment and neighbourhood and in stimulating the local economy – this directorate is a positive supporting influence which helps our local businesses to succeed and expand, and encourages businesses to start up or invest in Wirral thereby creating employment for Wirral residents.

As during the past 12 months we will continue throughout the next two years to support economic growth, doing so using a partnership approach that works with and utilises the experience and resources of other key stakeholders to encourage the creation of jobs by the Private Sector through providing a supportive and enabling environment; not only through the day to day support provided by the Council, but also through appropriate use of the Council's Planning powers.

All these issues provide substantive challenges to those who have to plan and provide services. The Regeneration & Environment Directorate with its broad range of services is ideally placed to provide a strategic lead to help tackle many of these issues. Set against this is the fact that the Council continues to operate with reducing budgets; it is therefore critical that our actions and limited resources are channelled to those areas where we can

deliver the maximum sustainable benefits. The delivery of services will be underpinned by our corporate values of integrity, efficiency, confidence and ambition.

The Directorate is based in Wallasey Town Hall, the North Annexe and Cheshire Lines Building and employs 610.68 FTE staff in various locations across the Borough. It is led by the Strategic Director of Regeneration and Environment who is supported by his Directorate Management Team (DMT) whose distinct services cover Regeneration & Planning, Business & Investment, Housing & Community Safety and Environment & Regulation.

The Directorate is responsible for the management of diverse revenue and capital budgets of £95.2m and £29m respectively.

Our priorities for 2014/16 in line with the Council's Corporate Plan will be to protect the vulnerable by promoting and supporting their independence, to focus delivery resources where communities come together to find the right solutions to address local need and to drive growth and aspiration in our economy.

This Directorate, by the nature of its work and the services it provides, can bring about significant benefits for those involved in our priorities. In addition, progress in these key areas will also deliver improvements to important strategic, corporate and partnership programmes, strategies and objectives both locally and nationally such as the joint Strategic Needs Assessment and the Health & Well Being Strategy.

We will measure the progress of our Plan on a monthly, quarterly and annual basis using a range of metrics and report our performance to the Chief Executive's Strategy Group (CESG), Cabinet, Policy & Performance Committees and strategic and operational departmental management teams. Our whole system will be focused around achieving positive outcomes for the Wirral residents and visitors, rather than focused on process targets. We will continue to share our results with our partners locally and nationally so that we contribute to a wider coordinated approach.

This Directorate meet as a strategic team (DMT) on a fortnightly basis to discuss matters raised at the Chief Executive's Strategy Group, delivery of the Corporate and Directorate Plan goals and priority projects as well as other issues relating to the management and strategic operation of the Directorate. Key messages are cascaded to directorate staff through Senior Leadership Team meetings (SLT), One Council and a series of extended team sessions.

The following management structure chart identifies the services delivered by this Directorate.

Kevin Adderley,
Strategic Director Regeneration & Environment

1.2 What our Directorate delivers

DIRECTORATE MANAGEMENT STRUCTURE:

Kevin Adderley
Strategic Director
Regeneration & Environment

David Ball
Head of Service
Regeneration & Planning

Alan Evans
Investment & Business
Manager

Ian Platt
Head of Service
Housing & Community Safety

Mark Smith
Head of Service
Environment & Regulation

Core Services Delivered:
Regeneration
Town and Retail Centres
Planning/Development Control
Local Development Framework
Building Control & Land Charges
Cultural Services

Core Services Delivered:
Economic Development
Business Support
Inward Investment
City Region economic functions
Employment & Skills programmes
European programmes

Core Services Delivered:
Housing Strategy
Housing Standards & Renewal
Property Pool Plus
Homelessness and Housing Options
Supported Housing
Community Safety

Core Services Delivered:
Waste & Environment
Highways Management
Traffic & Transportation
Parks & Countryside
Environmental Health
Trading Standards

1.3 Delivering Outcomes for Wirral

Our 2 Year Council Plan Principles

Local Solutions, Local Decisions:

Our members are leaders within their communities, using devolved powers and responsibilities to make the best use of resources in their area. They will inspire communities to come together to find the right solutions to address local need and improve residents' lives.

Promoting Independence:

We will strive to ensure that all residents, especially the most vulnerable, are recognised for the talents and assets they have. We will work to equip them with the tools and knowledge to enable them to make the choices that are right for them and their families.

Driving Growth and Aspiration:

We will work with residents, encouraging them to hold the same level of ambition for their communities as we have for Wirral; driving growth in our economy and with it aspiration, achievement and employment, particularly among younger people. This will help to reduce poverty and secure a healthier economic future for our communities

Key Corporate Plan commitments we deliver or contribute to

We have clear priorities for 2014/16 underpinned by consultation and engagement with our residents, partners and staff:

- Delivering the Wirral Investment Strategy
- Provide a clear leadership role within the City Region and Combined Authority and use this role to lobby for Wirral at a regional and national level
- Continue to develop, support and encourage the creation and accessibility to jobs through providing a supportive and enabling environment and continue to focus on developing skills, with our partners, particularly among young people
- Progress the plans to reinvigorate Birkenhead, through a comprehensive redevelopment programme
- Complete a full and robust study of the appropriate level of parking charges
- Maintain and develop further the focus on ensuring Wirral is a place where businesses flourish, supporting the growth of Wirral's economy
- Addressing the need for quality, affordable and safe homes through the development of partnership working
- Maintain and develop further systems to support Wirral's ambitions for economic growth
- Improve our regulation and inspection services
- Further explore and maximise appropriate funding opportunities and investment activities to support regeneration and infrastructure priorities to maximise Wirral's economy
- Continue to seek out investment in new and emerging international markets
- Develop alternative models for regeneration, including local asset backed vehicles

Housing and Community Safety

When delivering housing services we work with a range of private developer partners and registered providers as well as colleagues across the Council on the clearance, demolition and site assembly for regeneration schemes and development of areas with new housing. In addition, multi-agency partnership working with for example health professional, GP's, Merseyside Fire Safety and Wirral's Fostering Team ensures we continue to improve the quality of private housing by co-ordinating referrals and targeting services at the most vulnerable to ensure they live in safer, warm and decent homes. The Property Pool Plus service is a key partnership with Registered Providers to secure access to social housing for people.

Supported Housing and Homelessness services provide support to the most vulnerable people to facilitate the development and maintenance of their independence through the most appropriate housing and support options that best meets their needs, such as home adaptations or homeless hostel provision. The service works in partnership with; NHS, Public Health, Adult Social Care, Children and Young Persons Service, Social and Private landlords, Community and Voluntary Organisations and Services within the national and local building contractors.

The Community Safety Team is a co-located multi agency team of professionals focussed on delivery of the Wirral Community Safety Partnership (CSP) Strategy. The CSP is a statutory Partnership which requires Wirral Council, Merseyside Police, Merseyside Fire and Rescue Service, the Probation Trust/Service and Wirral Clinical Commissioning Groups to work in partnership to reduce levels of crime and anti-social behaviour.

Environment and Regulation

When delivering services we work with key external statutory partners/agencies for example Merseyside Police, Merseytravel and Merseyside Fire and Rescue. Notable external providers of our services include BIFFA for waste management and BAM Nuttall for highways maintenance; there are also a number of smaller scale contracts in existence. Other external stakeholders include the 3rd sector for example Friends of the Parks and Keep Britain Tidy.

This service continuously works with colleagues across the directorate, the wider Council and other authorities to ensure stakeholder involvement.

Investment & Business

In order to drive economic growth and employment the Business and Investment service works with the private sector and with a range of national, city region and local agencies with the aim of attracting new investment, providing the right infrastructure for business growth, supporting businesses to start up and expand, opening up new job markets and improving access to employment and skills. This is carried out by working with government departments such as the Department for Business, Innovation and Skills, the Department for Work & Pensions, the Cabinet Office and agencies such as UKTI as well as city region partners within the Combined Authority including the Liverpool City Region Local Enterprise Partnership and Employment and Skills Board. Locally the Investment Strategy Board, a high level partnership of key private sector representatives, Members and Government representatives provides the strategic direction and challenge for the service with a number of key partnerships facilitating stakeholder engagement such as the Wirral Economic Development & Skills Partnership and the Wirral Welfare Reform Partnership. Key stakeholders in the delivery of the Investment Strategy and Corporate Plan outcomes include Wirral Chamber of Commerce, Jobcentre Plus and local employment & skills providers. Activity led by the service, but delivered in partnership, includes targeted inward investment within the two key growth sectors of offshore wind and automotive, the Health Related Worklessness Public Service Transformation Network project which aims to identify how long term health related worklessness can be reduced, supporting young people into work through the Youth Unemployment Task Force, and enabling knowledge transfer between academic institutions and local businesses to support growth and job creation.

Regeneration & Planning

We continue to support the development of the Wirral Conservation Area Forum which was established on 12 April 2014 to support the Council's work in relation to some of the most historic parts of the Borough. Linked with this, will be the continuation of the work with a range of local historical and interest groups, through the Borough's Heritage Strategy with, a number of initiatives and projects including the Heritage Lottery Fund investment planned for Birkenhead Priory. The Service will explore the development of a Cultural strategy for the Borough in partnership with Arts Council England and a range of locally based arts and culture organizations.

The continuing work on Wirral's retail centres will build upon a number of newly created traders groups who are developing action plans for their individual areas and these organizations are beginning to build their own networks for marketing and trading.

We will continue through our Planning and Building Control Services to work with private sector organizations to support the corporate objective of attracting more investment and jobs into the Borough and to ensure that there is a high quality of design which compliments Wirral's high quality environment.

The Service will fulfil its duty to co-operate with other local Councils in the preparation of land uses plans and we will also continue to build strategic relationships with English Heritage, Natural England, Sport England and The Environment Agency amongst others in pursuance of the Council's Corporate Objectives.

2. Where are we and where do we want to be?

The Council and therefore this Directorate is on a pathway of improvement requiring it to change virtually every aspect of its operation; from corporate governance arrangements and service delivery models to organisational design.

Changing the way we deliver services will ensure that even in times of unprecedented financial challenges we are able to prioritise the safety of the most vulnerable residents, through seeking new and innovative ways of providing services, enabling access to appropriate accommodation and support to the most vulnerable to maintain their independence at home and through capitalising on the huge opportunities for economic development which are within our grasp. In this way we will ensure that where you live is never a barrier to having and achieving high ambitions and enjoying an excellent quality of life.

Having access to a quality and affordable place to live is critical to all our residents to ensure that they live in safe and appropriate homes that allow them to gain maximum benefit for access to jobs, leisure amenities, education and to gain the associated social, economic and environmental benefits that they both desire and deserve.

We need our communities to be safe from crime and anti social behaviour so that people can live work and play safely, such an environment can also help existing businesses to prosper and would enable us to attract new businesses on Wirral. This Directorate is committed to delivering with our partners and communities an intelligence lead approach to providing support for victims of crime and anti social behaviour. We aim to minimise the impact of all offenders but in particular those whose criminal behaviour has greatest impact upon our communities by focussing upon communities under the greatest pressure and threat from crime or anti social behaviour.

Wirral's economy today has a total value of around £3.4 billion per year and is home to many international businesses. Our Investment Strategy reflects a focused approach to targeting key growth sectors such as offshore wind and the automotive supply chain as well as maximizing opportunities such as the designation of the Wirral Waters site as an Enterprise Zone which offers financial incentives to attract inward investment. The Enterprise Zone includes the Peel International Trade Centre site as well as the Automotive Supplier Park which has been identified in response to industry need to re-shore the supply chain. We will continue to work with residents, improving access to employment and skills and encouraging them to hold the same level of ambition for their communities as we have for Wirral; driving growth in our economy and with it aspiration, achievement and employment, particularly among younger people. This will help to reduce poverty and secure a healthier economic future for our communities

There is a strong track record for securing the necessary conditions to support our ambitions. This includes achieving designation of the area by Government as a Centre for Offshore Renewable Engineering and a successful £5 million Regional Growth Fund bid to support the growing offshore wind sector within Wirral as well as securing European funding to develop targeted inward investment campaigns focused on our key growth sectors and supporting employment and skills initiatives. We will also capture the potential of key events such as the Open Golf Championship and the International Festival for Business to support our economic growth priorities. We will continue to support Wirral businesses through providing a streamlined single contact point, working closely with the Chamber of Commerce and delivering a series of comprehensive business support services with access to advice, finance and project development.

We will continue to transform the way we deliver a range of near universal services to all households and neighbourhoods across Wirral giving every Wirral community, every resident and every group the opportunity to almost design their own Council, in their own street. Our approach to Neighbourhood Working has already received national attention, and will mean residents being able to direct Council funding and resources in their own community towards the areas that matter most to them.

We will always look to deliver more efficiently and effectively and we will integrate our services wherever necessary if it will improve standards for residents. Most importantly we will capitalise on Wirral's strong physical, economic and community assets

We will engage with our neighbouring local authorities in the City Region to develop the Combined Authority approach to key areas including Economic Development, Transport and Housing.

We will also develop the cultural offer of the Borough which is important for its residents both present and future as well as managing the heritage of the Borough for this and future generations.

3. Planning for 2014 – 2016

3.1 Service Budget		
	2014/15 £'000	2015/16 £'000
Environment & Regulation		
Income	-9,403	-9,021
Pay	12,682	12,518
Non Pay	68,996	68,899
Internal Recharge	5,175	4,902
Net Budget	77,450	77,298
Housing & Community Safety		
Income	-2,513	-1,068
Pay	4,539	4,489
Non Pay	8,551	8,443
Internal Recharge	1,889	1,866
Net Budget	12,466	13,730
Regeneration		
Income	-4,346	-4,320
Pay	3,959	3,650
Non Pay	2,222	1,937
Internal Recharge	1,365	1,354
Net Budget	3,200	2,621
Investment Strategy & Business Support		
Pay	1,022	1,022
Non Pay	581	581
Internal Recharge	442	440
Net Budget	2,045	2,043

	2014/15 £'000	2015/16 £'000
Directorate Support		
Income	-3	-3
Pay	1,271	1,198
Non Pay	277	237
Internal Recharge	-1,516	-1,425
Net Budget	29	7
Directorate Total Net Budget	95,190	95,699

3.2 Savings			
	2014/15 £'000	2015/16 £'000	Total £'000
Environment & Regulation			
Environmental Health Modernisation	215	0	215
Birkenhead Kennels	40	0	40
Memorial Service	95	0	95
Street Lighting	85	0	85
Parks Maintenance	450	0	450
Trading Standards	30	0	30
Garden Waste Collection	176	393	569
Biffa Contract Break	600	0	600
Regeneration			
Floral Pavilion Review	100	300	400
Tramway Museum	124	0	124
Heritage Fund	40	0	40
Williamson Art Gallery	150	250	400
Regeneration general running costs	0	40	40
Housing & Community Safety			
Supporting People	2,000	0	2,000
Housing Strategy	206	0	206
Community Patrol	115	0	115
Community Safety Team	40	0	40
CCTV Control Room	350	0	350
TOTAL	4,816	983	5,799

3.3 Growth			
	2014/15 £'000	2015/16 £'000	Total £'000
Environment & Regulation			
Biffa Property Uplift	13	13	26
New System for administering Resident Parking Schemes	40	-10	30
Parking Income shortfall due to end of income agreement	68	0	68
Car Parking Operations Income	350	0	350
Green Waste Processing Gate Fee	65	0	65
Housing & Community Safety			
Homeless Prevention Grant	221	0	221
Temporary Accommodation	50	0	50
Selective Licensing of Landlords	356	-163	193
Community Safety Community Fund	0	500	500
Housing Stds & Renewal Community Fund	0	1,000	1,000
Investment Strategy & Business Support			
Regeneration - Economic Strategy Unit Growth	200	0	200
TOTAL	1,363	1,340	2,703

3.4 Key Financial Drivers and Pressures

- Ensuring capacity is available to support corporate initiatives and key projects may result in budget pressures.
- The localisation of funding to enable more local democracy/decision making to take place.
- Economic factors may result in increased volume to deliver whilst grants may reduce or stay the same.

3.5 Objectives

Objective	How will you know you have succeeded?	Responsible Officer
1. Support the delivery of our Investment Strategy by focusing on key sector development, securing inward investment and enabling indigenous business growth.	There will be an increase in the total level of investment that takes place in developments within Wirral leading to an increase in the number of jobs created / safeguarded as a result of council interventions. This in turn will lead to an increase in Gross Value Added (GVA) within the Borough.	Business & Investment Manager Alan Evans
2. To protect the environmental quality at key localities across the borough to influence investors to operate their businesses and encourage new investment.	<ul style="list-style-type: none"> • % of maintained local environmental quality (LEQ) of litter, detritus and graffiti in main gateways and retail areas. 	Head of Environment & Regulation Mark Smith
3. Increase economic activity for Wirral residents by improving access to employment and skills to help reduce poverty and secure a healthier economic future.	<ul style="list-style-type: none"> • The number of working-age people claiming out of work benefits will have fallen • The number of travel plans/interventions that support residents into employment will have increased • Number of 18-24 Job Seekers Allowance (JSA) claimants • Reduce the number of people killed or seriously injured in road traffic accidents (KSI) 	Business & Investment Manager Alan Evans Head of Service Environment & Regulation Mark Smith Business & Investment Manager Alan Evans Head of Service Environment & Regulation Mark Smith
4. To provide an enabling environment which will support initiatives and projects that will develop and regenerate Wirral.	<ul style="list-style-type: none"> • % of Major Planning Applications determined within 13 weeks • Delivery of the Docks Bridges Major Scheme Business Case (MSBC) 	Head of Service Regeneration & Planning David Ball Head of Service Environment & Regulation Mark Smith

Objective	How will you know you have succeeded?	Responsible Officer
5. To improve the environment our residents live and work in by focusing on the delivery of affordable quality and safe homes in safer neighbourhoods.	<ul style="list-style-type: none"> • No of affordable homes delivered. • No of interventions to improve private rented sector properties. • No of adaptations completed. • No of homeless preventions. • No of Empty properties returned to use or demolished • Decrease in the offending rate for those on the cusp of becoming serious offenders (Compass offenders). 	<p style="text-align: center;">Head of Service Housing & Community Safety Ian Platt</p>
6. To re-align parks and countryside site maintenance and land uses to achieve resource and economic efficiencies whilst promoting health, social and environmental benefits to our communities (Wild About Wirral Land Use Reallocation Project).	<ul style="list-style-type: none"> • More efficient targeting of staffing resources • Delivery of project to timescales • Potential cost savings identified • Increased positive health, environmental, social and economic benefits for local communities associated with parks and countryside operations 	<p style="text-align: center;">Head of Service Environment & Regulation Mark Smith</p>

4. Delivering our objectives

4.1 Our Delivery Plan for 2014-16

Outcome 1:	A prosperous economy through securing inward investment and business growth		Business as usual			
Equality & Diversity	N/A					
Safeguarding	N/A					
Link to Future Wirral:- 2 year priorities	Project/Activity	Delivery Date	Responsible Officer			
Driving Growth and Aspiration	Sector development of our key growth areas including supporting companies to expand or diversify within or across these sectors	As outlined in Wirral's Investment Strategy 2011-2015	Investment & Business Manager Alan Evans			
Driving Growth and Aspiration	Targeted inward investment activity	As outlined in Wirral's Investment Strategy 2011-2015	Investment & Business Manager Alan Evans			
Performance Indicators for Outcome 1						
Link to corporate plan /future council	Indicator	2013/14 Outturn	Targets		Reporting frequency	Responsible Officer
			2014-15	2015-16		
Driving Growth and Aspiration (DP)	Total investment value secured into Wirral by investment strategy activity	N/A	£23,000,000	-	Annually	Investment & Business Manager Alan Evans
Driving Growth and Aspiration (CP)	Number of jobs created / safeguarded via investment strategy activities	937	925	-	Monthly	Investment & Business Manager Alan Evans
Driving Growth and Aspiration (CP)	Gross Value Added per head of population	£11,599	£12,013	-	Annually	Investment & Business Manager Alan Evans

Outcome 2:	Cleaner designated gateways and town centres across Wirral			Business as usual		
Equality & Diversity	N/A					
Safeguarding	N/A					
Link to Future Wirral:- 2 year priorities	Project/Activity	Delivery Date		Responsible Officer		
Performance Indicators for Outcome 2						
Link to corporate plan/future council	Indicator	2013/14 Outturn	Targets		Reporting frequency	Responsible Officer
			2014-15	2015-16		
Driving Growth and Aspiration (CP)	To maintain local environmental quality (LEQ) of litter, detritus and graffiti in main gateways and shopping areas.	90.7%	93.5%	93.5%	Quarterly	Head of Service, Environment & Regulation Mark Smith
Link to Corporate Risk Register						
Risk reference						
EN1	Failure to maintain/protect the environment.					

Outcome 3:	Increased opportunities for Wirral residents to access employment and skills			Business as Usual		
Equality & Diversity	N/A					
Safeguarding	N/A					
Link to Future Wirral:- 2 year priorities	Project/Activity	Delivery Date		Responsible Officer		
Driving Growth and Aspiration	Development and Commissioning of programmes to support Youth Employment, (incorporating projects such as the Wirral Apprentice Programme, The Youth Employment Gateway and The Youth Unemployment Task Force Recommendations)	As outlined in Wirral's Investment Strategy 2011-2015		Investment & Business Manager Alan Evans		
Driving Growth and Aspiration	Development and Commissioning of programmes to reduce all age worklessness (incorporating projects such as The Working Wirral Worklessness Programme and the Health Related Worklessness Transforming Public Sector Programme)	As outlined in Wirral's Investment Strategy 2011-2015		Investment & Business Manager Alan Evans		
Performance Indicators for Outcome 3						
Link to corporate plan /future council						
Link to corporate plan /future council	Indicator	2013/14 Outturn	Targets		Reporting frequency	Responsible Officer
			2014-15	2015-16		
Driving Growth and Aspiration (CP)	Improved accessibility to employment and opportunities (Local Strategic Transport Fund – LSTF)	2414	2200	N/A	Monthly	Head of Service, Environment & Regulation Mark Smith
Driving Growth and Aspiration (DP)	Reduce the number of people killed or seriously injured in road traffic accidents (KSI)	126	100	98	Quarterly	Head of Service, Environment & Regulation Mark Smith
Driving Growth and Aspiration (CP)	Number of working age people claiming out-of-work benefits	15%	14.5%	-	Quarterly	Investment & Business Manager Alan Evans

Driving Growth and Aspiration (DP)	Percentage of 18-24 year olds claiming Job Seekers Allowance (JSA)	7.8%	6.2%	-	Quarterly	Investment & Business Manager Alan Evans
Link to Corporate Risk Register						
Risk reference						
PA3	Police may not be able to commit same level of resources to enforcement to support KSI reduction as in previous years					

Outcome 4:	Processes are in place which will enable Wirral to develop and regenerate further.			Business as Usual		
Equality & Diversity	N/A					
Safeguarding	N/A					
Link to Future Wirral:- 2 year priorities	Project/Activity	Delivery Date/Milestones	Responsible Officer			
Performance Indicators for Outcome 4						
Link to corporate plan/future council	Indicator	2013/14 Outturn	Targets		Reporting frequency	Responsible Officer
			2014-15	2015-16		
Driving Growth and Aspiration (DP)	% of Major Planning Applications determined within 13 weeks	47.06%	60%	60%	Quarterly	Head of Service, Regeneration & Planning David Ball
Driving Growth and Aspiration (DP)	Delivery of the Docks Bridges Major Scheme Business Case (MSBC)	N/A	100%	N/A	Quarterly	Head of Service, Environment & Regulation Mark Smith
Link to Corporate Risk Register						
Risk reference						

Outcome 5:	Wirral is a quality, safer place where people want to live, work and invest.	Business as Usual	
Equality & Diversity	Assessments carried-out during the development of projects and on an on-going basis as part of a maintenance process.		
Safeguarding	Assessments carried-out during the development of projects and on an on-going basis as part of a maintenance process.		
Link to Future Wirral:- 2 year priorities	Project/Activity	Delivery Date	Responsible Officer
Driving Growth and Aspiration	Deliver the Council's £1.5m Capital programme targeted at new build activity	All schemes started on site March 2015	Head of Service, Housing & Community Safety Ian Platt

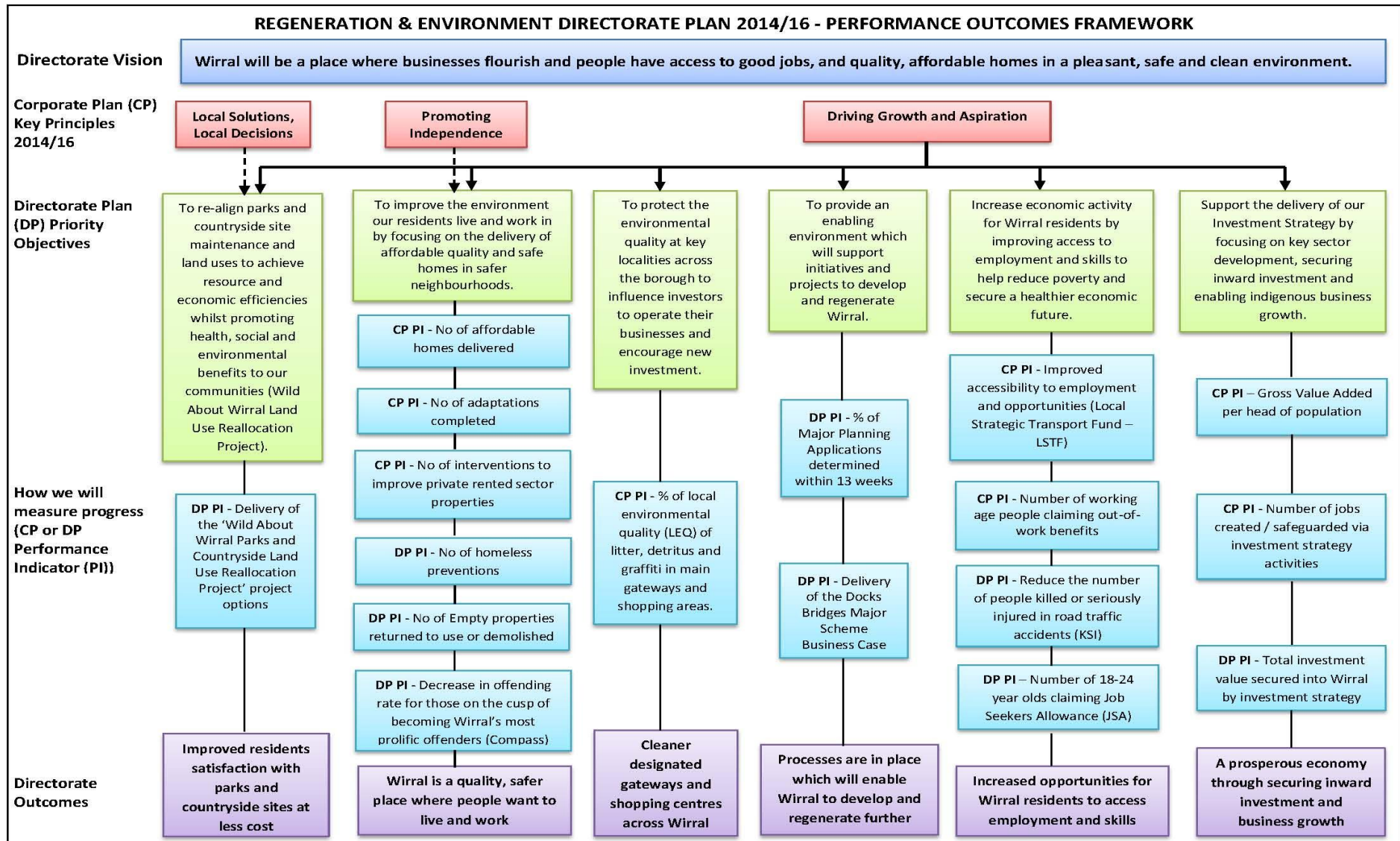
Performance Indicators for Outcome5

Link to corporate plan/future council	Indicator	2013/14 Outturn	Targets		Reporting frequency	Responsible Officer
			2014-15	2015-16		
Promoting Independence. Driving Growth and Aspiration (CP)	No of affordable homes delivered.	354	300	250	Quarterly	Head of Service, Housing & Community Safety Ian Platt
Promoting Independence. Driving Growth and Aspiration (CP)	No of adaptations completed.	1,934	1,900	1,900	Quarterly	Head of Service, Housing & Community Safety Ian Platt
Promoting Independence. Driving Growth and Aspiration (CP)	No of interventions to improve private rented sector properties.	783	400	400	Quarterly	Head of Service, Housing & Community Safety Ian Platt

Promoting Independence. Driving Growth and Aspiration (DP)	No of Empty properties returned to use or demolished	300	260	265	Quarterly	Head of Service, Housing & Community Safety Ian Platt
Promoting Independence. Driving Growth and Aspiration (DP)	No of homeless preventions	692	650	650	Quarterly	Head of Service, Housing & Community Safety Ian Platt
Driving Growth and Aspiration (DP)	Decrease in offending rate for those on the cusp of becoming Wirral's most prolific offenders (Compass).	55.6%	57.8%	-	Quarterly	Head of Service, Housing & Community Safety Ian Platt
Link to Corporate Risk Register						
Risk reference						

Outcome 6:	Improved residents satisfaction with parks and countryside sites at less cost				Business as Usual	
Equality & Diversity	Yes					
Safeguarding	N/A					
Link to Future Wirral:- 2 year priorities	Project/Activity			Delivery Milestones		Responsible Officer
Driving Growth and Aspiration (DP) Local Solutions, Local Decisions	Round 1 pilot site assessment			Apr – May 2014		Head of Service, Environment & Regulation Mark Smith
	Progress CLASP project, commission consultants and analyse results			May – Jun 2014		
	Round 2 site assessment visits			Jun 2014		
	Mapping of Round 1 and 2 and 3			Jun – Aug 2014		
	Document Round 1 and 2 results as draft site statements			Jun		
	Round 3 – 6 site assessment visits			Jul – Aug 2014		
	Document Round 3 - 6 results as draft site statements			Jul – Aug 2014		
	Brief Cabinet Member on emerging project findings			July 2014		
	Consult on options through What Really Matters			Sep – Dec 2014		
	Secure approvals for Delivery Plan from Cabinet			May 2015		
	Implement Recommendations			Jun 2015 – Mar 2017		
Performance Indicators for Outcome 6						
Link to corporate plan/future council	Indicator	2013/14 Outturn	Targets		Reporting frequency	Responsible Officer
			2014-15	2015-16		
Driving Growth and Aspiration (DP)	Delivery of the 'Wild About Wirral Parks and Countryside Land Use Reallocation Project' project options	N/A	100%	N/A	Quarterly	Head of Service, Environment & Regulation Mark Smith
Link to Corporate Risk Register						
Risk reference						
G03	Internal policies and procedures delay change					

4.2 Performance Outcomes Framework



5. Risk Register

The Regeneration and Environment Directorate Risk Register reflects the most significant threats to the achievement of the directorate's objectives. It is the responsibility of the Directorate Management Team (DMT) to ensure the register is monitored and maintained. The key risks facing the directorate will be set out, having been identified, evaluated and included within the 2014/15 register by the DMT. The full 2014/15 Directorate Risk Register is currently being developed and will be tabled separately to this Business Plan.

The established risk register, along with the identification of potential new risks, will be reviewed and evaluated monthly by the DMT, in accordance with the Corporate Risk Management Policy adopted by the Council at its Cabinet meeting on 13th March 2014. The review of the register will involve:

- Identifying potential new risks and the controls already in place to help mitigate them. Considering whether additional controls are needed.
- Reviewing the effectiveness of the existing controls for risks already on the register.
- Reviewing control actions that were scheduled to be carried out and considering whether any additional actions should be implemented.
- Re-evaluating the likelihood and impact scores for existing risks by reference to effectiveness of the existing controls and progress in implementing additional controls.
- Reviewing contingency arrangements in response to changing internal and/or external events
- Considering whether any risks on the register no longer present a threat and should be removed
- Considering whether any risks on the register should be escalated (or de-escalated).

Following each review, the risk register will be updated and forwarded to the Corporate Risk & Insurance Officer. He will ensure that its content informs reviews of the Corporate Risk Register by the Chief Executive Strategic Group. In addition to the continuous review process outlined above, the risk register will be reviewed annually as part of the Corporate Planning Process.

6. Workforce Development Plan

What key people management issues needs to be addressed	How will we do it?	Who will do it / what resources are required?	When will it be done by?	How will we know we have been successful?
1. Developing the Regeneration & Environment Directorate				
Use of 'Insight' Management Information to support the absenteeism and disciplinary process.	Advise HR if info is incorrect Access further training / support if required	HR support		
Awareness of potential for change as a result of the 'Future Council' project.				
Development of generic job descriptions to meet budget option outcomes and service delivery requirements.				
Design and develop a programme of development for Heads of Service.	Link into corporate plans for this.	Heads of Service to commit to programme as required	By March 2015	Improved knowledge & skills as strategic leaders
2. Developing leadership capacity				
Completing the leadership development programme (including mandatory training).	Ensure all managers reporting to a Head of Service have attended the programme	Commitment to support attendance from Heads of Service	By July 2015	Increased knowledge & skills amongst our Senior Managers
Completing the management development programme (incl completion of mandatory training)	Ensure all managers (with line management responsibility) have attended all modules of programme	Commitment to support attendance from Senior Managers	By September 2014	Improved management practice and use of policies & procedures. Reduction in numbers of D & G's, absence etc

What key people management issues needs to be addressed	How will we do it?	Who will do it / what resources are required?	When will it be done by?	How will we know we have been successful?
A management development programme for Parks & Countryside	Deliver parks development programme by ensuring managers are equipped and skilled to do so	Commitment to support attendance & participation in all elements of programme (Phase 1 & Phase 2) Parks & Countryside Management Team	By September 2014	Improved management practice and use of policies & procedures. Reduction in numbers of D & G's, absence etc An increase in innovative and creative problem solving techniques
3. Developing workforce skills & capacity				
Continue to develop and support trainee engineers.	Support professional qualifications	OD Team Line Managers	Ongoing - March 2015	100% Trainees complete programme
Continue to develop and support 8 horticultural apprentices.	Commitment to the planned programme	Wirral Met OD Team	Feb 2015	100% Apprentices complete programme
Maintain professional skills development as required.	Identify & agree development requirements of the individuals	OD Team Professional Institutes	Ongoing – March 2015	CPD requirements met
Focus on training and development identified during appraisals.	All managers	OD Team	Complete Performance Appraisals by Sept 2014	100 % return
4. Resourcing				
Design and develop a Waste & Environment apprenticeship programme	Waste Manager	Further Education Provider OD Team	March 2015	100% Apprentice completion rate

If you need any further information on the content of this Plan please contact

Kevin Adderley, Strategic Director of Regeneration and Environment on 0151 691 8319 or email kevinadderley@wirral.gov.uk

David Ball, Head of Service, Regeneration on 0151 691 8395 or email davidball@wirral.gov.uk

Alan Evans, Business & Investment Manager on 0151 691 8426 or email alanevans@wirral.gov.uk

Ian Platt, Head of Service, Housing and Community Safety on 0151 691 8208 or email ianplatt@wirral.gov.uk

Mark Smith, Head of Service, Environment and Regulation on 0151 606 2103 or email marksmith@wirral.gov.uk

This Directorate Plan has been endorsed by:

Cllr Phil Davies, Leader of the Council and Portfolio holder for Investment Strategy

Cllr George Davies, Joint Deputy Leader of the Labour Group and Portfolio holder for Neighbourhoods, Housing and Engagement

Cllr Pat Hackett, Portfolio holder for Economy

Cllr Stuart Whittingham, Portfolio holder for Highways and Transport

Cllr Bernie Mooney, Portfolio holder for Environment and Sustainability

Cllr Chris Meaden, Portfolio holder for Leisure, Sport and Culture


INDICATOR PLANNING

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/16.

Title	Improved accessibility to employment and opportunities (Local Strategic Transport Fund – LSTF)		Ref Number	RECP01	Type of Indicator	Corporate	✓
						Directorate	
Strategic Directorate	Regeneration & Environment	Service Area	Environment & Regulation	Section	Traffic & Transportation		
Corporate / Directorate Priority	<p>Wirral Vision Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p>Wirral Principle:</p> <p>Driving Growth and Aspiration: We will work with residents, encouraging them to hold the same level of ambition for their communities as we have for Wirral; driving growth in our economy and with it aspiration, achievement and employment, particularly among younger people. This will help to reduce poverty and secure a healthier economic future for our communities.</p> <p>Corporate Priority Objective:</p> <p>INVESTING IN OUR FUTURE (Regeneration & Environment)</p> <ul style="list-style-type: none"> • Continue to develop, support and encourage the creation and accessibility to jobs through providing a supportive and enabling environment and continue to focus on developing skills, with our partners, particularly among young people • Maintain and develop further the focus on ensuring Wirral is a place where businesses flourish, supporting the growth of Wirral's economy • Continue to maintain and develop systems to support Wirral's ambitions for economic growth 						
Rationale for measurement / monitoring	<p>Transport is a barrier for many people wishing to take up employment and training opportunities. The Travel Solutions programme provides bespoke advice, information and solutions to assist people to overcome barriers such as low travel horizons, cost, confidence issues and information provision. The programme is for residents of East Wirral, and people accessing opportunities in East Wirral, in order that they can access and sustain employment and training opportunities. The solutions offered are personalised journey planning, help with travel costs, bike to work scheme, scooter commuter scheme and travel training.</p> <p>The Department has secured £4 million of LSTF funding from Central Government over the period 2011/12 to 2014/15 to deliver an agreed package of measures (revenue and capital) to assist Wirral residents to travel to employment and improve access to opportunities. The Travel Solutions project is one of several projects which form the LSTF programme. The project, which is part of a Merseyside wide programme, will support economic regeneration and contribute towards reductions in transport related carbon emissions, on that basis it is felt that the indicator should remain a Corporate Plan PI for the concluding year of 2014/15.</p>						

Purpose of PI	<p>Priority Objective of this PI:</p> <p>To provide a safe and well-maintained strategic transport network and sustainable transport solutions by working in partnership with employers and local communities to enable residents to have better access to jobs and opportunities.</p>
Evidence	<p>The Corporate Plan 2014-16 outlines the need for the Council to deliver services that improve the economy and job opportunities on Wirral, this project has several elements that when delivered will provide improved access opportunities to jobs and local facilities for residents in the east of the borough which will contribute to reducing inequalities that currently exist across the borough.</p> <p>The project is to support the East Wirral area which contains some of the poorest communities in England. Wirral has the lowest job density ratio in the Liverpool City Region, with 57 jobs per 100 residents, as well as the lowest GVA per resident in England and Wales. In Wirral, there is a strong contrast between the older, highly urbanised areas of Birkenhead and Wallasey (East Wirral), and the wealthier commuter settlements in the west of Wirral. This results in serious quality of life issues and health inequalities, including a completely unacceptable difference in life expectancy of 9.7 years for females and 14.6 years for males depending on where a person lives in Wirral.</p> <p>Wirral continues to have a higher percentage of people claiming out-of-work benefits than the regional and national averages. Research illustrates that employment is clearly linked to health outcomes with people being in employment having better quality of life, improved life chances, long life expectancies, and greater opportunities to fulfil their individual potential.</p>
Benchmarking	<p>In 2012-13 we received 868 referrals to the scheme for travel assistance, this increased substantially during 2013/14 to 2414 referrals.</p> <p>The Travel Solutions project, and its composition of solutions, is bespoke to Wirral Council and therefore there is no other benchmarking data available.</p>
Local & National Strategic fit / Policy	<p>Creating Growth, Cutting Carbon Making Sustainable Local Transport Happen (DfT White Paper Jan 2011)</p> <p>Merseyside Local Transport Plan</p> <p>Liverpool City Region LEP Priorities</p>
Target Setting	<p>The “number of referrals” target has been chosen to directly support the Corporate Plan to track the amount of people who access the project for assistance with their travel. However, caution should be used when interpreting this as many local and national factors can influence the numbers of referrals that the team receive, and that may change over the period of this plan.</p> <p>The 2013/14 target was set using an approximate 15% uplift from 12/13 outputs, the target for 2014/15 has been set to approximately match the output from 2013/14 as there is no evidence to suggest that any further considerable increase in expected referrals will be achieved during this last year of project funding.</p> <p>Subsets of this target are included in the Service Plan. (‘User satisfaction’ and ‘number of people still in employment three and sixth months after receiving a solution’).</p>

Appendix 5-1

2013/14 Performance	2400			2013/14 Target	1000			2013/14 Benchmarking Data	N/A as this is a bespoke indicator to Wirral Council				
Target	As this initiative is funded it is important that results are monitored, managed and reported on at the highest level. The target set for 2014/15 will be a stretch as the performance for 2013/14 exceeded all expectations and to continue at that level with existing resources will be a challenge.												
	2014/15				2015/16				2016/17				
	2200				Not applicable – funding for project ends March 2015.				Not applicable – funding for project ends March 2015.				
Frequency	Monthly								Date the data is available	1 st working day of following month			
Trajectories (2014/15)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
	170	340	510	690	875	1100	1325	1550	1705	1860	2030	2200	
Tolerances	RED				AMBER				GREEN				
	16% or more below target				6-15% below target				5% or less below target				
Data Source	Referrals are counted on an on-going basis as part of the administration of the project and recorded internally within the Travel Solutions team on a spreadsheet.												
Indicator definition/ calc method	Numerator				Denominator								
	No calculations required – the indicator records actual number of referrals received per calendar month.												
Format	<i>Type (e.g. %, No, Rate)</i>		No.	<i>Decimal Places</i>			0	<i>Direction of Travel</i>					
Issues	<p>The number of available employment opportunities changes on a daily basis and the project is reliant on these opportunities being available, and the local residents having the correct skill sets to secure those opportunities. Dependencies for success include:</p> <ul style="list-style-type: none"> • Availability of staff resources; • Co-operation of, and support from local agencies e.g. Job Centre Plus and Third Sector Employment support agencies; • Availability of employment opportunities in the local area; • Continuation of funding support from Merseytravel as the accountable body for the LSTF project. 												
CONTACTS													
Who takes action?	Mike Peet, Senior Manager Traffic & Transportation (606 2154) michaelpeet@wirral.gov.uk												
Responsible Officer	Mark Smith, Head of Service Environmental & Regulation Services (606 2103) marksmith@wirral.gov.uk												
Lead Officer	Mike Peet, Senior Manager Traffic & Transportation (606 2154) michaelpeet@wirral.gov.uk												
Verifying Officer	Julie Barnes, Transportation Manager (606 2365) juliebarnes@wirral.gov.uk												
Calculating Officer	Warren Apter, Assistant Engineer (606 2369) warrenapter@wirral.gov.uk												
Performance Lead	Margaret Sandalls, Regeneration & Environment Performance Business Partner (606 2089) margaretsandalls@wirral.gov.uk												


INDICATOR PLANNING

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/16.

Title	To maintain local environmental quality (LEQ) of litter, detritus, graffiti in main gateways and shopping area.		Ref Number	RECP02	Type of Indicator	Corporate	✓
						Directorate	
Strategic Directorate	Regeneration & Environment	Service Area	Environment & Regulation		Section	Environmental Waste	
Corporate / Directorate Priority	<p>Wirral Vision Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p>Wirral Principle:</p> <p>Driving Growth and Aspiration: We will work with residents, encouraging them to hold the same level of ambition for their communities as we have for Wirral; driving growth in our economy and with it aspiration, achievement and employment, particularly among younger people. This will help to reduce poverty and secure a healthier economic future for our communities.</p> <p>Corporate Priority Objectives:</p> <p>INVESTING IN OUR FUTURE (Regeneration & Environment)</p> <ul style="list-style-type: none"> • Continue to deliver our Investment Strategy • Continue to develop, support and encourage the creation and accessibility to jobs through providing a supportive and enabling environment and continue to focus on developing skills, with our partners, particularly among young people • Progress the plans to reinvigorate Birkenhead, through a comprehensive redevelopment programme • Maintain and develop further the focus on ensuring Wirral is a place where businesses flourish, supporting the growth of Wirral's economy • Continue to maintain and develop systems to support Wirral's ambitions for economic growth 						
Rationale for measurement/ monitoring	<p>To support the regeneration, investment and environmental priorities within the Corporate Plan as outlined above.</p> <p>Key gateways and town centres will be 'protected' in order to ensure that high LEQ standards are maintained in key localities to influence investors to operate their businesses and encourage new investment and help to mitigate the impact of the recession on the tourism and retail industry.</p> <p>This PI is continuing from 2013/14 as it is considered a key factor to improving investment and job growth opportunities for Wirral. The annual target of 92% has remained in place following a challenging year which saw issues arising because of the implementation of budget options which had an impact of Biffa resourcing; this led to an overall score of 90.7 being achieved for 2013/14. The target of 92% for 2014/15 will also mean we will maintain the contractual obligations of the contractor. Graffiti, a major influence on perceptions of environmental quality is being added into the indicator from 14/15 onwards. Baseline data was collated in 13/14 and 97% of audits carried out regarding</p>						

	<p>graffiti and fly posting were acceptable.</p> <p>This will now be added to the indicator and account for one third of indicator performance. This means the new overall target for the Gateway Indicator will increase to 93.5% for 14/15.</p>
Purpose of PI	<p>Priority Objective of this PI:</p> <p>Maintain standards of local environmental quality (LEQ) at key gateway areas under the Council's control which lead to employment areas and retail sites to attract investment and promote the local economy.</p>
Evidence	<p>The Corporate Plan 2014-16 outlines the need for the Council to deliver services our residents want and need, this includes the need to attract investment and jobs to the borough thereby improving the local economy.</p> <p>There are a number of national and international reports available that demonstrate litter and detritus levels are an influencing factor on where investors would like to locate or grow their businesses, for example</p> <p>The Link Between Local Environmental Quality and Economic Improvement, EnCams (2005)</p> <p>Local Environmental Quality in times of Austerity, Keep Britain Tidy and London Councils (2011)</p> <p>The New Reputation Guide, Local Government Association (2011) – Street Cleansing alone has the biggest impact on overall reputation of councils.</p> <p>This project could indirectly support the creation of employment through the provision of LEQ in key areas.</p>
Benchmarking	<p>This is a bespoke auditing methodology that reflects National NI195a and b surveying methodology used by Keep Britain Tidy to provide the National Local Environmental Quality Standards of England for Litter and Detritus (LEQSE) . It is possible to compare results obtained in the two main land categories surveyed (primary retail and main roads) and compare them to national data supplied by Keep Britain Tidy through their LEQSE data, all be it there data is published 1-2 years behind. Therefore, in year we are only able to benchmark to standards of 2 years before.</p>
Local & National Strategic fit / Policy	<p>Standards of locations surveyed grade B and above according to COPLAR (Code of Practice for Litter and Refuse)</p> <p>Wirral Council has a duty to keep land and highways free of litter- Part IV Environmental Protection Act (1990)</p>
Target Setting	<p>Target 60 transects surveyed (30/gateways plus 30/retail areas) per 3 month period. This reflects the NI195 surveying methodology used Nationally, providing a valid sample size over the course of 1 year. The target of 92% is based on the contractual obligations of the contractor.</p> <p>The identified locations within the scope of this indicator are:</p> <p>Gateways including:</p> <ol style="list-style-type: none"> 1. A41 (including New Ferry bypass) from Birkenhead tunnel to junction 5 of the M53 2. Dock Road, Wallasey from junction 1 of the M53 through to Twelve Quays 3. Borough Road from Birkenhead tunnel to town centre and Conway Street from tunnel to Hamilton Building 4. Beaufort Road, Birkenhead and link to junction 1 of M53 (important for ITC, supplier park) 5. Link across Wallasey and Birkenhead docks to Woodside Ferry Terminal

	Retail Areas Include: Birkenhead Liscard Heswall West Kirby New Ferry Bromborough Village New Brighton												
2013/14 Performance	90.7%			2013/14 Target			92%			2013/14 Benchmarking Data NOT yet available but Wirral performance is better than 12/13 national average for litter and detritus and average for graffiti levels.		This is a bespoke indicator for Wirral Council but combining latest (12/13) published LEQSE scores for the targeted land uses for graffiti, detritus and litter indicates an equivalent national average is 90% (Higher is better).	
Target	The target of 92% of streets achieving an A-B cleansing grade is based on the contractual obligations of the contractor; a review of this obligation is not scheduled until after 2016. The quarterly trajectories reflect anticipated seasonal differences which an overall expected 92% achievement.												
	2014/15			2015/16			2016/17						
	93.5%			93.5%			93.5%						
Frequency	Data will be presented quarterly: Q1 April to June Q2 July to September Q3 October to December Q4 Jan to March									Date the data is available		<i>7th of the month following quarter-end as audits are completed, collated and managed manually.</i>	
Trajectories (2014/15)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
	93.5%			93.5%			93.5%			93.5%			
Tolerances	RED			AMBER			GREEN						
	2.1% value or more below target			1.1 to 2% below target			Up to 1% below target						
Data Source	All collected survey data (through audit locations randomly provided through an electronic selection process) are transferred to a database designed specifically for this project (H:\Waste\Contract Management\streets-audit-results\indicator-audits.xls)												
Indicator definition/ calc method	Numerator			n/a			Denominator			n/a			
	A random and representative number of 50m transects will be visited and monitored on a monthly basis. The standard of cleanse will be graded according to the National code of practice on litter and detritus. A combined litter/detritus/graffiti % score will be presented. The associated % score relates to the cleanliness standards of all transects surveyed (i.e. a score of 100% indicates all transects surveyed were satisfactory (Grade A-												

	<p>B).</p> <p>The survey methodology has recently been audited internally by the Council and approved as an acceptable methodology. Surveys are carried out within NI195 guidelines, using two officers (One council officer plus contractor representative) All surveyors have been officially trained to undertake NI195 surveys. Survey results are transferred to the above spreadsheet and survey sheets are retained for audit inspection. Full details are available.</p>					
Format	<i>Type (e.g. %, No, Rate)</i>	%	<i>Decimal Places</i>	2	<i>Direction of Travel</i>	
Issues	<p>Local Environmental Quality includes other key components, including Street Furniture, highway surfaces, and weed control that are beyond the scope of this indicator, but can influence perceptions as much as cleansing standards. Service plans for the relevant components should be developed to include addressing these other issues.</p>					
CONTACTS						
Who takes action?	Tara Dumas, Senior Manager Waste & Environment Service (606 2453) taradumas@wirral.gov.uk					
Responsible Officer	Mark Smith, Head of Service, Environmental & Regulation Services (606 2103) marksmith@wirral.gov.uk					
Lead Officer	Tara Dumas, Senior Manager Waste & Environment Service (606 2453) taradumas@wirral.gov.uk					
Verifying Officer	Clare Johnson, Waste & Environmental Service Performance Officer (606 2433) clarejohnson@wirral.gov.uk					
Calculating Officer	Darrell Whitehead, Clerical Assistant (606 2031) darrellwhitehead@wirral.gov.uk					
Performance Lead	Margaret Sandalls, Regeneration & Environment Performance Business Partner (606 2089) margaretsandalls@wirral.gov.uk					

INDICATOR PLANNING TEMPLATE

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/16


Title	Number of affordable homes delivered		Ref Number	RECP02	Type of Indicator	Corporate	√
						Directorate	
Strategic Directorate	Regeneration and Environment	Service Area	Housing and Community Safety		Section	Housing Strategy	
Corporate / Directorate Priority	<p>Wirral Vision Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p>Wirral Principle(s):</p> <p>Promoting Independence: We will strive to ensure that all residents, especially the most vulnerable, are recognised for the talents and assets they have. We will work to equip them with the tools and knowledge to enable them to make the choices that are right for them and their families.</p> <p>Driving Growth and Aspiration: We will work with residents, encouraging them to hold the same level of ambition for their communities as we have for Wirral; driving growth in our economy and with it aspiration, achievement and employment, particularly among younger people. This will help to reduce poverty and secure a healthier economic future for our communities. Additionally managing those offenders who have the greatest negative impact upon our communities through the levels of crime they commit will enable all communities and individuals on Wirral to grow and aspire to improve.</p> <p>Corporate Priority Objectives</p> <p>INVESTING IN OUR FUTURE (Regeneration & Environment)</p> <ul style="list-style-type: none"> • Continue to develop, support and encourage the creation and accessibility to jobs through providing a supportive and enabling environment and continue to focus on developing skills, with our partners, particularly among young people • Progress the plans to reinvigorate Birkenhead, through a comprehensive redevelopment programme • Maintain and develop further the focus on ensuring Wirral is a place where businesses flourish, supporting the growth of Wirral's economy • Continue to address the need for quality, affordable and safe homes through the development of partnership working • <p>Directorate Priority Objectives: Wirral will be a place where businesses flourish and people have access to good jobs, and quality, affordable homes in a pleasant, safe and clean environment.</p>						
Rationale for measurement/ monitoring	The Government has set an aspiration to deliver up to 170,000 new affordable homes by 2015 nationally and this aspiration is identified in the Corporate Plan, not only to provide housing to low income or vulnerable households and to widen the choice of housing available, but also to contribute to Wirral's local economy through construction industry jobs.						

	<p>The average house prices in Wirral compared with average incomes continue to preclude many households from buying their own home making renting the only affordable option for these households. In addition, Welfare reforms will affect incomes of those on benefits and will generate a need for more appropriate, affordable accommodation. At 31st March 2014 Wirral's Property Pool Plus scheme had 15,143 households registered who are seeking alternative affordable homes, 1,767 of which are either overcrowded or under-occupying their current home.</p>
Purpose of PI	<p>Having a quality and affordable place to live is important to ensure that all residents live in a safe and appropriate home that allows them to gain maximum benefit for access to jobs, leisure, amenities, education and to gain other associated social and economic benefits. Improving the supply of and access to good quality, safe and affordable homes is fundamental to ensuring that this is achieved.</p>
Evidence	<p>In Wirral housing affordability is not just limited to the more affluent areas where property prices are well in excess of the average householders' financial capacity to obtain a mortgage. Affordability is just as much prevalent in a wide range of neighbourhoods. This along with changes in the type and size of households means Wirral needs to increase the availability of affordable housing.</p> <p>In 13/14 there were 3,531 sales, with a median house price of £135,500 in the Borough. When compared to MOSAIC data for average household income for Wirral residents, the average household income for the borough translates into a buyer capacity falls short of the median house price in the Borough. The average earnings in the Borough compared to the average sales prices presents particular problems in house affordability, especially for those at the lower end of the earnings scale such as young first-time buyers who also have limited savings to assist with large deposits required. Whilst sales values in the inner area would be within reach of some individuals, the quality and choice of offer is not consistent with aspirations of purchasers.</p> <p>Local Housing Allowance Shared Accommodation Rate (SAR) introduced in January 2012 meant that single under 35s are now only entitled to a restricted level of benefit to assist with their rent. There are insufficient shared accommodation units to house everyone subject to the SAR.</p> <p>The Benefit Cap: At June 2014, the impact of the benefit cap is affecting 50 families in the Private Rented Sector and 27 in the Social Rented Sector in Wirral. These families receive a reduced amount of benefit.</p> <p>Welfare Reform Act 2012 - Under-occupation rule: The Under-occupation rule is currently affecting 3,453 Registered Provider tenants; 2,776 are under-occupying by one bedroom and 677 by two or more bedrooms. There is a shortage of one and two bedroom properties available to help those who want to move to do so and also restrict the areas in which people live.</p>
Benchmarking	<p>The Government collates statistics at a national level and the Homes and Communities agency can provide figures by local authority area on completions of affordable homes delivered. This shows when looking at the additional affordable homes table that Wirral compares favourably when compared to other local authorities in the Merseyside region with the latest table for 2012/13 showing that</p>

	Wirral achieved 190 ¹ units, performing better than Knowsley at 120 units and St Helens at, 160 units, with Sefton at 260 and Liverpool achieving 420, the most outputs which is not surprising it being a City and the largest council in the sub region. This is a guide only as it is very difficult to compare with other LAs in the region never mind nationally as a benchmark guide due to the variances such as the local housing market, residual land values, availability of land etc. This was tried by the Housing Quality Network who has tried to produce a benchmarking model for LAs to be able to compare and benchmark. Wirral took part in this to try and establish a benchmark however the outcome was that the methodology was not robust enough to establish a true benchmark.				
Local & National Strategic fit / Policy	<p>According to Government figures, England's population is growing, with the number of households set to keep on rising. The number of households in England is projected to grow to 27.5 million in 2033, an increase of 5.8 million (27 per cent) over 2008, or 232,000 households per year.</p> <p>In 2011/12 a total of 118,190 new build dwellings were completed in England, which was an increase of 9% on the previous year, but a 31% decrease on the peak of 170,610 in 2007/08. Therefore the Government was clear in its statement 'Laying the Foundations: A Housing Strategy for England' that it saw a need to set a national framework to support the delivery of new homes and the overall economy nationally. This is something which Wirral has also recognised locally and through its Housing Strategy Statement 2011-2026 has identified that increasing affordable homes to meet local housing needs and ensuring housing contributes to local employment and the economy are key strategic objectives to be achieved. With the introduction of welfare reform changes and the fact that the private rented sector and owner occupation is not achievable for many residents, there is even more pressure for new affordable homes to be delivered to meet growing demand and need.</p> <p>This is reinforced in the Corporate Plan where affordable housing has been recognised as important to ensure that all residents live in a safe and appropriate home that allows them to gain maximum benefit for access to jobs, leisure, amenities, education and to gain other associated social and economic benefits.</p>				
Target Setting					
2013/14 Performance	352	2013/14 Target	322	2013/14 Benchmarking Data	Not available yet
Target	Target calculation is identified by projected completions based on forecasting using Affordable Homes Programme 2015-18.				
	2014/15	2015/16	2016/17		
	300	250	250		
Frequency	Quarterly			Date the data is	10th of the following

¹ <https://www.gov.uk/government/statistical-data-sets/live-tables-on-affordable-housing-supply>

										available	month	
Trajectories (2014/15)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
			40			80			200			300
Tolerances	High tolerances given as crime in the increase in Wirral and this measure has historically suffered by being applied to increasingly difficult offender cohort.											
	RED				AMBER				GREEN			
	30% below target (This is based on a quarterly performance rather than yearly, as performance can vary greatly between quarters and schemes although will complete in the year may slip or be brought forward between quarters due to factors outside of our or partners control).				Between 9% and 29% below target (This is based on a quarterly performance rather than yearly, as performance can vary greatly between quarters and schemes although will complete in the year may slip or be brought forward between quarters due to factors outside of our or partners control).				Up to 8% below target (This is based on a quarterly performance rather than yearly, as performance can vary greatly between quarters and schemes although will complete in the year may slip or be brought forward between quarters due to factors outside of our or partners control).			
Data Source	This information to calculate this indicator is taken from data held on the Housing Strategy Team spreadsheets in H:\Housing Strategy Team\Affordable Housing\Affordable Housing Spreadsheets\2014-15 and is supported/validated via data obtained from the Homes and Communities Agency Information Management System which is a password protected and secure site.											
Indicator definition/ calc method	Numerator				Denominator							
	<p>For the purposes of this indicator, the definition of Affordable Housing is social rented, affordable rented, intermediate housing, and those units funded by government initiatives such as first buy as set out in Government guidelines under the National Planning Policy Framework (NPPF). https://www.gov.uk/government/publications/national-planning-policy-framework--2</p> <p>The calculation on the delivery is measured through the gross supply of new affordable housing units provided each year through new build, conversions, subdivision, and acquisitions of properties that are funded by central government programmes and/or council resources. New homes resourced affordable housing units to non government resourced schemes.</p> <p>http://www.google.co.uk/url?q=https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6077/2116950.pdf&sa=U&ei=khJwUavEK8nYPaqKgOAF&ved=OCBsQFjAA&usg=AFQjCNGLIVEP9QGtm1ddHfReR_kGf6FRnw</p> <p><u>The indicator is calculated using the sum of the following:</u></p> <ul style="list-style-type: none"> • Council, Registered Provider and other social rent • Council, Registered Provider and other shared ownership/equity • Council, Registered Provider and other intermediate rent (including Affordable Rent) • Council and Registered Provider buybacks • HOUSED, Homestead, Home swap, Own Place, First Buy, Help To Buy Equity Loans, HOLD 											

	<ul style="list-style-type: none"> • Mortgage Rescue • Social Home Buy • Right To Acquire • Private empty Homes brought back into use for affordable housing i.e. Improvement for Rent (IFR) and Improvement for Sale (IFS) • Private Developer Shared Equity products if applicable (where money is recycled back into new affordable housing) 				
Format	Number		0		
Issues	<p>A database and excel spreadsheet is held centrally by the Housing Strategy Team which tracks schemes on progress and records completion of affordable homes. This information enable the monitoring of progress on a quarterly basis and identifies if there are any issues with schemes needing to be reforecast. This spreadsheet contained the practical completion date of the schemes when they are finished. Officers however verify the completion via the Homes and Communities Agency (HCA) Information Management System for the final completion date. There is a delay lag on the system from the completion date due to the time taken to process the claims, also the HCA year end systems close down in April to enable them to reconcile their figures, this results in delays in being able to confirm final delivery figures.</p> <p>Reporting throughout the year is highly dependent on third party (Registered Providers) providing regular updates to inform progress on a quarterly basis. In addition, those units which are being provided through private developers own shared ownership arrangements that are not recorded through the HCA system means that we are dependent upon them providing this information voluntarily and to fit in line with the council's reporting deadlines/structure therefore numbers delivered could be higher than recorded.</p> <p>Perceived problems could arise if investment and/or staff which contribute to this indicator being delivered are universally affected through either a reduction or increase in resources.</p>				
CONTACTS					
Who takes action?	Lisa Newman, Senior Manager Housing Strategy, Standards and Renewal (691 8197) lisanewman@wirral.gov.uk				
Responsible Officer	Ian Platt, Head of Service Housing and Community Safety (691 8395) ianplatt@wirral.gov.uk				
Lead Officer	Lisa Newman, Senior Manager Housing Strategy, Standards and Renewal (691 8197) lisanewman@wirral.gov.uk				
Verifying Officer	Lisa Farrington currently Acting Housing Strategy Manager (691 8268) lisafarrington@wirral.gov.uk				
Calculating Officer	Stella Edwards currently Acting Principal Officer (Housing Strategy) (691 8697) stellaedwards@wirral.gov.uk				
Performance Lead	Margaret Sandalls, Regeneration & Environment Performance Business Partner (606 2089) margaretsandalls@wirral.gov.uk				

INDICATOR PLANNING TEMPLATE

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/16.

Title	Number of adaptations completed in a 12 month period		Ref Number	RECP04	Type of Indicator	Corporate	v
						Directorate	
Strategic Directorate	Regeneration & Environment.	Service Area	Aids & Adaptations Service.		Section	Housing & Community Safety.	
Corporate / Directorate Priority	<p>Wirral Vision Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p>Wirral Principle(s)</p> <p>Promoting Independence: We will strive to ensure that all residents, especially the most vulnerable, are recognised for the talents and assets they have. We will work to equip them with the tools and knowledge to enable them to make the choices that are right for them and their families.</p> <p>Driving Growth and Aspiration: We will work with residents, encouraging them to hold the same level of ambition for their communities as we have for Wirral; driving growth in our economy and with it aspiration, achievement and employment, particularly among younger people. This will help to reduce poverty and secure a healthier economic future for our communities.</p> <p>Corporate Priority Objectives</p> <p>INVESTING IN OUR FUTURE (Regeneration & Environment)</p> <ul style="list-style-type: none"> • Maintain and develop further the focus on ensuring Wirral is a place where businesses flourish, supporting the growth of Wirral's economy • Continue to address the need for quality, affordable and safe homes through the development of partnership working • Continue to maintain and develop systems to support Wirral's ambitions for economic growth • Improve our regulation and inspection services • Continue to explore and maximise appropriate funding opportunities and investment activities to support regeneration and infrastructure priorities to maximise Wirral's economy <p>Directorate Priority Objectives Wirral will be a place where businesses flourish and people have access to good jobs, and quality, affordable homes in a pleasant, safe and clean environment</p>						
Rationale for measurement/ monitoring	<p>Main Service Outcomes</p> <ul style="list-style-type: none"> • Maximises a person's independence, improves overall quality of life and reduces barriers to maximising a person's potential through delivering major home adaptations for vulnerable, disabled people (adults & children). • Reducing the pressure on both acute and institutional services in the NHS, Children and Young People's Department and Adult Social Services Department through minor adaptations to allow hospital discharge and major adaptations for clients with urgent 						

	<p>and non urgent priority needs.</p> <ul style="list-style-type: none"> • Improved community health through contributing to a range of Public Health, Health & Social Care outcomes for example reducing falls in the home, deaths and illness due to cold which contributes to both improved community health and access to funding opportunities. <i>*See Wirral housing & support solutions template provided</i> • Protecting vulnerable groups by ensuring that adaptation works meet proper standards, comply with statutory requirements and codes of practice and are overall suitable and fit for purpose. • Directly supporting the local economy through the Adaptation grant and other capital programme funding which is paid to local contractors and service providers. • Directly supporting the local employment market through the provision of work to local traders and suppliers; analysis undertaken in 2013 amongst contractors who deliver adaptation work showed the service significantly supports at least 153 jobs. • Indirectly supporting the local economy as contractors and service providers who deliver adaptations also support local builder’s merchants and other suppliers. • Maintaining strong links with the Trading Standards Business Approval Scheme which supports responsible local traders. • Allowing disabled residents to realise their full potential by helping to remove physical and other barriers to employment and other aspirations. • Contribute to protecting safety of occupiers by Identification and Removal of Category 1 hazard’s Mechanisms to deal with category 1 hazards under the Housing Health and Safety Rating System; these are commonly found when dealing with adaptations work and the Council has a statutory duty under Part 1 of the Housing Act 2004 to deal with such hazards. Individual cases can be complex and Housing Division staff work in partnership to respond in the most appropriate way which may include informal action, service of legal notice, executing works in default or re-housing, prior to or in tandem with the delivery of the necessary adaptation. • Facilitate more treatment/care to be undertaken in people’s homes. Health, Public Health & Social Care colleagues to be made more aware of the benefit of Housing Division lead solutions which are aligned to their outcomes. People spend significant amounts of time in their homes and the direction of travel (Health/ Public Health/ Social Care) is for more treatment/care to take place in this setting; a holistic approach to housing issues is becoming increasingly relevant and important. <p>This indicator provides a target which will help drive/support continuous service improvement in order to achieve the outcomes listed above and thus meet the needs of vulnerable disabled members of the community.</p>
<p>Purpose of PI</p>	<p>Measure the Aids & Adaptation Service performance with regards to the delivery of Major, Minor & Hospital Discharge adaptations in a 12 month period. The PI data will be used to contribute to bench marking exercises, funding bids, performance management activity.</p>

Evidence	<p>The table below demonstrates the increasing demand for adaptations, and the increasing works completed to respond to this demand. Table to be verified but overall target agreed.</p>																												
	<table border="1"> <thead> <tr> <th>Financial Year</th> <th>Number of Major adaptation completed</th> <th>Number of Minors completed</th> </tr> </thead> <tbody> <tr> <td>08/09</td> <td>385</td> <td>1012</td> </tr> <tr> <td>09/10</td> <td>366</td> <td>1116</td> </tr> <tr> <td>10/11</td> <td>418</td> <td>1094</td> </tr> <tr> <td>11/12</td> <td>380</td> <td>1143</td> </tr> <tr> <td>12/13</td> <td>591</td> <td>1263</td> </tr> <tr> <td>13/14</td> <td></td> <td></td> </tr> </tbody> </table>				Financial Year	Number of Major adaptation completed	Number of Minors completed	08/09	385	1012	09/10	366	1116	10/11	418	1094	11/12	380	1143	12/13	591	1263	13/14						
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	<p>The table below shows the cost of an average DFG and fast track adaptation compared to the cost of 1 client entering residential care or hospital, which demonstrates the cost benefits of adaptations.</p>																												
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	<p>In addition to the actual cost benefits of adaptations, they also produce significant health gains and prevent accidents and admission to hospital and residential care. Research has shown that major improvements in quality of life and independence for those client homes have been adapted.</p>																												

	<p>These include:</p> <ul style="list-style-type: none"> • Promotion of independence and choice; • Reducing avoidable admissions to acute beds; • Facilitating timely discharge from acute beds; • Promoting effective rehabilitation and minimising premature or avoidable dependence on long-term care in an institutional setting; • Reduced burden for carers; • Greater access to appropriate services; 												
Benchmarking	Wirral Council's Adaptations Service model includes nationally recognised "best practice" approaches, as it implements a continuous service improvement approach to delivering the service; thus it performs well in comparison with its peers.												
Local & National Strategic fit / Policy	<p>Adaptations/Disabled Facilities Grant is a national ring fenced programme. Government recognises the ageing demographic profile of the populations locally and nationally and as such has increased its annual allocation to the Council over last 3 years.</p> <p>Home adaptations provide direct economic benefits to the state through reducing calls on health services, reducing social care expenditure and enabling independent living for longer. There is a strong link between disability, poverty and poor housing so help from the Government (in the form of DFG) is essential to meet the coalition programme priorities."</p> <p>Falls by older people in the UK cost over £1 billion annually, one hip fracture costs £30,000. DFG, and the works the Home Improvement Agency (HIA) carry out, reduces the risks of falls and fractures thereby reducing this expenditure." (Coalition Government 2010)</p>												
Target Setting	<p>The indicator has been identified by the Strategic Director for Regeneration and Environment as a key indicator where activities undertaken will assist and support the overall key priorities which have been identified within the Corporate Plan.</p> <p>The target has been arrived at by an analysis of the previous years allocation and completed works, which demonstrate the cost benefits to the council and other statutory agencies. Evidence for which has been provided above.</p>												
2013/14 Performance	2013/14 Outturn 1934			2013/14 Target		1860.			2013/14 Benchmarking Data		Not avail		
Target	2014/15			2015/16			2016/17						
	1900			1900			1900						
Frequency	Quarterly								Date the data is available		e.g. 10th of the following month		
Trajectories (2014/15)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
			475			950			1425			1900	
Tolerances	Please provide tolerances for the target status (e.g. % above/below target, no. of days)												
	RED			AMBER			GREEN						
	10% below target			5-9% below target			Within 4% of target						

Data Source	The information to calculate this indicator is taken from data held on the M3 data base (MVM System) and is supported by Crystal Reports generation which is a password protected and secure site. It is also used in financial returns regarding the use of the DFG grant to the Homes and Communities Agency Information Management System.					
Indicator definition/ calc method	Numerator		Denominator			
	Number of Adaptation delivered (in whole numbers)					
Format	<i>Type (e.g. %, No, Rate)</i>	<i>No.</i>	<i>Decimal Places</i>	<i>0</i>	<i>Direction of Travel</i>	
Issues	PI performance target is based on current funding allocations, current staffing levels and delivery models. Periods of sickness or loss of staff or changes to delivery models are likely to affect achieving targets.					
CONTACTS						
Who takes action?	Sheila Jacobs, Senior Manager, Housing & Community Safety (691 8292) sheilajacobs@wirral.gov.uk					
Responsible Officer	Ian Platt, Head of Service Housing & Community Safety, (691 8395) ianplatt@wirral.gov.uk					
Lead Officer	Sheila Jacobs, Senior Manager, Housing & Community Safety (691 8292) sheilajacobs@wirral.gov.uk					
Verifying Officer	Gregor Cooper, Aids and Adaptations Manager (691 8090) gregorcooper@wirral.gov.uk					
Calculating Officer	Michelle Morgan, Project Manager (691 8090) michellemorgan@wirral.gov.uk					
Performance Lead	Margaret Sandalls, Regeneration & Environment Performance Business Partner (606 2089) margaretsandalls@wirral.gov.uk					

INDICATOR PLANNING TEMPLATE

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/16.

Title	No of interventions to improve private rented sector properties		Ref Number	RECP05	Type of Indicator	Corporate	✓
						Directorate	
Strategic Directorate	Regeneration and Environment	Service Area	Housing and Community Safety		Section	Housing Strategy, Standards & Renewal	
Corporate / Directorate Priority	<p>Wirral Vision Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p>Wirral Principle(s)</p> <p>Promoting Independence: We will strive to ensure that all residents, especially the most vulnerable, are recognised for the talents and assets they have. We will work to equip them with the tools and knowledge to enable them to make the choices that are right for them and their families.</p> <p>Driving Growth and Aspiration: We will work with residents, encouraging them to hold the same level of ambition for their communities as we have for Wirral; driving growth in our economy and with it aspiration, achievement and employment, particularly among younger people. This will help to reduce poverty and secure a healthier economic future for our communities. Additionally managing those offenders who have the greatest negative impact upon our communities through the levels of crime they commit will enable all communities and individuals on Wirral to grow and aspire to improve.</p> <p>Corporate Priority Objectives</p> <p>INVESTING IN OUR FUTURE (Regeneration & Environment)</p> <ul style="list-style-type: none"> • Continue to develop, support and encourage the creation and accessibility to jobs through providing a supportive and enabling environment and continue to focus on developing skills, with our partners, particularly among young people • Progress the plans to reinvigorate Birkenhead, through a comprehensive redevelopment programme • Maintain and develop further the focus on ensuring Wirral is a place where businesses flourish, supporting the growth of Wirral's economy • Continue to address the need for quality, affordable and safe homes through the development of partnership working <p>Directorate Priority Objectives: Wirral will be a place where businesses flourish and people have access to good jobs, and quality, affordable homes in a pleasant, safe and clean environment.</p>						
Rationale for measurement/ monitoring	<p>The private rented sector is experiencing unprecedented growth. It increased by 80% in Wirral between 2001-2011 and continues to grow. In light of recent welfare reforms, there is a need to ensure that the most vulnerable of Wirral's residents don't end up trapped in the poorest quality homes through economic necessity or lack of awareness of support the Council provides to ensure minimum standards are met. The 2013 private Sector Stock Condition Survey has shown that conditions in the private rented sector are still significantly worse than the owner occupied sector and therefore this indicator seeks to</p>						

	focus activity across a number of teams of generating improvements to the private rented sector stock.												
Purpose of PI	The Purpose of this PI is to record Council activity that generates a direct improvement to the quality and management of private rented properties in Wirral.												
Evidence	<p>32% of private rented properties fail the decent homes standards and are twice as likely to have a severe hazard (Category 1 hazard) than other homes. Poor housing conditions have a detrimental impact on health costing the NHS nationally at least £600 million /year (2011 BRE). Welfare reforms have already generated a growth in HMOs (shared accommodation) which is likely to continue to grow over the next 12 months. It is known that the more vulnerable tenants are occupying HMO's which are 3 times more likely to have an accidental dwelling fire (ADF) than a family home. The cost of an ADF is on average £24,000 and it is estimated that between 2010 and 2011 it cost £30 million. Wirral have about 2500 HMO and this number is increasing. This makes the improvement of housing in this sector a key priority for the Council.</p> <p>Local Housing Allowance Shared Accommodation Rate (SAR): 1166 residents have been affected by the SAR in the Private Rented Sector since January 2012 and are now only entitled to a restricted level of benefit to assist with their rent. There is insufficient shared accommodation units to house everyone subject to the SAR.</p>												
Benchmarking	<p>Nationally rates of disrepair in the private housing stock is 5.5% while for Wirral, this rate is significantly higher at 13.5%</p> <p>In England the average number of households experiencing fuel poverty is 16.4% Wirral have 20.5% households experiencing Fuel Poverty.</p> <p>Nationally there are 8.6 Million in the private rented sector which is an increase of 69% in the last 10 years. Wirral has seen an increase of 80% with Liverpool seeing an increase of 79% and Sefton only 63%.</p>												
Local & National Strategic fit / Policy	<i>The Governments "Laying the foundation: a housing strategy for England" 2011 and subsequent "Improving the Private Rented Sector" policy document earlier this year both support the aspiration to increase and improve the private rented sector as does Wirral Council Housing Strategy 2011-2026 which seeks to make the best use of the boroughs existing private rented stock.</i>												
Target Setting	The target has stayed the same as last year's target which although this was exceeded by a large margin; this was with a fully resourced team. The current target is considered to be ambitious target with considering reduced staff following Budget Options.												
2013/14 Performance	783	2013/14 Target			400	2013/14 Benchmarking Data			None available since not a national Indicator set				
Target	Target calculation will be on a quarterly basis through the generation of bespoke reports using the Council's Northgate database.												
	2014/15			2015/16			2016/17						
	400			400			400						
Frequency	Quarterly								Date the data is available		1 week after 31 st March.		
Trajectories (2014/15)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
			100			200			300			400	
Tolerances	High tolerances given as this was a new indicator last year, and since that time the staff delivering the target have been further reduced following Budget Options therefore it has not been possible to establish a baseline with the current staffing resource.												
	RED			AMBER			GREEN						
	<360 (<10% below target)			360-400 (6-10% below			up to 5% below target, 400 or						


			target)		above target.
Data Source	<i>All interventions are recorded on the MVM database under separate service areas. Crystal Reports will be set up on a quarterly basis to capture all completed interventions in PRS properties and the totals from each area of intervention combined to give a single figure.</i>				
Indicator definition/ calc method	Numerator	Offences 6 months before programme	Denominator	Offences 6 months after programme	
	<ul style="list-style-type: none"> • No of Healthy Homes Intervention in privately rented properties resulting in improvements to the property condition • No of Cosy Homes Grants in privately rented properties resulting in improvements to the property condition • No of empty property assistance in private rented properties resulting in improvements to the property condition • No of privately rented properties accredited that have resulted in improvements to the property condition • No of HMO dwellings improved through enforcement and informal action 				
Format	%		2		Down %
Issues	<i>Data is collected from a number of sources and is reliant on robust office training and inputting of accurate data. Targets have been set based on current resource levels and reflect a loss of staff due to three years of staff reductions following budget options. Targets may change depending on levels of resource, for example if capital programme is frozen or reduced or staffing levels affected.</i>				
CONTACTS					
Who takes action?	Lisa Newman, Senior Manager Housing Strategy, Standards and Renewal (691 8197) lisanewman@wirral.gov.uk				
Responsible Officer	Ian Platt, Head of Service Housing and Community Safety (691 8395) ianplatt@wirral.gov.uk				
Lead Officer	Lisa Newman, Senior Manager Housing Strategy, Standards and Renewal (691 8197) lisanewman@wirral.gov.uk				
Verifying Officer	Emma Foley, Housing Standards & Renewal Manager (691 8198) emmafoley@wirral.gov.uk				
Calculating Officer	Tim McParlin, Housing Standards Team Leader (691 8239) timmcparlin@wirral.gov.uk				
Performance Lead	Margaret Sandalls, Regeneration & Environment Performance Business Partner (606 2089) margaretsandalls@wirral.gov.uk				

INDICATOR PLANNING

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/16.

Title	Number of Jobs Created/Safeguarded via Invest Wirral		Ref Number	RECP06	Type of Indicator	Corporate	✓
						Directorate	
Strategic Directorate	Regeneration & Environment	Service Area	Investment & Business		Section	Business Support	
Corporate / Directorate Priority	<p>Wirral Vision Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p>Wirral Principle</p> <p>Driving Growth and Aspiration: We will work with residents, encouraging them to hold the same level of ambition for their communities as we have for Wirral; driving growth in our economy and with it aspiration, achievement and employment, particularly among younger people. This will help to reduce poverty and secure a healthier economic future for our communities.</p> <p>Corporate Priority Objectives:</p> <p>INVESTING IN OUR FUTURE (Regeneration & Environment)</p> <ul style="list-style-type: none"> • Continue to deliver our Investment Strategy • Provide a clear leadership role within the City Region and Combined Authority and use this role to lobby for Wirral at a regional and national level • Continue to develop, support and encourage the creation and accessibility to jobs through providing a supportive and enabling environment and continue to focus on developing skills, with our partners, particularly among young people • Progress the plans to reinvigorate Birkenhead, through a comprehensive redevelopment programme • Complete a full and robust study of the appropriate level of parking charges • Maintain and develop further the focus on ensuring Wirral is a place where businesses flourish, supporting the growth of Wirral's economy • Continue to address the need for quality, affordable and safe homes through the development of partnership working • Continue to maintain and develop systems to support Wirral's ambitions for economic growth • Improve our regulation and inspection services • Continue to explore and maximise appropriate funding opportunities and investment activities to support regeneration and infrastructure priorities to maximise Wirral's economy • Continue to seek out investment in new and emerging international markets • Develop alternative models for regeneration, including local asset backed vehicles <p>Directorate Priority Objectives: Wirral will be a place where businesses flourish and people have access to good jobs, and quality, affordable homes in a pleasant, safe and clean environment.</p>						

Rationale for measurement/ monitoring	Key economic indicator for showing the support given to our Wirral businesses to ensure that Wirral residents are both supported into employment or also prevented from losing their job with a Wirral company. This is a corporate plan indicator. Support programmes delivered via Invest Wirral such as the Merseyside Business Support Programme is about maximising job opportunities and safeguarding. In addition the RGF is focused on job creation. This indicator is to be updated on a monthly basis so appears to be a key performance indicator for the council.												
Purpose of PI	Most central government initiatives now require the measurement of this indicator to show value for money in economic projects. Eg. Regional Growth Fund, Merseyside Business Support Programme.												
Evidence	The Invest Wirral Whiteboard is an internal monitoring tool which keeps track of all businesses supported by Invest Wirral and can provide robust, timely and accurate data & analysis out to show the added value of the support offered to Wirral businesses via Invest Wirral.												
Benchmarking	Unable to benchmark against this PI as different LA's have different models and approaches to business support.												
Local & National Strategic fit / Policy	Wirral's national award winning Investment Strategy is the key local policy driver. It will help to drive and embed economic regeneration & will position Wirral as a leading vibrant global location for businesses and visitors, improve access to employment and skills, and tackle barriers to work. The strategy will also help to reduce wider social and health inequalities across Wirral.												
Target Setting	Data to support the target - Merseyside Business Support Programme funded through ERDF to support business growth and creation of jobs, Continual business support engagement from Invest Wirral relationship managers and business support partners to support and assist with development and growth of businesses. The Regional Growth Fund to support projects that generate economic growth and create jobs												
2013/14 Performance	937			2013/14 Target			925			2013/14 Benchmarking Data			Not available
Target	2014/15				2015/16				2016/17				
	925												
Frequency	Data will be reported monthly									Date the data is available		21st of month after close of reporting period	
Trajectories (2014/15)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
	40	60	160	240	300	420	560	630	693	748	836	925	
Tolerances	RED				AMBER				GREEN				
	-5%				- 2.5-5%				+/- 2.5%				
Data Source	Invest Wirral internal whiteboard.												
Indicator definition/ calc method	Numerator				Denominator								
	The number of Jobs created or safeguarded by Wirral based businesses through the activities and support provided by Invest Wirral.												


Format	Type (e.g. %, No, Rate)	No.	Decimal Places	0	Direction of Travel	
Issues	When Business & Investment Manager post comes in and the Investment Strategy & Invest Wirral teams combine this PI could change slightly to incorporate the work of the Investment Strategy team and the projects they are involved in.					
CONTACTS						
Who takes action?	Gemma Stewart, Manager Invest Wirral (650 6926) gemmastewart@wirral.gov.uk					
Responsible Officer	Alan Evans, Investment & Business Manager (691 8426) alanevans@wirral.gov.uk					
Lead Officer	Gemma Stewart, Manager Invest Wirral (650 6926) gemmastewart@wirral.gov.uk					
Verifying Officer	Gemma Stewart, Manager Invest Wirral (650 6926) gemmastewart@wirral.gov.uk					
Calculating Officer	Sara Davies, Business Development Manager (650 6915) saradavies@wirral.gov.uk					
Performance Lead	Margaret Sandalls, Regeneration & Environment Performance Business Partner (606 2089) margaretsandalls@wirral.gov.uk					

INDICATOR PLANNING

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/16.

Title	Gross Value Added per head of population	Ref Number	RECP07	Type of Indicator	Corporate PI
Strategic Directorate	Regeneration & Environment	Service Area	Investment & Business	Section	Investment Strategy
Corporate / Directorate Priority	<p>Wirral Vision Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p>Wirral Principle</p> <p>Driving Growth and Aspiration: We will work with residents, encouraging them to hold the same level of ambition for their communities as we have for Wirral; driving growth in our economy and with it aspiration, achievement and employment, particularly among younger people. This will help to reduce poverty and secure a healthier economic future for our communities.</p> <p>Corporate Priority Objectives:</p> <p>INVESTING IN OUR FUTURE (Regeneration & Environment)</p> <ul style="list-style-type: none"> • Continue to deliver our Investment Strategy • Provide a clear leadership role within the City Region and Combined Authority and use this role to lobby for Wirral at a regional and national level • Continue to develop, support and encourage the creation and accessibility to jobs through providing a supportive and enabling environment and continue to focus on developing skills, with our partners, particularly among young people • Progress the plans to reinvigorate Birkenhead, through a comprehensive redevelopment programme • Complete a full and robust study of the appropriate level of parking charges • Maintain and develop further the focus on ensuring Wirral is a place where businesses flourish, supporting the growth of Wirral's economy • Continue to address the need for quality, affordable and safe homes through the development of partnership working • Continue to maintain and develop systems to support Wirral's ambitions for economic growth • Improve our regulation and inspection services • Continue to explore and maximise appropriate funding opportunities and investment activities to support regeneration and infrastructure priorities to maximise Wirral's economy • Continue to seek out investment in new and emerging international markets • Develop alternative models for regeneration, including local asset backed vehicles <p>Directorate Priority Objectives: Wirral will be a place where businesses flourish and people have access to good jobs, and quality, affordable homes in a pleasant, safe and clean environment.</p>				

Rationale for measurement/ monitoring	This is an income-based measure of the economic output of an area, mainly composed of the wages and profits earned as a result of production. This measures the contribution to the economy of Wirral per head of population. Monitoring the value of the local economy is crucial to Wirral's vision and is a very important indicator for the directorate.																						
Purpose of PI	This indicator measures the contribution to the economy of Wirral per head of population.																						
Evidence	The Economic Team carry out robust, timely and accurate socio-economic intelligence & analysis out to produce monthly, quarterly and annual economic profiles. These contain economic indicators to enable an evidence-based approach to inform effective economic policy and strategy. GVA is a vital economic indicator which shows how Wirral is performing in economic terms compared to the rest of the country.																						
Benchmarking	GVA per can be affected by the numbers of people who travel outside the borough to find high value employment. Therefore to improve GVA in Wirral we need to attract high value businesses to locate in Wirral and for local people to have access to these opportunities. Wirral currently has the lowest GVA per head in England and Wales at £11,599.																						
Local & National Strategic fit / Policy	Wirral's national award winning Investment Strategy is the key local policy driver. It will help to drive and embed economic regeneration & will position Wirral as a leading vibrant global location for businesses and visitors, improve access to employment and skills, and tackle barriers to work. The strategy will also help to reduce wider social and health inequalities across Wirral.																						
Target Setting	Based on a 4.1% 5 year improvement average.																						
2013/14 Performance	£11,599	2013/14 Target	£11,345	2013/14 Benchmarking Data						England	21,937	North West	18,438	Merseyside	16,753	East Merseyside	18,380	Liverpool	21,272	Sefton	12,363	Wirral	11,599
Target	2014/15			2015/16						2016/17													
	12,013			13,303						15,809													
Frequency	Data will be reported annually in December									Date the data is available	December 2014, 1 year in arrears (2013 data)												
Trajectories (2014/15)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	£12,203										
Tolerances	RED			AMBER						GREEN													
	-5%			- 2.5-5%						+/- 2.5%													
Data Source	http://www.ons.gov.uk/ons/rel/regional-accounts/regional-gross-value-added--income-approach-/december-2012/stb-regional-gva-2011.html																						
Indicator	Numerator			n/a						Denominator			n/a										


definition/ calc method	Calculated by Office for National Statistics - using NUTS3 area data from the Regional Gross Value Added Release.					
Format	Type	£	Decimal Places	0	Direction of Travel	
Issues	Reports annually, 12 months in arrears.					
CONTACTS						
Who takes action?	No individual is responsible for this indicator; all projects linked to Wirral's Investment Strategy will contribute to the improvement of GVA per head in Wirral. Sally Shah, Strategic Investment Programmes Manager would be responsible for developing an Action Plan to bring this indicator back on track if necessary.					
Responsible Officer	Alan Evans, Investment & Business Manager (691 8426) alanevans@wirral.gov.uk					
Lead Officer	Sally Shah, Strategic Investment Programmes Manager (691 8148) sallyshah@wirral.gov.uk					
Verifying Officer	Hayley Owen, Economic Projects Manager (691 8297) hayleyowen@wirral.gov.uk					
Calculating Officer	Sarah Dodd, Monitoring Officer (691 8205) sarahdodd@wirral.gov.uk					
Performance Lead	Margaret Sandalls, Regeneration & Environment Performance Business Partner (606 2089) margaretsandalls@wirral.gov.uk					

INDICATOR PLANNING

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/16.

Title	Number of working age people claiming out-of-work benefits	Ref Number	RECP08	Type of Indicator	Corporate PI
Strategic Directorate	Regeneration & Environment	Service Area	Investment & Business	Section	Investment Strategy
Corporate / Directorate Priority	<p>Wirral Vision Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p>Wirral Principle</p> <p>Driving Growth and Aspiration: We will work with residents, encouraging them to hold the same level of ambition for their communities as we have for Wirral; driving growth in our economy and with it aspiration, achievement and employment, particularly among younger people. This will help to reduce poverty and secure a healthier economic future for our communities.</p> <p>Corporate Priority Objectives:</p> <p>INVESTING IN OUR FUTURE (Regeneration & Environment)</p> <ul style="list-style-type: none"> • Continue to deliver our Investment Strategy • Provide a clear leadership role within the City Region and Combined Authority and use this role to lobby for Wirral at a regional and national level • Continue to develop, support and encourage the creation and accessibility to jobs through providing a supportive and enabling environment and continue to focus on developing skills, with our partners, particularly among young people • Progress the plans to reinvigorate Birkenhead, through a comprehensive redevelopment programme • Complete a full and robust study of the appropriate level of parking charges • Maintain and develop further the focus on ensuring Wirral is a place where businesses flourish, supporting the growth of Wirral's economy • Continue to address the need for quality, affordable and safe homes through the development of partnership working • Continue to maintain and develop systems to support Wirral's ambitions for economic growth • Improve our regulation and inspection services • Continue to explore and maximise appropriate funding opportunities and investment activities to support regeneration and infrastructure priorities to maximise Wirral's economy • Continue to seek out investment in new and emerging international markets • Develop alternative models for regeneration, including local asset backed vehicles <p>Directorate Priority Objectives: Wirral will be a place where businesses flourish and people have access to good jobs, and quality, affordable homes in a pleasant, safe and clean environment.</p>				

Rationale for measurement/ monitoring	This is the best indicator for gathering a holistic view of unemployment in Wirral and the numbers of people claiming out of work benefits.																										
Purpose of PI	A key priority for the borough is to increase the numbers of people in employment and therefore reduced their dependency on welfare benefits, this indicator provides a measure of our success in improving worklessness across Wirral.																										
Evidence	The Economic Team carry out robust, timely and accurate socio-economic intelligence & analysis out to produce monthly, quarterly and annual economic profiles. Theses contain economic indicators to enable an evidence-based approach to inform effective economic policy and strategy.																										
Benchmarking	Wirral has 15.0% of working age people claiming out of work benefits. This is 29,530 people. This is above regional and national average of 13.0% and 10.3% respectively. Wirral compares well to the rest of the Liverpool City Region which averages 16.6% of all working age people.																										
Local & National Strategic fit / Policy	<p>Wirral's national award winning Investment Strategy is the key local policy driver. It will help to drive and embed economic regeneration & will position Wirral as a leading vibrant global location for businesses and visitors, improve access to employment and skills, and tackle barriers to work. The strategy will also help to reduce wider social and health inequalities across Wirral.</p> <p>National policy – particularly the radical welfare reform changes currently being implemented – may have a significant impact on local economic inactivity</p>																										
Target Setting	<p>Target will be in the Corporate Plan. Previous year's performance is as follows:</p> <table border="1" data-bbox="336 1122 1007 1283"> <thead> <tr> <th>Quarter</th> <th>Number</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td>February 2013</td> <td>31,650</td> <td>16.0%</td> </tr> <tr> <td>May 2013</td> <td>30,730</td> <td>15.6%</td> </tr> <tr> <td>August 2013</td> <td>30,210</td> <td>15.3%</td> </tr> <tr> <td>November 2013</td> <td>29,530</td> <td>15.0%</td> </tr> </tbody> </table> <p>Following on from last year's good performance, reducing the rate by 0.5% would demonstrate a stretching target as this will mean a higher number of people will need to be moved off out of work benefits to see the same reductions in rate. 0.5% also represents a reduction of around 810 claimants.</p>												Quarter	Number	Rate	February 2013	31,650	16.0%	May 2013	30,730	15.6%	August 2013	30,210	15.3%	November 2013	29,530	15.0%
Quarter	Number	Rate																									
February 2013	31,650	16.0%																									
May 2013	30,730	15.6%																									
August 2013	30,210	15.3%																									
November 2013	29,530	15.0%																									
2013/14 Performance	15.3%	2013/14 Target	15.6%	2013/14 Benchmarking Data	<i>Please provide 2013/14 benchmarking data for this PI (if available).</i>																						
Target	2014/15			2015/16			2016/17																				
	14.5%			-			-																				
Frequency	Data will be reported quarterly as follows: Q1 February 14 data – reported August 2014 Q2 May 14 data – reported November 2014 Q3 August 14 data – reported February 2015 Q4 November 14 data – reported May 2015									Date the data is available		August November February May															
Trajectories (2014/15)	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	April	May	Jun	July															
	14.9%			14.7%			14.7%			14.5%																	
Tolerances	RED			AMBER			GREEN																				

	Off target more than 2.5%	Off target between 1-2.5%	Within 1.0%			
Data Source	https://www.nomisweb.co.uk/ DWP Working-age client group.					
Indicator definition/ calc method	Numerator	Number of claimants	Denominator	Working age population		
	Number of people claiming JSA, IB/ESA, Lone Parent & other income related benefits divided by the working age population of Wirral.					
Format	Rate	%	Decimal Places	1	Direction of Travel	
Issues	Definition/calculations may change with the introduction of Universal Credit. There could be more frequent proxy data available / eg. Claimant count & UC stats					
CONTACTS						
Who takes action?	No individual is responsible for this indicator; all projects linked to Wirral's Investment Strategy will contribute to the improvement of worklessness in Wirral. Sally Shah as lead officer would be responsible for the development of and agreement to the creation of an Action Plan if necessary.					
Responsible Officer	Alan Evans, Investment & Business Manager (691 8426) alanevans@wirral.gov.uk					
Lead Officer	Sally Shah, Strategic Investment Programmes Manager (691 8148) sallyshah@wirral.gov.uk					
Verifying Officer	Bev Staniford, Economic Policy Office (691 8166) beverleystaniford@wirral.gov.uk					
Calculating Officer	Sarah Dodd, Monitoring Officer (691 8205) sarahdodd@wirral.gov.uk					
Performance Lead	Margaret Sandalls, Regeneration & Environment Performance Business Partner (606 2089) margaretsandalls@wirral.gov.uk					

KSI INDICATOR PLANNING 2014/15

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/16.

Title	Reduce the number of people killed or seriously injured in road traffic accidents (KSI)		Ref Number	REDP09	Type of Indicator	Corporate	
						Directorate	✓
Strategic Directorate	Regeneration & Environment	Service Area	Environment & Regulation		Section	Traffic & Transportation	
Corporate / Directorate Priority	<p>Wirral Vision Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p>Wirral Principle:</p> <p>Driving Growth and Aspiration: We will work with residents, encouraging them to hold the same level of ambition for their communities as we have for Wirral; driving growth in our economy and with it aspiration, achievement and employment, particularly among younger people. This will help to reduce poverty and secure a healthier economic future for our communities.</p> <p>Corporate Priority Objective:</p> <p>INVESTING IN OUR FUTURE (Regeneration & Environment)</p> <ul style="list-style-type: none"> • Continue to deliver our Investment Strategy • Provide a clear leadership role within the City Region and Combined Authority and use this role to lobby for Wirral at a regional and national level • Continue to develop, support and encourage the creation and accessibility to jobs through providing a supportive and enabling environment and continue to focus on developing skills, with our partners, particularly among young people • Progress the plans to reinvigorate Birkenhead, through a comprehensive redevelopment programme • Complete a full and robust study of the appropriate level of parking charges • Maintain and develop further the focus on ensuring Wirral is a place where businesses flourish, supporting the growth of Wirral's economy • Continue to address the need for quality, affordable and safe homes through the development of partnership working • Continue to maintain and develop systems to support Wirral's ambitions for economic growth • Improve our regulation and inspection services • Continue to explore and maximise appropriate funding opportunities and investment activities to support regeneration and infrastructure priorities to maximise Wirral's economy • Continue to seek out investment in new and emerging international markets • Develop alternative models for regeneration, including local asset backed vehicles <p>Directorate Priority Objective: Wirral will be a place where businesses flourish and people have access to good jobs, and quality, affordable homes in a pleasant, safe and clean environment.</p>						
Rationale for measurement/monitoring	In addition to the very real suffering caused to individuals and families, road casualties have an additional (unseen) cost to our economy. Current estimates by the Department for Transport (DfT) indicate that the average cost to society for each road crash is approx.						

	<p>£100,000. Since the introduction of the last 10 year national targets Wirral has reduced the number of people Killed or Seriously Injured (KSI) on our roads by more than 50%. As part of the statutory Local Transport Plan, we have continued to develop challenging local targets within Merseyside.</p> <p>This PI is continuing as a directorate PI from 2013/14 because of the direct link to improving accessibility to jobs and other opportunities (and therefore economic growth) as well as to the health and well-being of people across the borough.</p>												
Purpose of PI	This indicator forms part of the Local Transport Agreement (LTP3)												
Evidence	The number of people Killed or Seriously Injured (KSI) in road crashes on Wirral is based on the national framework for the recording of road casualties set by the Department for Transport and follows a series of national definitions. It is based on data collected by the (Merseyside) Police.												
Benchmarking	Other Merseyside local authorities together with other Metropolitan authorities.												
Local & National Strategic fit / Policy	Merseyside Local Transport Plan												
Target Setting	The target for Wirral is commensurate with the Merseyside Local Transport Plan and based on an extension of the previous national target to reduce the number of KSI casualties by 50% over the 10 years from 2011 to 2020 (based on the average number of KSI's during 2004 to 2008). It should be noted that the number of road casualties sustaining KSI injuries is dependent on a variety of external factors and is known to be subject to a degree of random fluctuation annually within the dataset.												
2013/14 Performance	126			2013/14 Target			102			2013/14 Benchmarking Data		Benchmarking data for KSI's in 2013 is not yet available.	
Target	Targets are set within the Local Transport Plan (LTP) for all Merseyside Authorities.												
	2014/15				2015/16				2016/17				
	100				98				96				
Frequency	Quarterly – as the verification process takes place after data is provided by the Police. Numbers are provisional as they can be subject to changes at a later date following verification process.									Date the data is available		Dependant on provision of data by Police	
Trajectories (2014/15)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
			25			50			75			100	
Tolerances													
	RED				AMBER				GREEN				
	Greater than 2 std dev negative performance. +28 KSI above milestone target				Between 1 and 2 std dev negative performance. +15 to +27 KSI above milestone target				Up to 1 std dev variance. ≤ +14 KSI above milestone target				
Data Source	Merseyside Police have a statutory duty to collect and make available details of all road crashes involving injury to the Department for Transport (DfT) and the Local Highway Authority.												
Indicator definition/ calc method	Numerator			n/a			Denominator			n/a			
	Actual number of fatal or serious injury road casualties reported by the Police.												
Format	Type (e.g. %, No, Rate)			No.	Decimal Places			0		Direction of Travel			↓


Issues	<p>Several issues are known nationally in recording collision data: Since investigations into the circumstances of individual crashes vary, monthly variations may become evident. The data is supplied to the Council in retrospect and there is often delay, with data being normally made available within 1-4 months. Finalised data for (calendar) year closedown with Local Authorities and the DfT is normally within April/May of the year after the performance year.</p> <p>Road casualties are subject to random fluctuations.</p> <p>Data for analysing and comparing performance for road death & serious injury follows a nationally agreed calendar (not fiscal) year format.</p>
CONTACTS	
Who takes action?	Mike Peet, Senior Manager Traffic & Transportation (606 2154) michaelpeet@wirral.gov.uk
Responsible Officer	Mark Smith, Head of Service Environment & Regulation Services (606 2103) marksmith@wirral.gov.uk
Lead Officer	Mike Peet, Senior Manager Traffic & Transportation (606 2154) michaelpeet@wirral.gov.uk
Verifying Officer	David Rees, Road Safety Manager (606 2111) davidrees@wirral.gov.uk
Calculating Officer	Richard Call, Accident Analyst (606 2259) richardcall@wirral.gov.uk
Performance Lead	Margaret Sandalls, Regeneration & Environment Performance Business Partner (606 2089) margaretsandalls@wirral.gov.uk

INDICATOR PLANNING 2014/15

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/15.

Title	Delivery of the Docks Bridges Major Scheme Business Case (MSBC)		Ref Number	REDP10	Type of Indicator	Corporate	
						Directorate	✓
Strategic Directorate	Regeneration and Environment	Service Area	Environment and Regulation	Section	Highways Management		
Corporate / Directorate Priority	<p>Wirral Vision Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p>Wirral Principle(s)</p> <p>Driving Growth and Aspiration: We will work with residents, encouraging them to hold the same level of ambition for their communities as we have for Wirral; driving growth in our economy and with it aspiration, achievement and employment, particularly among younger people. This will help to reduce poverty and secure a healthier economic future for our communities.</p> <p>Corporate Priority Objectives</p> <p>INVESTING IN OUR FUTURE (Regeneration & Environment)</p> <ul style="list-style-type: none"> • Continue to deliver our Investment Strategy • Provide a clear leadership role within the City Region and Combined Authority and use this role to lobby for Wirral at a regional and national level • Continue to develop, support and encourage the creation and accessibility to jobs through providing a supportive and enabling environment and continue to focus on developing skills, with our partners, particularly among young people • Progress the plans to reinvigorate Birkenhead, through a comprehensive redevelopment programme • Complete a full and robust study of the appropriate level of parking charges • Maintain and develop further the focus on ensuring Wirral is a place where businesses flourish, supporting the growth of Wirral's economy • Continue to address the need for quality, affordable and safe homes through the development of partnership working • Continue to maintain and develop systems to support Wirral's ambitions for economic growth • Improve our regulation and inspection services • Continue to explore and maximise appropriate funding opportunities and investment activities to support regeneration and infrastructure priorities to maximise Wirral's economy • Continue to seek out investment in new and emerging international markets • Develop alternative models for regeneration, including local asset backed vehicles <p>Directorate Priority Objectives Wirral will be a place where businesses flourish and people have access to good jobs, and quality, affordable homes in a pleasant, safe and clean environment.</p>						

Rationale for measurement/ monitoring	Replacement of the almost life-expired bridges on the strategic road network, and enhancement of walking/cycling facilities on those replacement bridges are key to the success of the Borough in providing a strategic road network which supports investment in jobs, and in particular for the Wirral Waters development.													
Purpose of PI	The PI is intended to provide focus on the critical activity in 2014/15 of delivering a robust MSBC in order to secure the necessary funding.													
Evidence	The replacement of the bridges is critical for the integrity of the strategic road network and achieving Wirral Waters development transport needs.													
Benchmarking	n/a													
Local & National Strategic fit / Policy	Unitary Development Plan:- http://www.wirral.gov.uk/udp City Region: http://www.liverpoollepp.org/PDF/LCR%20Growth%20Plan%20Offers%20and%20Asks%20Final%20Submission.pdf http://www.liverpoollepp.org/pdf/11-1338-rebalancing-britain-liverpool-city-region.pdf Section 1.6 Local Transport Plan: http://www.letstravelwise.org/files/268958954_Full%20LTP3%20(lo%20res).pdf													
Target Setting														
2013/14 Performance	n/a			2013/14 Target			n/a			2013/14 Benchmarking Data			n/a	
Target	2014/15			2015/16			2016/17							
	Submission of approved MSBC by 5 December 2014													
Frequency	Monitored quarterly									Date the data is available		1 st day of following month		
Trajectories (2014/15)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
			30			80			100					
Tolerances	RED			AMBER			GREEN							
	MSBC not submitted by 5 December 2014.			Slippage in programme resulting in risk of deadline being missed and/or Peel Ports agreement not secured to recommended solution to be developed into MSBC.			On target for submission of MSBC by 5 December 2014.							
Data Source	Docks Bridges Project Board (Quarterly meeting reports)													

Indicator definition/ calc method	Numerator		Denominator			
		<i>MSBC signed off by the Project Board and submission to Merseytravel in December 2014</i>				
Format	<i>Type (e.g. %, No, Rate)</i>	%	<i>Decimal Places</i>	0	<i>Direction of Travel</i>	
Issues	<p>Resources, for both expertise and capacity, have been commissioned from the private sector to ensure success in terms of quality and timeliness of MSBC.</p> <p>Project Board includes Peel Ports' representation, and thus sign off of MSBC before submission is reliant on third party collaboration.</p>					
CONTACTS						
Who takes action?	Rob Clifford, Project Executive Highways Management (606 2479) robertclifford@wirral.gov.uk					
Responsible Officer	Mark Smith, Head of Environment and Regulation (606 2103) marksmith@wirral.gov.uk					
Lead Officer	Rob Clifford, Project Executive Highways Management (606 2479) robertclifford@wirral.gov.uk					
Verifying Officer	Rob Clifford, Project Executive Highways Management (606 2479) robertclifford@wirral.gov.uk					
Calculating Officer	Simon Fox, Project Manager, Highways Management (606 2334) simonfox@wirral.gov.uk					
Performance Lead	Margaret Sandalls, Regeneration & Environment Performance Business Partner (606 2089) margaretsandalls@wirral.gov.uk					

INDICATOR PLANNING

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/16.

Title	Improve residents satisfaction with parks & countryside sites at less cost – Wild about Wirral Land Use Reallocation Project (WAW-LUR)		Ref Number	REDP11	Type of Indicator	<i>Corporate</i>	
						<i>Directorate</i>	✓
Strategic Directorate	Regeneration and Environment	Service Area	Environment and Regulation		Section	Parks & Countryside	
Corporate / Directorate Priority	<p>Wirral Vision Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p>Wirral Principle(s)</p> <p>Driving Growth and Aspiration: We will work with residents, encouraging them to hold the same level of ambition for their communities as we have for Wirral; driving growth in our economy and with it aspiration, achievement and employment, particularly among younger people. This will help to reduce poverty and secure a healthier economic future for our communities.</p> <p>Local Solutions, Local Decisions: Our members are leaders within their communities, using devolved powers and responsibilities to make the best use of resources in their area. They will inspire communities to come together to find the right solutions to address local need and improve residents lives.</p> <p>Corporate Priority Objectives</p> <p>INVESTING IN OUR FUTURE (Regeneration & Environment)</p> <ul style="list-style-type: none"> • Continue to deliver our Investment Strategy • Provide a clear leadership role within the City Region and Combined Authority and use this role to lobby for Wirral at a regional and national level • Continue to develop, support and encourage the creation and accessibility to jobs through providing a supportive and enabling environment and continue to focus on developing skills, with our partners, particularly among young people • Progress the plans to reinvigorate Birkenhead, through a comprehensive redevelopment programme • Complete a full and robust study of the appropriate level of parking charges • Maintain and develop further the focus on ensuring Wirral is a place where businesses flourish, supporting the growth of Wirral's economy • Continue to address the need for quality, affordable and safe homes through the development of partnership working • Continue to maintain and develop systems to support Wirral's ambitions for economic growth • Improve our regulation and inspection services 						

	<ul style="list-style-type: none"> Continue to explore and maximise appropriate funding opportunities and investment activities to support regeneration and infrastructure priorities to maximise Wirral's economy Continue to seek out investment in new and emerging international markets Develop alternative models for regeneration, including local asset backed vehicles <p>Directorate Priority Objectives Wirral will be a place where businesses flourish and people have access to good jobs, and quality, affordable homes in a pleasant, safe and clean environment.</p>												
Rationale for measurement/ monitoring	There is a need to re-align parks and countryside site maintenance and land uses to achieve the most efficient targeting of resources, maximise the positive health, environmental, social and economic benefits which sites bring to communities and achieve cost savings, capital receipts and income generation where appropriate.												
Purpose of PI	The PI is intended to provide focus on the critical activity required in 2014/15 to delivering a robust set of Land Use change options for cabinet's consideration.												
Evidence	Implementing changes in the way parks and countryside sites are maintained and used is critical for success given the reduction in resources available.												
Benchmarking	n/a												
Local & National Strategic fit / Policy	WBC Future Council Programme WBC draft Green and Open Space Strategy Feb 2014												
Target Setting													
2013/14 Performance	n/a			2013/14 Target			n/a			2013/14 Benchmarking Data		n/a	
Target	2014/15			2015/16			2016/17						
	A set of robust WAW-LUR options available for public consultation by 14 September 2014												
Frequency	Monitored quarterly									Date the data is available		1 st day of following month	
Trajectories (2014/15)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
			50%	80%	90%	100							
Tolerances	RED			AMBER			GREEN						
	WAW-LUR options not available for inclusion in the What Really Matters consultation by 14 September 2014.			Slippage in programme resulting in risk of deadline being missed.			On target for submission of WAW-LUR options by 14 Sept 2014.						
Data Source	Land Use Reallocation fortnightly reports												
Indicator definition/ calc method	Numerator						Denominator						
	WAW-LUR signed off by the Project Board and submitted for inclusion in the WBC 'What really Matters Consultation by 14 September 2014												

Format	Type (e.g. %, No, Rate)	%	Decimal Places	0	Direction of Travel	
Issues	Resources, for both expertise and capacity, have been allocated from the parks & countryside team, augmented by mapping capacity from the highways maintenance team and additional expertise from private sector consultancy (climate change adaptation recommendations) to ensure success in terms of quality and timeliness of WAW- LUR.					
CONTACTS						
Who takes action?	Mary Worrall, Senior Manager- Project Executive Parks & Countryside (606 2210) maryworrall@wirral.gov.uk					
Responsible Officer	Mark Smith, Head of Environment and Regulation (606 2103) marksmith@wirral.gov.uk					
Lead Officer	Mary Worrall, Senior Manager- Project Executive Parks & Countryside (606 2210) maryworrall@wirral.gov.uk					
Verifying Officer	Bill Cooper, Project Manager (606 2940) williamcooper@wirral.gov.uk					
Calculating Officer	Dave McGinn-Roberts, Operational Support, Parks & Countryside (606 2146) davemcginroberts@wirral.gov.uk					
Performance Lead	Margaret Sandalls, Regeneration & Environment Performance Business Partner (606 2089) margaretsandalls@wirral.gov.uk					

INDICATOR PLANNING

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/16.

Title	Bringing Empty Properties Back into use		Ref Number	REDP12	Type of Indicator	<i>Corporate</i>	
						<i>Directorate</i>	✓
Strategic Directorate	Regeneration and Environment	Service Area	Housing and Community Safety		Section	Housing Strategy, Standards & Renewal	
Corporate / Directorate Priority	<p>Wirral Vision Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p>Wirral Principle(s)</p> <p>Promoting Independence: We will strive to ensure that all residents, especially the most vulnerable, are recognised for the talents and assets they have. We will work to equip them with the tools and knowledge to enable them to make the choices that are right for them and their families.</p> <p>Driving Growth and Aspiration: We will work with residents, encouraging them to hold the same level of ambition for their communities as we have for Wirral; driving growth in our economy and with it aspiration, achievement and employment, particularly among younger people. This will help to reduce poverty and secure a healthier economic future for our communities. Additionally managing those offenders who have the greatest negative impact upon our communities through the levels of crime they commit will enable all communities and individuals on Wirral to grow and aspire to improve.</p> <p>Corporate Priority Objectives</p> <p>INVESTING IN OUR FUTURE (Regeneration & Environment)</p> <ul style="list-style-type: none"> • Continue to develop, support and encourage the creation and accessibility to jobs through providing a supportive and enabling environment and continue to focus on developing skills, with our partners, particularly among young people • Progress the plans to reinvigorate Birkenhead, through a comprehensive redevelopment programme • Maintain and develop further the focus on ensuring Wirral is a place where businesses flourish, supporting the growth of Wirral's economy • Continue to address the need for quality, affordable and safe homes through the development of partnership working <p>Directorate Priority Objectives Wirral will be a place where businesses flourish and people have access to good jobs, and quality, affordable homes in a pleasant, safe and clean environment.</p>						
Rationale for measurement/ monitoring	Wirral has 5424 empty properties of which 2257 are long term vacant at a time when the supply of new housing is constrained. The indicator relates to long-term empty properties which is the indicator on which Wirral's New Homes Bonus allocation is determined.						
Purpose of PI	This PI measures the Council's performance in bringing empty properties back into use						

	directly through Officers interventions. These tend to properties that will not be brought back into use through the usual market forces																																																																															
Evidence	<p>There is strong national and local support for the Empty Property remit as evidenced within the local & National strategic fit/policy section.</p> <p>In returning vacant properties to use, it is likely to increase the Council tax collection rates. It is also likely to attract significant private investment in to the borough through owners facilitating the refurbishment of dwellings and therefore purchasing materials locally and utilising local labour and suppliers of these resources who are also likely to spend a significant proportion of capital acquired within the borough. The return to occupation of vacant dwellings is also likely to stimulate the housing market thus increasing the desirability of Wirral as a place to live. In reducing the number of vacant dwellings throughout the borough it will also reduce the demand on Council services including Environmental Health, Building Control and the ASB Team.</p> <p>The unlocking of long term vacant properties will provide much needed additional housing which will assist the Council in tackling homelessness and ease the demand on the property Pool Plus register where currently 8724 households are waiting to find suitable accommodation.</p>																																																																															
Benchmarking	<p>While this information is not collated and published nationally, our performance against neighbouring local authorities within the Liverpool City Region is consistently very strong. Performance will continue to be benchmarked by the Liverpool City Region group and the most recent data is shown below.</p> <p>Table 4. Empty Homes Brought Back into use through direct Council activity (1 Oct 2011 – 31 Mar 2012)</p> <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="4">Engagement</th> <th colspan="3">Enforcement</th> </tr> <tr> <th>Advice</th> <th>Voluntary Lease Management</th> <th>Assisted Sales</th> <th>Landlord Accreditation</th> <th>Enforced Sale</th> <th>Compulsory Purchase</th> <th>Empty Dwelling Management Orders</th> </tr> </thead> <tbody> <tr> <td>Halton</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Knowsley</td> <td>24</td> <td>0</td> <td>6</td> <td>7</td> <td>1</td> <td>0</td> <td>1</td> </tr> <tr> <td>Liverpool</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Sefton</td> <td>98</td> <td>0</td> <td>1</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>St. Helens</td> <td>36</td> <td>0</td> <td>0</td> <td>3</td> <td>0</td> <td>2</td> <td>0</td> </tr> <tr> <td>Wirral</td> <td>180</td> <td>0</td> <td>0</td> <td>40</td> <td>2</td> <td>0</td> <td>0</td> </tr> <tr> <td>LCR Total</td> <td>338</td> <td>0</td> <td>7</td> <td>50</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>LCR Total</td> <td colspan="4">395</td> <td colspan="3">33</td> </tr> </tbody> </table>		Engagement				Enforcement			Advice	Voluntary Lease Management	Assisted Sales	Landlord Accreditation	Enforced Sale	Compulsory Purchase	Empty Dwelling Management Orders	Halton	0	0	0	0	0	0	0	Knowsley	24	0	6	7	1	0	1	Liverpool	0	0	0	0	0	0	0	Sefton	98	0	1	0	0	0	0	St. Helens	36	0	0	3	0	2	0	Wirral	180	0	0	40	2	0	0	LCR Total	338	0	7	50	3	2	1	LCR Total	395				33		
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LCR Total	338	0	7	50	3	2	1																																																																									
LCR Total	395				33																																																																											
Local & National Strategic fit / Policy	<p>Tackling vacant properties forms part of Wirral Council's Housing Strategy 2011 - 2026. http://www.wirral.gov.uk/downloads/3857. Some of the options provided within the Empty Property remit form part of the Private Sector Housing and Regeneration Assistance Policy. http://www.wirral.gov.uk/downloads/5084</p> <p>Nationally, DCLG is committed to tackling vacant homes through the provision of New Homes Bonus. https://www.gov.uk/government/policies/increasing-the-number-of-available-homes/supporting-pages/empty-homes. The HCA also see the provision of support in tackling vacant homes as a priority given their development of a bespoke toolkit. http://www.homesandcommunities.co.uk/empty-homes-toolkit?page_id=&page=1 .</p>																																																																															

Target Setting	This indicator is contained within our Departmental Plan. The target for 2014/15 has been increased over the previous two years and will be incrementally increased over a further two years. While the figure of 300 was achieved in 2013/14 figures were boosted by demolitions as part of the residual HMRI programme, and some programmed work from Registered providers. Outputs from these sources will be significantly reduced going forward, therefore the target of 260 is considered to be ambitious for 2015/16.												
2013/14 Performance	300			2013/14 Target	255			2013/14 Benchmarking Data	None available since not a national Indicator set				
Target	Target calculation is the average of latest (13/14) outturn and projection based on the last two years. Therefore an improvement on last year despite a deteriorating trend. (higher is better)												
	2014/15				2015/16				2016/17				
	260				265				270				
Frequency	Quarterly								Date the data is available	1 week after 31 st March.			
Trajectories (2014/15)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
			65			130			195			260	
Tolerances	Tolerances have been set from below 10% for Red to within 5% of target or above for green.												
	RED				AMBER				GREEN				
	<234 (<10% below target)				234-247 (6-10% below target)				Within 5% of target or above target				
Data Source	All interventions are recorded on the MVM database under separate service areas. Crystal Reports will be set up on a quarterly basis to capture all completed interventions in PRS properties and the totals from each area of intervention combined to give a single figure.												
Indicator definition/ calc method	Numerator			Offences 6 months before programme				Denominator			Offences 6 months after programme		
	Target calculation is the average of latest (13/14) outturn and projection based on the last two years. Therefore an improvement on last year despite a deteriorating trend.												
Format	%				2				Down			%	
Issues	Data is collected from a number of sources and is reliant on robust office training and inputting of accurate data. Targets have been set based on current resource levels and reflect a loss of staff due to three years of staff reductions following budget options. Targets may change depending on levels of resource, for example if capital programme is frozen or reduced or staffing levels affected.												
CONTACTS													
Who takes action?	Lisa Newman, Senior Manager Housing Strategy, Standards and Renewal (691 8197) lisanewman@wirral.gov.uk												
Responsible Officer	Ian Platt, Head of Service Housing & Community Safety, (691 8395) ianplatt@wirral.gov.uk												
Lead Officer	Lisa Newman, Senior Manager Housing Strategy, Standards and Renewal (691 8197) lisanewman@wirral.gov.uk												
Verifying Officer	Emma Foley, Housing Standards & Renewal Manager (691 8198) emmafoley@wirral.gov.uk												
Calculating Officer	Paul Jackson, Housing Standards Team Leader (691 8691) pauljackson@wirral.gov.uk												
Performance Lead	Margaret Sandalls, R&E Performance Business Partner (606 2089) margaretsandalls@wirral.gov.uk												

INDICATOR PLANNING TEMPLATE

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/16.

Title	Number of Homeless Preventions		Ref Number	REDP13	Type of Indicator	Corporate	
						Directorate	✓
Strategic Directorate	Regeneration & Environment	Service Area	Housing and Community Safety		Section	Supported Housing and Homelessness	
Corporate / Directorate Priority	<p>Wirral Vision Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p>Wirral Principle(s)</p> <p>Local Solutions, Local Decisions: Our members are leaders within their communities, using devolved powers and responsibilities to make the best use of resources in their area. They will inspire communities to come together to find the right solutions to address local need and improve residents' lives.</p> <p>Driving Growth and Aspiration: We will work with residents, encouraging them to hold the same level of ambition for their communities as we have for Wirral; driving growth in our economy and with it aspiration, achievement and employment, particularly among younger people. This will help to reduce poverty and secure a healthier economic future for our communities.</p> <p>Corporate Priority Objectives</p> <p>INVESTING IN OUR FUTURE (Regeneration & Environment)</p> <ul style="list-style-type: none"> • Continue to deliver our Investment Strategy • Provide a clear leadership role within the City Region and Combined Authority and use this role to lobby for Wirral at a regional and national level • Continue to develop, support and encourage the creation and accessibility to jobs through providing a supportive and enabling environment and continue to focus on developing skills, with our partners, particularly among young people • Progress the plans to reinvigorate Birkenhead, through a comprehensive redevelopment programme • Complete a full and robust study of the appropriate level of parking charges • Maintain and develop further the focus on ensuring Wirral is a place where businesses flourish, supporting the growth of Wirral's economy • Continue to address the need for quality, affordable and safe homes through the development of partnership working • Continue to maintain and develop systems to support Wirral's ambitions for economic growth • Improve our regulation and inspection services • Continue to explore and maximise appropriate funding opportunities and investment activities to support regeneration and infrastructure priorities to maximise Wirral's economy • Continue to seek out investment in new and emerging international markets • Develop alternative models for regeneration, including local asset backed vehicles 						

	<p>Directorate Priority Objectives</p> <p>Wirral will be a place where businesses flourish and people have access to good jobs, and quality, affordable homes in a pleasant, safe and clean environment</p>
Rationale for measurement/ monitoring	<p>Local Authorities' obligation to prevent as well as respond to homelessness is long-standing, both in law and good practice advice. Ever since the Housing (Homeless Persons) Act 1977, authorities have been legally required to assist people under imminent threat of homelessness (and determined to be in 'priority need') by taking all reasonable steps to prevent them from losing existing accommodation.</p> <p>Homelessness prevention practices, particularly those involving households that would likely be determined as 'priority need' cases can be highly cost effective. Indeed, government research indicates that failure to prevent homelessness for a single person can result in total costs of between £22,000 and £26,000 arising from benefit payments, health costs in supporting homeless persons with mental health, substance abuse or alcohol dependency problems, and costs to the Criminal Justice system from crimes committed by the homeless.</p> <p>The prevention of homelessness also contributes to achieving outcomes for local communities. It reduces the number of people rough sleeping and other street activities such as aggressive begging, drinking and prostitution, all of which is undesirable in town centres and potentially off-putting to people thinking of visiting and/or businesses considering investing in the area.</p>
Purpose of PI	<p>The purpose of this indicator is to measure the effectiveness of housing advice in preventing homelessness or the threat of homelessness. Under section 179(1) of the Housing Act 1996 part VII, as amended by the Homelessness Act 2002, housing authorities have a duty to ensure that advice and information about homelessness and prevention of homelessness are available free of charge to anyone in the borough. The provision of comprehensive advice plays an important part in delivering the council's strategy for preventing homelessness in the borough. Information is uploaded to CLG on a quarterly basis and is published on the Gov.uk website</p>
Evidence	<p>Production of statistical analysis</p>
Benchmarking	<p>Whilst benchmarked data regarding the number of homeless preventions per 1000 households is available, these comparisons are of limited value as they fail to take into account the context of the individual LA i.e. these comparisons do not take into account the relative level of deprivation between individual LA's.</p>
Local & National Strategic fit / Policy	<p>Nationally, the high policy priority given to street homelessness under previous Labour administrations has continued under the present coalition Government. Homeless prevention remains a key element of current housing and other social policies.</p> <p>The Government's Housing Strategy, Laying the foundations: a housing strategy for England (November 2011) acknowledged the challenges posed by tackling homelessness and recognises that preventing homelessness is a key priority for the Government.</p> <p>The Ministerial Working Group on Homelessness published Making every contact count: A joint approach to preventing homelessness in August 2012. This paper considers "how services can be managed in a way that prevents all households, regardless of whether they are families, couples, or single people, from reaching a crisis point where they are faced with homelessness.</p> <p>Locally, Wirral Council's Homelessness Strategy 2013-18 has been developed in a challenging economic climate and within the context of diminishing resources. It acknowledges that individual factors such as the economic downturn, high levels of</p>

	<p>unemployment, government austerity measures including significant reform to the welfare benefit system and difficult housing market conditions can disproportionately affect vulnerable people and increase the risk of homelessness. Collectively, these factors produce an environment that is bound to have a considerable impact locally. The Homelessness Strategy 2013 - 18 recognises this, and acknowledges that Homelessness is a complex problem with multiple causes requiring flexible solutions requiring the delivery of innovative services in order to reach the increasing number of people affected by the economic climate. The strategy has therefore identified four key priorities to respond to these issues:</p> <p>Preventing Homelessness wherever possible, through early intervention and effective collaborative work.</p> <p>Strengthening Partnership Working to ensure that the housing and support needs of those with more complex needs are met.</p> <p>Evaluating and Re-aligning homelessness and prevention services to ensure continuing strategic relevance and value-for money within an environment of increasing demand and reducing resources.</p> <p>Increasing access to the private-rented sector to ensure the best possible use of the range of housing stock in Wirral.</p>												
Target Setting	The target has been set through analysis of previous performance combined with the taking into account of the likely impact of the welfare reforms on levels of homelessness.												
2013/14 Performance	692.	2013/14 Target	650	2013/14 Benchmarking Data	<i>Please provide 2013/14 benchmarking data for this PI (if available).</i>								
Target	<i>Please provide agreed targets (with historical data to support the target, linking in with benchmarking data if necessary) Do plans represent a stretch?</i>												
	2014/15			2015/16			2016/17						
	650												
Frequency	Quarterly									Date the data is available	<i>e.g. 10th of the following month</i>		
Trajectories (2014/15)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
	162			162			162			164			
Tolerances	<i>Please provide tolerances for the target status (e.g. % above/below target, no. of days)</i>												
	RED			AMBER			GREEN						
	20%			10%			TARGET MET/EXCEEDED						
Data Source	Data obtained from P1E and HAPI Systems												
Indicator definition/ calc method	Numerator			Denominator									
	<p>Homeless Preventions are calculated on the basis of either:</p> <ol style="list-style-type: none"> 1. Risk of homelessness prevented by enabling the individual(s) to remain in their current accommodation for a minimum period of 6 months. 2. Risk of homelessness prevented by sourcing alternative accommodation for the individual(s) who subsequently remain in this accommodation for a minimum of 6 months. 												
Format	<i>Type (e.g. %, No, Rate)</i>		No.	<i>Decimal Places</i>		N/A	<i>Direction of Travel</i>						

Issues	<p>More people are becoming homeless in England as the impacts of cuts to housing benefit start to bite against the backdrop of the continuing economic downturn.</p> <p>The scale of the government's programme of austerity and welfare reform is likely to place such a notable pressure on household finances, that some will struggle to manage. A significant number of households in Wirral are reliant or dependent on some form of benefit. For these residents the reality is; if their income from benefits hasn't already reduced, it will do over the forthcoming years. The ultimate threat of homelessness will become very real for them.</p> <p>It is recognised that reforms to welfare are going to impact widely, even on those households who may previously never have required additional support and advice to meet their housing needs. These households may seek out assistance, or they may be identified and offered advice. Either way, although this may only require a relatively low level of assistance, the numbers could be significant. The knock-on effect of this is the application of further pressure on the capacity and resources of already-stretched Homelessness and Housing Options Team. It is essential however, that these households are provided with advice and assistance as an early intervention to prevent them from becoming the households in more complicated situations of housing need and threatened with homelessness further down the line.</p>
CONTACTS	
Who takes action?	Sheila Jacobs, Senior Manager, Housing & Community Safety (691 8292) sheilajacobs@wirral.gov.uk
Responsible Officer	Ian Platt, Head of Service Housing & Community Safety, (691 8395) ianplatt@wirral.gov.uk
Lead Officer	Sheila Jacobs, Senior Manager, Housing & Community Safety (691 8292) sheilajacobs@wirral.gov.uk
Verifying Officer	Wayne Tsoi, Operations Manager (691 8090) waynetsoi@wirral.gov.uk
Calculating Officer	Rhiannon Millman, Housing Options Team Leader (666 5513) rhianmillman@wirral.gov.uk
Performance Lead	Margaret Sandalls, R&E Performance Business Partner (606 2089) margaretsandalls@wirral.gov.uk

INDICATOR PLANNING


Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/16.

Title	The Compass Programme Reducing Offending Rates Amongst Offenders On the Cusp of Becoming Wirral's Most Prolific		Ref Number	REDP14	Type of Indicator	<i>Corporate</i>	
						<i>Directorate</i>	✓
Strategic Directorate	Regeneration and Environment	Service Area	Housing and Community Safety		Section	Community Safety	
Corporate / Directorate Priority	<p>Wirral Vision Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p>Wirral Principle Driving Growth and Aspiration: We will work with residents, encouraging them to hold the same level of ambition for their communities as we have for Wirral; driving growth in our economy and with it aspiration, achievement and employment, particularly among younger people. This will help to reduce poverty and secure a healthier economic future for our communities. Additionally managing those offenders who have the greatest negative impact upon our communities through the levels of crime they commit will enable all communities and individuals on Wirral to grow and aspire to improve.</p> <p>Corporate Priority Objectives INVESTING IN OUR FUTURE (Regeneration & Environment)</p> <ul style="list-style-type: none"> • Continue to deliver our Investment Strategy • Provide a clear leadership role within the City Region and Combined Authority and use this role to lobby for Wirral at a regional and national level • Continue to develop, support and encourage the creation and accessibility to jobs through providing a supportive and enabling environment and continue to focus on developing skills, with our partners, particularly among young people • Progress the plans to reinvigorate Birkenhead, through a comprehensive redevelopment programme • Complete a full and robust study of the appropriate level of parking charges • Maintain and develop further the focus on ensuring Wirral is a place where businesses flourish, supporting the growth of Wirral's economy • Continue to address the need for quality, affordable and safe homes through the development of partnership working • Continue to maintain and develop systems to support Wirral's ambitions for economic growth • Improve our regulation and inspection services • Continue to explore and maximise appropriate funding opportunities and investment activities to support regeneration and infrastructure priorities to maximise Wirral's economy • Continue to seek out investment in new and emerging international markets • Develop alternative models for regeneration, including local asset backed vehicles <p>Directorate Priority Objectives: Wirral will be a place where businesses flourish and people have access to good jobs, and quality, affordable homes in a pleasant, safe and clean</p>						

Appendix 5-14

	environment.												
Rationale for measurement/ monitoring	Reducing the offending rates of those offenders on the cusp of becoming Wirral's most prolific offenders. The multi -agency work undertaken by the Integrated Offender Management unit within the Community Safety Team directly manages offenders' criminogenic needs (lifestyle issues) such as accommodation, drug and alcohol misuse, education, employment etc. The indicator ensures accountability by comparing offending rates 6 months before and after the programme.												
Purpose of PI	Scrutiny and accountability is provided through a quarterly report to the Community Safety Partnership Executive and Steering Groups. This includes offending rates as well as severity of offences. An Integrated Offender Management module is being developed within the 'Corvus' Police computer system to ensure a consistent performance measurement across Merseyside Integrated Offender Management units.												
Evidence	<p>Making a good quality of life within the reach of all Wirral residents:</p> <p>Integrated Offender Management concentrates crime reduction agency activity on preventing the minority of offenders from becoming entrenched in lifestyles wherein they perpetrate the majority of crime impacting upon the wellbeing and prosperity of Wirral communities.</p> <p>Enables the plans to reinvigorate Birkenhead, an area of concentrated deprivation measures, particularly crime and poverty the chance to succeed.</p>												
Benchmarking	This measure is soon to be adopted across Merseyside. Several reoffending proxies are included within the Merseyside Criminal Justice Board 'Reoffending Dashboard' by which measure Wirral out-performs the Merseyside average. Nationally there are two parts to the Department of Health Outcomes Framework reoffending measure both of which are awaiting update.												
Local & National Strategic fit / Policy	<p>Nationally available proxies available under the Department of Health Outcomes Framework are both awaiting update:</p> <p>113i The percentage of offenders who re-offend from a rolling 12 month cohort</p> <p>113ii The average number of re-offences committed per offender from a rolling 12 month cohort</p>												
Target Setting													
2013/14 Performance	55.6%			2013/14 Target			71.03%			2013/14 Benchmarking Data		None available since abandonment of national Indicator set	
Target	Target calculation is the average of latest (13/14) outturn and projection based on the last two years. Therefore an improvement on last year despite a deteriorating trend. (higher is better)												
	2014/15				2015/16				2016/17				
	57.8%												
Frequency	Quarterly									Date the data is available		10th of the following month	
Trajectories (2014/15)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
			57.8%			57.8%			57.8%			57.8%	
Tolerances	High tolerances given as crime is on the increase in Wirral and this measure has historically suffered by being applied to increasingly difficult offender cohort.												
	RED				AMBER				GREEN				
	<48% (performance = <30%)				≥48% - <78% (performance = 45-30%)				≥78% (performance = >45%)				


Appendix 5-14

Data Source	The cohort of offenders on the Compass Programme is identified and provided by the stakeholders involved in the process. The convictions for those members of this given cohort are calculated using data downloaded from the Police Data Warehouse on the 'Delphi' computer system.					
Indicator definition/ calc method	Numerator	Offences 6 months before programme	Denominator	Offences 6 months after programme		
	Percentage reduction in offending comparing the offending rate 6 months before and 6 months after the Compass Scheme Percentage calculated as follows (6 month before scheme – 6 month after scheme) / 6 month before scheme X 100.					
Format	%	✓	Decimal places	2	Direction of Travel	
Issues	Probation Trust is a lead agency in this initiative and currently undergoing a major review. Work is on-going to provide a Merseyside wide IT system, currently being implemented by the Police.					
CONTACTS						
Who takes action?	Strategically, Chair of Community Safety Partnership Steering and Executive Groups to whom performance is reported, and practitioners are the Team Manager of the Integrated Offender Management Unit and Community Safety Coordinator. Any Action Plan would be completed by Steve McGilvray, Senior Manager Community Safety (606 5485) stevemcgilvray@wirral.gov.uk					
Responsible Officer	Ian Platt, Head of Service Housing and Community Safety (691 8395) ianplatt@wirral.gov.uk					
Lead Officer	Steve McGilvray, Senior Manager Community Safety (606 5485) stevemcgilvray@wirral.gov.uk					
Verifying Officer	Kevin Jones Merseyside Police IOM Team					
Calculating Officer	Bob Little, Information, Communication & Evaluation Manager (606 5444) boblittle@wirral.gov.uk					
Performance Lead	Margaret Sandalls, Regeneration & Environment Performance Business Partner (606 2089) margaretsandalls@wirral.gov.uk					

INDICATOR PLANNING 2014/15

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/16.

Title	% of Major Planning Applications determined within 13 weeks		Ref Number	REDP15	Type of Indicator	Corporate	
						Directorate	✓
Strategic Directorate	Regeneration & Environment	Service Area	Regeneration & Planning		Section	Development Control	
Corporate / Directorate Priority	<p>Wirral Vision Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p>Wirral Principle:</p> <p>Driving Growth and Aspiration: We will work with residents, encouraging them to hold the same level of ambition for their communities as we have for Wirral; driving growth in our economy and with it aspiration, achievement and employment, particularly among younger people. This will help to reduce poverty and secure a healthier economic future for our communities.</p> <p>Corporate Priority Objective:</p> <p>INVESTING IN OUR FUTURE (Regeneration & Environment)</p> <ul style="list-style-type: none"> • Continue to deliver our Investment Strategy • Provide a clear leadership role within the City Region and Combined Authority and use this role to lobby for Wirral at a regional and national level • Continue to develop, support and encourage the creation and accessibility to jobs through providing a supportive and enabling environment and continue to focus on developing skills, with our partners, particularly among young people • Progress the plans to reinvigorate Birkenhead, through a comprehensive redevelopment programme • Complete a full and robust study of the appropriate level of parking charges • Maintain and develop further the focus on ensuring Wirral is a place where businesses flourish, supporting the growth of Wirral's economy • Continue to address the need for quality, affordable and safe homes through the development of partnership working • Continue to maintain and develop systems to support Wirral's ambitions for economic growth • Improve our regulation and inspection services • Continue to explore and maximise appropriate funding opportunities and investment activities to support regeneration and infrastructure priorities to maximise Wirral's economy • Continue to seek out investment in new and emerging international markets • Develop alternative models for regeneration, including local asset backed vehicles <p>Directorate Priority Objective: Wirral will be a place where businesses flourish and people have access to good jobs, and quality, affordable homes in a pleasant, safe and clean environment.</p>						
Rationale for measurement/ monitoring	The determination of Major planning applications will support regeneration within the Borough and help stimulate the local economy.						


Purpose of PI													
Evidence	Data is extracted from dedicated Acolaid system												
Benchmarking	The Department for Communities and Local Government collates data with regards to the % of planning applications, including Majors on a quarterly basis. The Council is required to submit its statistics on a quarterly basis to DCLG to allow for Council's to benchmark with each other. Councils can choose to benchmark their data with their "nearest neighbours" – this is not necessarily determined by geographic relationship alone but also includes such criteria as the type of Authority (i.e. County, Unitary, Metropolitan), the size and character of Authority, population, number of applications received etc. amongst others. In addition to national benchmarking, Wirral Council benchmarks with other local planning authorities that make up the Liverpool City Region Development Management Officer's Group (consisting of Wirral, Liverpool, Sefton, Knowsley, St Helen's, Halton, West Lancs and Warrington Councils) who meet bi-monthly and share data and best practice (including stats on performance of planning applications).												
Local & National Strategic fit / Policy	Timescales of processing within 13 weeks are set nationally with quantities/percentages achieving timescales determined locally.												
Target Setting													
2013/14 Performance	47.06%	2013/14 Target	60%	2013/14 Benchmarking Data	Benchmarking data for 2013 is not yet available.								
Target	Timescales of processing within 13 weeks are set nationally with quantities/percentages achieving timescales determined locally.												
	2014/15			2015/16				2016/17					
	60%			60%				60%					
Frequency	Quarterly									Date the data is available		21st of month	
Trajectories (2014/15)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
			60%			60%			60%			60%	
Tolerances	RED			AMBER				GREEN					
	-10%			- 5-10%				+/- 5%					
Data Source	Data extracted from dedicated Acolaid system												
Indicator definition/ calc method	Numerator			n/a				Denominator			n/a		
	Calculation derived from the number of major development planning applications received and whether these are determined within 13 weeks.												
Format	<i>Type (e.g. %, No, Rate)</i>		%	<i>Decimal Places</i>			2	<i>Direction of Travel</i>					
Issues													
CONTACTS													
Who takes action?	Matthew Parry-Davies, Development Control Manager (691 8078) matthewdavies@wirral.gov.uk												
Responsible Officer	David Ball, Head of Service Regeneration & Planning (691 8395) davidball@wirral.gov.uk												
Lead Officer	Matthew Parry-Davies, Development Control Manager (691 8078)												

	matthewdavies@wirral.gov.uk
Verifying Officer	Matthew Parry-Davies, Development Control Manager (691 8078) matthewdavies@wirral.gov.uk
Calculating Officer	Sara Millington, Principal Admin Officer (691 8125) saramillington@wirral.gov.uk
Performance Lead	Margaret Sandalls, Regeneration & Environment Performance Business Partner (606 2089) margaretsandalls@wirral.gov.uk

INDICATOR PLANNING

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/16.

Title	Total investment value secured via Investment Strategy activity	Ref Number	REDP16	Type of Indicator	Directorate PI
Strategic Directorate	Regeneration & Environment	Service Area	Investment & Business	Section	Investment Strategy
Corporate / Directorate Priority	<p>Wirral Vision Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p>Wirral Principle</p> <p>Driving Growth and Aspiration: We will work with residents, encouraging them to hold the same level of ambition for their communities as we have for Wirral; driving growth in our economy and with it aspiration, achievement and employment, particularly among younger people. This will help to reduce poverty and secure a healthier economic future for our communities.</p> <p>Corporate Priority Objectives:</p> <p>INVESTING IN OUR FUTURE (Regeneration & Environment)</p> <ul style="list-style-type: none"> • Continue to deliver our Investment Strategy • Provide a clear leadership role within the City Region and Combined Authority and use this role to lobby for Wirral at a regional and national level • Continue to develop, support and encourage the creation and accessibility to jobs through providing a supportive and enabling environment and continue to focus on developing skills, with our partners, particularly among young people • Progress the plans to reinvigorate Birkenhead, through a comprehensive redevelopment programme • Complete a full and robust study of the appropriate level of parking charges • Maintain and develop further the focus on ensuring Wirral is a place where businesses flourish, supporting the growth of Wirral's economy • Continue to address the need for quality, affordable and safe homes through the development of partnership working • Continue to maintain and develop systems to support Wirral's ambitions for economic growth • Improve our regulation and inspection services • Continue to explore and maximise appropriate funding opportunities and investment activities to support regeneration and infrastructure priorities to maximise Wirral's economy • Continue to seek out investment in new and emerging international markets • Develop alternative models for regeneration, including local asset backed vehicles <p>Directorate Priority Objectives: Wirral will be a place where businesses flourish and people have access to good jobs, and quality, affordable homes in a pleasant, safe and clean environment.</p>				
Rationale for measurement/ monitoring	<p>The recent combination of Invest Wirral with the Investment Strategy teams means the need for a wider performance indicator to monitor the performance of the whole section and the Investment secured as a whole not just via Invest Wirral. This PI now takes over from last year's Invest Wirral Investment Value PI.</p>				

Purpose of PI	To monitor the amount of new investment in Wirral as a result of activity by the Investment Strategy team, all activities are those within Wirral's Investment Strategy 2011-16 and help to deliver Wirral's Corporate Plan Vision.												
Evidence	Supersedes the Invest Wirral Performance indicator from previous years of which performance was £16 million in 2013/14.												
Benchmarking	n/a												
Local & National Strategic fit / Policy	Local is Wirral's Investment Strategy 2011-16												
Target Setting	Target is based on historical performance from Invest Wirral plus Investment Strategy forecasted activity for 2014/15.												
2013/14 Performance	n/a			2013/14 Target			n/a			2013/14 Benchmarking Data		n/a	
Target	2014/15			2015/16						2016/17			
	£23 million			-						-			
Frequency	Annually – Year end									Date the data is available		Annually	
Trajectories (2014/15)	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
												£23 million	
Tolerances	RED				AMBER				GREEN				
	Off target more than 10%				Off target between 5-10%				Within 5%				
Data Source	Internal - Invest Wirral Whiteboard & Investment Strategy Team intelligence.												
Indicator definition/ calc method	Numerator			Investment Secured			Denominator			none			
	To be developed over the coming weeks using Invest Wirral's Internal Whiteboard and Investment Strategy forecasted activities.												
Format	Rate			£	Decimal Places			n/a	Direction of Travel				
Issues													
CONTACTS													
Who takes action?	No individual is responsible for this indicator; all projects linked to Wirral's Investment Strategy will contribute to the improvement of Investment in Wirral.												
Responsible Officer	Alan Evans, Investment & Business Senior Manager (691 8426) alanevans@wirral.gov.uk												
Lead Officer	Sally Shah, Strategic Investment Programmes Manager (691 8148) sallyshah@wirral.gov.uk												
Verifying Officer	Bev Staniford, Economic Policy Office (691 8166) beverleystaniford@wirral.gov.uk												
Calculating Officer	Sarah Dodd, Monitoring Officer (691 8205) sarahdodd@wirral.gov.uk												
Performance Lead	Margaret Sandalls, Regeneration & Environment Performance Business Partner (606 2089) margaretsandalls@wirral.gov.uk												

INDICATOR PLANNING

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/16.

Title	Number of Job Seekers Allowance Claimants aged 18-24	Ref Number	REDP17	Type of Indicator	Directorate PI
Strategic Directorate	Regeneration & Environment	Service Area	Investment & Business	Section	Investment Strategy
Corporate / Directorate Priority	<p>Wirral Vision Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p>Wirral Principle</p> <p>Driving Growth and Aspiration: We will work with residents, encouraging them to hold the same level of ambition for their communities as we have for Wirral; driving growth in our economy and with it aspiration, achievement and employment, particularly among younger people. This will help to reduce poverty and secure a healthier economic future for our communities.</p> <p>Corporate Priority Objectives:</p> <p>INVESTING IN OUR FUTURE (Regeneration & Environment)</p> <ul style="list-style-type: none"> • Continue to deliver our Investment Strategy • Provide a clear leadership role within the City Region and Combined Authority and use this role to lobby for Wirral at a regional and national level • Continue to develop, support and encourage the creation and accessibility to jobs through providing a supportive and enabling environment and continue to focus on developing skills, with our partners, particularly among young people • Progress the plans to reinvigorate Birkenhead, through a comprehensive redevelopment programme • Complete a full and robust study of the appropriate level of parking charges • Maintain and develop further the focus on ensuring Wirral is a place where businesses flourish, supporting the growth of Wirral's economy • Continue to address the need for quality, affordable and safe homes through the development of partnership working • Continue to maintain and develop systems to support Wirral's ambitions for economic growth • Improve our regulation and inspection services • Continue to explore and maximise appropriate funding opportunities and investment activities to support regeneration and infrastructure priorities to maximise Wirral's economy • Continue to seek out investment in new and emerging international markets • Develop alternative models for regeneration, including local asset backed vehicles <p>Directorate Priority Objectives: Wirral will be a place where businesses flourish and people have access to good jobs, and quality, affordable homes in a pleasant, safe and clean environment.</p>				

Rationale for measurement/ monitoring	This is provides a holistic view of unemployment in Wirral and the numbers of young people aged between 18 and 24 claiming JSA benefit.												
Purpose of PI	To monitor the numbers of young unemployed Jobseekers in Wirral and the numbers of young people aged between 18 and 24 claiming JSA benefit.												
Evidence	The Economic Team carry out robust, timely and accurate socio-economic intelligence & analysis out to produce monthly, quarterly and annual economic profiles. Theses contain economic indicators to enable an evidence-based approach to inform effective economic policy and strategy. Data for this PI comes from the Department of Work & Pensions.												
Benchmarking	Halton	8.7%			Liverpool City Region	7.3%							
	Knowsley	9.4%			North West	5.5%							
	Liverpool	6.2%			England	4.8%							
	Sefton	7.5%											
	St Helens	8.8%											
	Wirral	7.8%											
JSA is always benchmarked locally against the other Liverpool City Region Local Authorities, North West and National rates.													
Local & National Strategic fit / Policy	Wirral's Investment Strategy 2011-16 Legislation: 'Universal Credit: welfare that works', published on 11 November 2010, Bill: Welfare Reform Act 2012 Government Policy: 'Simplifying the welfare system and making sure work pays'												
Target Setting	Target is based on a stretching target after forecasting performance from 2014/15.												
2013/14 Performance	7.8%			2013/14 Target	n/a			2013/14 Benchmarking Data					
Target	2014/15			2015/16			2016/17						
	6.2%			-			-						
Frequency	Monthly data which will reported on a quarterly basis.										Date the data is available	Normally the 2 nd Wednesday of the month	
Trajectories (2014/15)	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
			6.7%			6.4%			6.0%			6.2%	
Tolerances	RED				AMBER				GREEN				
	Off target more than 2.5%				Off target between 1-2.5%				Within 1.0%				
Data Source	https://www.nomisweb.co.uk/ Claimant Count												
Indicator	Numerator			Number of 18-24			Denominator			18-24 age population			

definition/ calc method	JSA claimants					
	The number of 18-24 year old job seekers allowance claimants as released by DWP as a percentage of the population for that age band.					
Format	Rate	%	Decimal Places	1	Direction of Travel	↓
Issues	Definition/calculations may change with the introduction of Universal Credit.					
CONTACTS						
Who takes action?	No individual is responsible for this indicator; all projects linked to Wirral's Investment Strategy will contribute to the improvement of Investment in Wirral.					
Responsible Officer	Alan Evans, Investment & Business Senior Manager (691 8426) alanevans@wirral.gov.uk					
Lead Officer	Sally Shah, Strategic Investment Programmes Manager (691 8148) sallyshah@wirral.gov.uk					
Verifying Officer	Bev Staniford, Economic Policy Office (691 8166) beverleystaniford@wirral.gov.uk					
Calculating Officer	Sarah Dodd, Monitoring Officer (691 8205) sarahdodd@wirral.gov.uk					
Performance Lead	Margaret Sandalls, Regeneration & Environment Performance Business Partner (606 2089) margaretsandalls@wirral.gov.uk					

Rationale for 2013/14 Key Performance indicators (KPI's) for Regeneration & Environment Directorate not being monitored as their original KPI statuses in 2014/15

Corporate KPI's

Indicator	Rationale
Number of empty properties returned to use or demolished through local authority action	While this information is not collated and published nationally, our performance against neighbouring local authorities within the Liverpool City Region is consistently very strong therefore the performance of this indicator will continue to be monitored as a Directorate priority during 2014/15.
Apprenticeships supported (Wirral Apprentice Programme)	This indicator will form part of the newly devised indicator for 2014/15, 'Number of 18-24 year old Job Seeker Allowance (JSA) Claimants' which will be monitored and managed as a directorate priority PI. This new indicator captures the position on Youth Unemployment in the Borough. Regular youth unemployment reports are already presented to the Regeneration & Environment Policy & Performance Committee outlining the lower level detail on the impact of local and national initiatives to support young adults into employment; this will include performance information on Council programmes such as the Wirral Apprentice Programme and the Youth Employment Gateway as appropriate.

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Directorate KPIs

Indicator	Rationale
Prevent any increase in the length of strategic road network requiring maintenance treatment (NI 168)	This indicator has not only continued to show improvement but in absolute terms is top quartile; therefore from 2014/15 it will form part of the Environment & Regulation Service Plan.
Average % repeats of high risk domestic abuse cases taken to the Multi-Agency Risk Assessment Conference (MARAC) in previous 12 months	The performance of this PI has continued to show year-on-year improvements; from 2014/15 it will form part of the Housing & Community Safety Service Plan.
Complete Town Centre Plans	This PI is not continuing for 2014/15 as the regeneration teams focus is to be placed on delivering the emerging major economic regeneration projects which will create significant new employment opportunities and attract both private and public sector grant funding to Wirral. Such projects include Wirral Waters, Birkenhead Town Centre, the Wirral international Business Park, the A41 corridor adjacent to Cammell Laird's and the Hoylake Golf Resort.
Gross Value Added per head of population	As a main economic indicator for 'Driving Growth and Aspirations' this PI will become a Corporate Plan priority indicator for the directorate during 2014/15.

Regeneration & Environment Directorate Performance, Finance and Risk Report as at 31st May 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 2: REGENERATION AND ENVIRONMENT													
Environment & Regulation													
1	Improved accessibility to employment and opportunities (Local Strategic Transport Fund – LSTF)	Travel Solutions	2414	N/A	2,200	340	402	2,200	G	↑	Apr-May	Mark Smith	
2	To maintain local environmental quality (LEQ) of litter, detritus and graffiti in main gateways and shopping area.	Local Survey Data	90.70%	N/A	93.5%		NYA	93.5%	G		-	Mark Smith	Performance stats for the first quarter are not yet available however early indications from partial audits suggest that progress will meet or exceed the Quarter 1 target.
3	Reduce the number of people killed or seriously injured in road traffic accidents (KSI)	Merseyside Police	126	N/A	100		NYA	100	G		-	Mark Smith	Performance stats are not available until Quarter 1 reporting in July.
4	Delivery of Major Scheme Business Case (MSBC) for Docks Bridges	Docks Bridges Project Board (Quarterly meeting reports)	N/A	N/A	100%		NYA	100%	G		-	Mark Smith	Performance stats are not available until Quarter 1 reporting in July.
5	Improve residents satisfaction with parks & countryside sites at less cost	Land Use Reallocation fortnightly reports	N/A	N/A	100%		NYA	100%	G		-	Mark Smith	Performance stats are not available until Quarter 1 reporting in July.
Housing & Community Safety													
6	No of affordable homes delivered	Housing Strategy Team (Homes & Communities Agency MIS)	354	N/A	300		NYA	300	G		-	Ian Platt	Performance stats are not available until Quarter 1 reporting in July.
7	Number of empty properties returned to use or demolished through local authority action	MVM database	300	N/A	260		NYA	260	G		-	Ian Platt	Performance stats are not available until Quarter 1 reporting in July.
8	No of adaptations completed	MVM Database	1,934	N/A	1,900		NYA	1900	G		-	Ian Platt	Performance stats are not available until Quarter 1 reporting in July.
9	No of interventions to improve private rented sector properties	MVM Database	783	N/A	400		NYA	400	G		-	Ian Platt	Performance stats are not available until Quarter 1 reporting in July.
10	No of homeless preventions	P1E and HAPI System	692	N/A	650		NYA	650	G		-	Ian Platt	Performance stats are not available until Quarter 1 reporting in July.
11	Decrease in offending rate for those on the cusp of becoming Wirral's most prolific offenders (Compass)	Police Data Warehouse on the 'Delphi' computer system.	55.6%	N/A	57.8%		NYA	57.8%	G		-	Ian Platt	Performance stats are not available until Quarter 1 reporting in July.
Regeneration & Planning													
12	% of Major Planning Applications determined within 13 weeks	Acolaid system	47.06%	N/A	60%		NYA	60%	G		-	David Ball	Performance stats are not available until Quarter 1 reporting in July.
Investment & Business													
13	Total investment secured into Wirral developments	Internal - Invest Wirral Whiteboard & Investment Strategy Team intelligence.	N/A	N/A	£23,000,000		NYA	£23,000,000	G		-	Alan Evans	This indicator reports annually; it is too early to judge whether it remains on target however there is nothing to suggest otherwise.
14	Number of jobs created / safeguarded through council interventions	Invest Wirral internal whiteboard.	937	N/A	925	60	70	925	G	↑	Apr-May	Alan Evans	
15	Gross Value Added per head of population	http://www.ons.gov.uk/ons/rel/regional-accounts/regional-gross-value-added--income-approach--december-2012/stb-regional-gva-2011.html	£11,599	N/A	£12,013		NYA	£12,013	G		-	Alan Evans	This indicator reports annually; it is too early to judge whether it remains on target however there is nothing to
16	Percentage of working age people claiming out-of-work benefits	https://www.nomisweb.co.uk/DWP/Working-age-client-group	15%	N/A	14.5%		NYA	14.5%	G		-	Alan Evans	Performance stats are not available until Quarter 1 reporting in July.
17	Percentage of 18-24 year olds claiming Job Seekers Allowance (JSA)	https://www.nomisweb.co.uk/Claimant-Count	7.8%	N/A	6.2%		NYA	6.2%	G		-	Alan Evans	Performance stats are not available until Quarter 1 reporting in July.
FINANCE: Corporate Financial position													

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18	Revenue	General Ledger		N/A	£95,190,600			£95,190,600	G		Apr-May	V Quayle	On target
19	Capital Programme	General Ledger		N/A	£28,775,000		£493,000	£28,775,000	G		Apr-May	V Quayle	On target
20	Savings	General Ledger		N/A	£4,829,000		£4,371,000	£4,829,000	G		Apr-May	V Quayle	On target

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

Ref	Priority / Objective	Risk Description	Existing Controls	Current Scores			Risk Review Frequency	Reporting Period	Accountable Officer (Head of Service)	Planned Additional Controls (including dates to be implemented / expected to take effect)	Target Scores	
				Lik	Imp	Total					Lik	Total

Risk

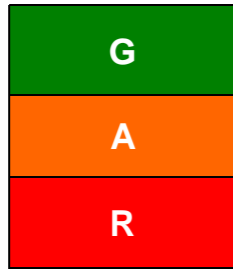
Performance is improving
Lower is better

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



G Performance within tolerance for target set.

A Performance target slightly missed (outside of tolerance).

R Performance not on track, action plan required.

Lik = Likelihood

Imp = Impact

Total = Risk score

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

The evaluated effect or result of a particular risk happening.

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).

WIRRAL COUNCIL

REGENERATION & ENVIRONMENT POLICY & PERFORMANCE COMMITTEE

22 JULY 2014

SUBJECT	FINANCIAL MONITORING 2014/15 MONTH 2 (MAY 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 2 (May 2014) which is being reported to Cabinet on 7 July 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 7 July 2014.

PERFORMANCE AGAINST REVENUE BUDGETS MONTH 2 (MAY 2014)

3.3 CHANGES TO THE AGREED BUDGET

3.3.1 2014/15 Original & Revised Net Budget £000's

	Original Net Budget	Approved Budget Changes Prior Mths	Approved Budget Changes Month 1-2	Revised Net Budget
Regeneration & Environment	95,190	-	-	95,190
Net Cost of Services	95,190	0	0	95,190

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

Items	£m
None Applicable	-

3.3.3 There have been no budget movements between directorates in the first two months of the year.

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 £000's

Directorates	Revised Budget	Forecast Outturn	(Under) Overspend Month 2	RAGBY Classification	Change from prev mnth
Regeneration & Environment	95,190	95,190	0	G	-
TOTAL	95,190	95,190	0		0

3.4.3 RAGBY full details

Department	Number of Budget Areas	Red	Amber	Green	Blue	Yellow
Regeneration & Environment	5	0	0	5	0	0
Total	5	0	0	5	0	0

Below is a breakdown of the Budget Areas within Regeneration and Environment with their RAGBY ratings.

	RAGBY
Environment & Regulation	Green
Housing & Community Safety	Green
Regeneration	Green
Directorate Support	Green
Investment Strategy & Business Support	Green
Total	

3.4.4 At this early stage of the financial year, there are no major budgetary issues to report within the Regeneration & Environment Directorate. The Directorate remains on course to meet its 2014-15 financial targets.

3.5 IMPLEMENTATION OF 2014/15 SAVINGS

3.5.1 Budget Implementation Plan 2014/15 £000's

BRAG	Number of Options	Approved Budget Reduction	Amount Delivered at May	To be Delivered
B - delivered	10	3,353	3,353	0
G – on track	7	1,171	1,156	15
A - concerns	1	40	0	40
R - high risk/ not achieved	0	0	0	0
Total at M02 May	18	4,564	4,509	55

3.5.2 No savings options are currently rated red. A single option is rated at amber. This relates to the Birkenhead Kennels transfer option where implementation is likely to be in September resulting in a shortfall for the period until implementation. Compensatory savings will be identified by the directorate to bridge any budget gap in 2014/15.

3.6 PERFORMANCE AGAINST CAPITAL BUDGETS MONTH 2 (MAY 2014)

3.6.1 Table 1: Capital Budget

	Capital strategy	Re-profiling	Other changes to be noted	Revised Capital Programme	Actual Expenditure May 2014
Regeneration & Environment – Environment & Regulation	7,850	1,715	1,203	10,768	73
Regeneration & Environment – Housing & Community Safety	5,972	2,682	0	8,654	297

Regeneration & Environment – Regeneration	5,479	474	3,400	9,353	123
Total expenditure	19,301	4,871	4,603	28,775	493

Significant variations to be approved or noted by Cabinet for Period 2 are set out in the following table.

Table 2: Significant variations to the 2014/15 programme £000's

	Changes to be noted	Explanation (A) Policy (B) Items previously deferred (C) Funding (D) Re-profiling (E) Reduced requirement
Regeneration – Environment & Regulation	802	Allocation of revised grant notifications (C).
	401	Transfer of responsibility for a number of Public Health funded schemes (A).
Regeneration – Housing & Community Safety	3,000	Estimate of potential Regional Growth funding from Local Enterprise Partnership (C)
Total Significant Variations	4,203	

3.6.2 Environment and Regulation

The two major programmes relate to Highway Maintenance for which the annual programme has been drawn up with schemes now progressing and no significant issues are anticipated. As for the Bridges programme, most schemes will be completed. The Dell underpass is complete but some contingency is retained in case of any future commercial dispute and work on National Rail bridges is subject to agreement of that organisation. There is therefore the possibility that there may be slippage to 2015/16, in total £0.284 million.

Housing & Community Safety

Disabled Facilities Grants continue to be approved and the spend committed but the incurring of this spend is determined by the grant applicants which means that there will invariably be works approved but will not be completed until the following year.

The framework for the use of the £1.5m allocated to stimulate affordable housing building in Wirral was approved by this Committee in April.

Regeneration

The Council's Regional Growth Fund grant supports investment into the offshore renewable energy sector. With applications being approved the companies are only paid upon defrayment.

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 Regeneration and Environment Directorate is projecting a break even position as at the 31 May 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 7 July 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
Regeneration and Environment - Environment & Regulation						
Road Safety	755	84	117	638		755
Congestion	358	-60	3	355		358
Active Travel	935	-29	505	430		935
Transportation	321	11	91	230		321
Local Sustainable Transport Fund	486	-89		486		486
Bridges	1,586	80	736	850		1,586
Highways Maintenance	3,069	-23	777	2,292		3,069
Street Lighting	288	39	88	200		288
Coast Protection	224	-23	201	23		224
Asset Management	84	-71		84		84
Parks Plant and Equipment	728	100	728			728
Parks vehicles replacement	988	26	988			988
Arrove Park Changing pavilion	144	28	144			144
Landican Cemetery	71		71			71
Birkenhead Park Restoration Fees	97		97			97
Hoylake Golf Course	30		30			30
Park Outdoor Gyms	2			2		2
Reeds Lane Play Area	60			60		60
Royden Park	14			14		14
Allotments	168		168			168
Start Active, Play Active, Stay active	230		230			230
Wirral Way - widening and safety improvements	130		130			130
	10,768	73	5,104	5,664	0	10,768
Regeneration and Environment - Housing & Community Safety						
Aids, Adaptations and Disabled Facility Grants	3,503	189	1,873	1,630		3,503
Clearance Approved Cabinet	1,521	11	705	741	75	1,521
Home Improvement Approved Cabinet	707	65	506	201		707
Improvement for sale grants	200				200	200
Empty Property Interventions	230	13	170		60	230
Housing Renewal	698		478	220		698
New House Building Programme	1,500		1,500			1,500
Cosy Homes Heating	30	19	30			30
The Priory	265			265		265
	8,654	297	0	5,262	335	8,654
Regeneration and Environment - Regeneration						
Business Investment Grants	508		508			508
Other Regional Growth Fund Schemes	4,697	123		4,697		4,697
LEP Regional Growth Fund Schemes - Targetted Assistance	3,000			3,000		3,000
New Brighton	1,111		1,111			1,111
Floral Pavilion Stage & Orchestra Pit	37		37			37
	9,353	123	1,656	7,697	0	9,353

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WIRRAL COUNCIL

REGENERATION & ENVIRONMENT POLICY AND PERFORMANCE COMMITTEE

22 JULY 2014

SUBJECT:	APPOINTMENT OF THE HIGHWAYS REPRESENTATION PANEL
WARD/S AFFECTED:	ALL
REPORT OF:	STRATEGIC DIRECTOR OF TRANSFORMATION AND RESOURCES
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to enable this Committee to undertake a review of the Highways Representation Panel and to appoint members to serve on that panel if it is to be retained in 2014-2015. Standing Order 33 (1) requires that Committees should keep the need for panels under review and, in particular, the position must be reviewed at the first meeting of a Committee in each municipal year.

Unless appointed as full members, the Leaders and Deputy Leaders of the three largest political groups represented on the Council are entitled to attend meetings of all Committees, Sub-Committees and Panels, with the right to speak at the invitation of the Chair (Standing Order 25(5)).

2.0 BACKGROUND AND KEY ISSUES

- 2.1 The Panel's terms of reference are as follows:

- (i). To consider objections relating to all highway and traffic management matters governed by the Road Traffic Regulation Act 1984, whether subject to a traffic regulation order or otherwise, including (but not limited to) the following:
- waiting and parking restrictions;
 - speed limits;
 - one way traffic orders;
 - weight limits
 - prohibiting or restricting the use of heavy commercial vehicles;
 - signalised and non signalised pedestrian/cycle/horse crossings;
 - provision of off street parking and parking on roads, footpaths, pavements and verges;
 - traffic signs and traffic signals
 - bus lanes and taxi ranks
- (ii). unresolved petitions relating to highway and traffic management matters

- (iii). and to then make recommendations to the Regeneration and Environment Policy and Performance Committee.

2.2 Membership

The membership of the Highways Representation Panel, since its establishment in 2009 has been three members, the Chair of the relevant scrutiny Committee and usually the two Party Spokespersons, or their nominees. In 2013-2014 the membership was as follows:

	Members	Deputies
1 Conservative	S Williams (Chair)	E Boulton G Ellis K Hodson D Elderton J Hale M Hornby L Rennie C Povall
1 Labour	M Sullivan	S Foulkes J Crabtree P Doughty R Gregson A Leech D Realey J Williams
1 Liberal Democrat	A Brighthouse	S Kelly P Williams T Harney P Gilchrist

- 2.3 The Panel is an advisory panel and therefore does not need to be politically proportionate.

- 2.4 The Panel's recommendations are referred to the Policy and Performance Committee Regeneration and Environment Committee for consideration. The Committee may approve, amend, substitute or reject a Panel's recommendation(s). All approved and / or amended recommendations by the Committee are referred to the relevant Cabinet Member for a formal decision to be made.

- 2.5 Members should note that the panel usually meets during the daytime.

3.0 RELEVANT RISKS

- 3.1 The Panel was first appointed in June 2009 (minute 6 refers) to enable the streamlining of the decision making process and to hear public representations and receive officer reports.

4.0 OTHER OPTIONS CONSIDERED

4.1 No other options were considered beyond those outlined in the report.

5.0 CONSULTATION

5.1 It is for political groups to decide how they wish to allocate their Panel places.

6.0 OUTSTANDING PREVIOUSLY APPROVED ACTIONS

6.1 N/A

7.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

7.1 There are no implications arising directly from this report

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

No because there is no relevance to equality.

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.

13.1 RECOMMENDATION

The Committee is requested –

- (1) to confirm that the Highways Representation Panel be re-appointed for 2014-2015 with the terms of reference identified.
- (2) to appoint members to serve on the Highways Representation Panel in 2014-2015, including the appointment of the Chair and named deputies.

14.1 REASON/S FOR RECOMMENDATION/S

To enable the appointment of a Highways Representation Panel to consider objections and unresolved petitions relating to all highway and traffic management matters.

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REFERENCE MATERIAL

Previous reports on the appointment of the Highways Representation Panel, minutes and the Council's Constitution.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Regeneration and Environment Policy and Performance Committee	10 July 2013
Sustainable Communities Overview and Scrutiny Committee	26 June 2012
Sustainable Communities Overview and Scrutiny Committee	7 June 2011

WIRRAL COUNCIL

REGENERATION AND ENVIRONMENT POLICY & PERFORMANCE COMMITTEE

22 July 2014

SUBJECT:	WORK PROGRAMME UPDATE REPORT
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF RESOURCES
RESPONSIBLE PORTFOLIO HOLDER:	CLLR ANN MCLACHLAN (GOVERNANCE AND IMPROVEMENT)
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

1.1 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 Regeneration and Environment Policy & Performance Committee is responsible for proposing the Committee's work programme for the year. It is suggested that the work programme should align with the corporate priorities of the Council and should be informed by:

- Service Performance information
- Risk management information
- Service priorities including any planned service changes
- Public or service user feedback
- Referrals from the Executive

2.2 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 REGENERATION AND ENVIRONMENT POLICY & PERFORMANCE COMMITTEE WORK PROGRAMME

- 3.1 At the first Agenda Setting meeting for the new municipal year, it was proposed that a meeting should be convened to determine items for the 2014/15 Scrutiny Work Programme for the Regeneration and Environment Policy & Performance Committee. This meeting would be held with the Chair and Vice-Chair of this Committee, Group Spokespersons and the Strategic Director. It is proposed that this meeting will take place in early August.
- 3.2 Members of this Committee should liaise with their Group Spokesperson on any item that they feel should be considered as part of the Scrutiny Work Programme. It is expected that a proposed Work Programme will be presented to the Policy and Performance Coordinating Committee for approval prior to being presented to the next Regeneration and Environment Policy & Performance Committee in September.
- 3.2 Members will be aware of the Future Council programme and a separate report is available elsewhere on this agenda. However, in planning the work programme of this Committee, Members need to retain sufficient capacity to scrutinise options emerging from the Future Council process, initially during September and October.

4.0 PREVIOUS / CURRENT SCRUTINY REVIEWS – UPDATE

4.1 Review of Apprenticeships

A Scrutiny Review Panel of four Committee Members has been established to explore this topic. The Chair of this Panel is Councillor Anita Leech. The panel have met with Senior Officers, key stakeholders and external organisations. The panel has completed the evidence gathering stage and has met with Officers to discuss operational implications of recommendations. The panel expects to report to Septembers Committee meeting.

4.2 Review of Councils Car Parking Strategy

Recommendations made in the Impact of Budget Options Review proposed the review and development of Wirral's Car Parking Strategy. A Scrutiny Review Panel of seven Committee Members has been confirmed. The Chair of this panel is Councillor Paul Doughty. The panel have met with Senior Officers and continue to work alongside Officers to develop a Car Parking Strategy for the Borough.

4.3 Review of Street Cleansing Post Budget Options

This review proposed to look at the impact of budget options from 2013/14 on Street Cleansing. This work did not commence during the last Municipal Year and it was proposed by the Chair at the recent Agenda setting meeting that the Committee receives an Officer report later in the year on this item. The scope of this report is to be decided.

4.4 Arrangements for monitoring new Highways contract

This review proposed to look at the arrangements for monitoring the new Highways Contract. The new Highways contract commenced 1st April 2014 and it was proposed by the Chair at the recent Agenda setting meeting that the Committee receives a report covering the arrangements for monitoring later this year.

5.0 RELEVANT RISKS

5.1 There are none directly relating to this report.

6.0 OTHER OPTIONS CONSIDERED

6.1 N/A

7.0 CONSULTATION

7.1 N/A

8.0 OUTSTANDING PREVIOUSLY APPROVED ACTIONS

8.1 N/A

9.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

9.1 N/A

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

10.1 N/A

11.0 LEGAL IMPLICATIONS

11.1 N/A

12.0 EQUALITIES IMPLICATIONS

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

(c) No because of another reason which is

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

13.0 CARBON REDUCTION AND ENVIRONMENTAL IMPLICATIONS

13.1 N/A

14.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

14.1 N/A

15.0 RECOMMENDATION/S

15.1 Members are requested to note the contents of the report.

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