



Policy and Performance Co-ordinating Committee

Date:	Wednesday, 2 July 2014
Time:	6.00 pm
Venue:	Committee Room 1 - Wallasey Town Hall

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AGENDA

1. **APOLOGIES FOR ABSENCE**
2. **CODE OF CONDUCT - DECLARATIONS OF INTEREST RELEVANT AUTHORITIES (DISCLOSABLE PECUNIARY INTERESTS) REGULATIONS 2012, INCLUDING PARTY WHIP DECLARATIONS**

Members are reminded of their responsibility to declare any disclosable pecuniary or non-pecuniary interest which they have in any item of business on the agenda no later than when the item is reached.

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

3. **MINUTES (Pages 1 - 10)**

To approve the accuracy of the Minutes of the meeting of the Committee held on 15 January 2014 and the Minutes of the Special meetings of the Committee held on 1 April 2014. **(Attached)**

4. **FUTURE COUNCIL POSITION PAPERS (Pages 11 - 32)**

Report of the Chief Executive.

5. BRIEFING PACK (Pages 33 - 44)

Report of the Director of Transformation and Resources.

6. CORPORATE PERFORMANCE 2013/14 OUTTURN (Pages 45 - 64)

Report of the Director of Public Health and Head of Policy and Performance.

7. WORK PROGRAMME UPDATE REPORT (Pages 65 - 76)

Report of the Chair of the Co-ordinating Committee.

8. URGENT BUSINESS APPROVED BY THE CHAIR - PART 1

9. EXEMPT INFORMATION - EXCLUSION OF THE PRESS AND 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.

10. URGENT BUSINESS APPROVED BY THE CHAIR - PART 2

POLICY AND PERFORMANCE CO-ORDINATING COMMITTEE

Tuesday, 1 April 2014

Present: Councillor S Whittingham (Chair)

Councillors S Foulkes D Roberts
A Hodson J Stapleton
A Brighouse D Elderton
P Doughty L Fraser
P Glasman A Sykes
B Mooney S Williams
A Leech J Williams

45 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors R Abbey and M McLaughlin.

46 **CODE OF CONDUCT - DECLARATIONS OF INTEREST RELEVANT
AUTHORITIES (DISCLOSABLE PECUNIARY INTERESTS) REGULATIONS
2012, INCLUDING PARTY WHIP DECLARATIONS**

No declarations of interest were received.

47 **MINUTES**

RESOLVED: That

- (1) the Minutes of the meeting of the Committee held on 15 January 2014 be confirmed as a correct record;**
- (2) the Minutes of the meeting of the Committee held on 5 February 2014 be confirmed as a correct record; and**
- (3) subject to 2014 being amended to 2013 in the second paragraph of the Summary of Cabinet Member, Councillor Tony Smith, the Minutes of the meeting of the Committee held on 27 February 2014 be confirmed as a correct record.**

48 **NOTICE OF MOTION - LABOUR'S EFFECTIVE STEWARDSHIP**

The following Notice of Motion had been submitted for the Council meeting held on 10 March 2014 in accordance with Standing Order No. 7(1). The

Mayor had considered this motion, in accordance with Standing Order No. 7(4) and referred it to the Committee.

Proposed by Councillor Phil Davies
Seconded by Councillor Ann McLachlan

Council congratulates the Labour Administration on its prudent financial management of the Council which has enabled Council Tax to be frozen for the next 2 years.

At the same time, Labour has delivered a new house-building programme, help for the unemployed through the Reachout Programme and financial assistance for community groups under the 'Love Wirral' initiative together with many other progressive policies.

This has been achieved despite the Government's draconian cuts to Wirral's budget.

RESOLVED:

That the Motion set out above be noted.

49 **UPDATE ON THE COMMUNITY BUDGETS/PUBLIC SERVICE TRANSFORMATION PROJECT**

The Principal Economic Officer presented a report by the Head of Communications and Community Engagement which updated the Committee on the Council's Public Service Transformation initiative. Members were asked to comment on the latest developments and proposed activity as the project work streams moved into implementation from April 2014.

The report informed of the Council's role in the Public Service Transformation (PST) Network. The Committee noted that Public Service Transformation aimed to build on the opportunities created by Community Budgets around the country, leading to more joint working and shared services and a new way for local public service providers to work together to meet local needs. The Community Budgets Pilots, initially launched in 2011, aimed to encourage public service partners to share budgets, improving outcomes for local people and reducing duplication and waste in order to:

- make better use of their resources by establishing joint budgets and sharing local knowledge, community assets and voluntary effort;
- flex central rules and regulations so local partners could provide better services that suit their area;
- give people greater control over their local public services; and
- establish local partnership and governance arrangements to create a unified approach.

The Committee was informed that during 2012, four areas in England (Cheshire West, Essex, Greater Manchester, and in London the Tri-borough of Hammersmith and Fulham, Kensington and Chelsea and Westminster) had begun piloting Community Budgets as a mechanism for tackling some of their biggest local challenges, from domestic violence to skills and employment. In each of those four localities, public services, business and the voluntary sector had been working together to develop new joint responses to those challenges.

The Committee was also informed that building on this approach, in July 2013, the Government had announced that Wirral was one of the nine new areas that had been selected to be part of the Public Services Transformation Network as set out below:

- Bath and North East Somerset
- Bournemouth, Poole and Dorset
- Hampshire
- Lewisham, Lambeth and Southwark
- Sheffield
- Surrey
- Swindon
- the West London Alliance (Barnet, Brent, Ealing, Harrow, Hillingdon and Hounslow)
- Wirral

Members noted that the Council's broad approach to the Public Sector Transformation initiative was set out within the Joint Statement of Intent (JSI), attached to the report as Appendix 1. Members also noted that Wirral's Public Service Board (PSB) was providing the overarching direction for Public Sector Transformation activity, and partners had now developed a number of work streams as part of this.

A key point to note was that the PST initiative was one strand within a number of wider transformational initiatives for Wirral. Members noted that the work stream projects outlined in the report would have a very specific focus on one strand of activity, but clearly there was also a range of related projects and delivery taking place across all public service agencies.

The Committee noted that Wirral's JSI set out a focus on a number of priority themes, each with a specific work stream focus. Each work stream had a project lead and a detailed project plan, currently being developed, which would set out the specific activity that would take place in the coming months.

Detailed business cases and project plans for each work stream were currently being developed. It was noted that from April 2014, the work stream projects moved into detailed delivery and implementation. Ongoing updates

would be brought to PSB meetings in order to monitor delivery, and to further refine the focus of the projects.

Members asked the Principal Economic Officer a number of questions relating to the report which she answered as appropriate. Issues covered included:

- Driving economic growth.
- Measuring the success of a project – project proposals and cost benefit analysis.
- How much could be saved and effectively delivered by putting projects together.
- The use of the phrase ‘Benefit Ghettos’ which was actually used in a national report that the Principal Economic Officer agreed to circulate to Members for their information.

The Committee noted that a key principle running through all of the PST Network aimed to share local knowledge, community assets and voluntary effort, and to inspire communities to come together to find the right solutions to address local need.

RESOLVED:

That the proposed direction and focus of the PST Network work streams be noted.

50 **UNIVERSAL CREDIT PROGRESS REPORT**

A report by the Head of Business Process updated Members on the latest information on the introduction of Universal Credit in Wirral and nationally as part of the Government’s Welfare Reform Programme.

The Head of Business Process informed that roll-outs to date had been confined to limited eligibility criteria claimants. This had been new claimants who were Single, Fit for work with no children, without housing costs and without savings in excess of £6,000.

Members asked the Head of Business Process if he was anticipating any problems. He responded that the (DWP) for Works and Pensions had learnt from issues of the past when implementing major change using pilots. It was being careful as it moved people and benefits together. However, the sheer volume may bring with it its own problems.

Members raised concerns that there were people who were socially isolated in their own homes with no access to IT. They anticipated that there would be difficulties and it was expected that the most vulnerable people would suffer. Therefore, Members informed that they intended to keep a close eye on the situation.

People could access IT in the One Stop Shops and the Head of Business Process informed that he intended to discuss the level of support the Council was expected to provide with colleagues at the DWP. The level of support provided would depend on what the DWP's expectations and the funding it agreed to provide. The voluntary sector would also have a role to play by providing advice etc.

RESOLVED:

That the report be noted.

51 **PROTOCOL FOR THE ESTABLISHMENT OF JOINT HEALTH SCRUTINY ARRANGEMENTS FOR CHESHIRE AND MERSEYSIDE**

A report by the Director of Public Health/Head of Policy and Performance outlined the process currently being undertaken to develop a Joint Health Scrutiny Protocol/Arrangements covering the Cheshire and Merseyside area pursuant to The Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 ("Regulations").

A copy of the draft protocol was attached to the report at Appendix 1 for Members' information. The Protocol responded to a requirement set out in Regulations and provided a vehicle for establishing Joint Health Scrutiny Committees with the other authorities in the Cheshire and Merseyside area as the need arose.

The requisite changes required to the Council's Constitution were attached to the report at Appendix 2 for Members' information.

Additional clarifications in respect of the Protocol for the establishment of joint health scrutiny arrangements for Cheshire and Merseyside were attached to the report at Appendix 3 for Members' information.

It was reported that since the publication of the committee papers, the protocol had been subject to a final amendment, prior to approval by all nine Cheshire and Merseyside authorities as follows:

A Joint Committee would be composed of Councillors from each of the participating authorities within Cheshire and Merseyside in the following ways:

- where four or more local authorities deem the proposed change to be substantial, each authority will nominate two elected Members
- where three or less local authorities deem the proposed change to be substantial, then each participating authority will nominate three elected Members.

(Note: In making their nominations, each participating authority would be asked to ensure that their representatives had the experience and expertise to contribute effectively to a health scrutiny process.)

Local authorities who consider change to be 'substantial'	No' of elected members to be nominated from each authority
4 or more	2 Members
3 or less	3 Members

Councillor P Glasman declared a non pecuniary interest in this item of business by virtue of her being on the Board of the Clatterbridge Cancer Centre NHS Foundation Trust.

The Committee discussed its need to maintain its own independent view and referred to Clatterbridge Hospital as an example as it was in the Council's administrative area. The Director of Public Health/Head of Policy and Performance informed that the Council would still have its own arrangements in place to review issues at the local level.

The Head of Legal and Member Services informed the Committee that it was not expected that there would be any more changes to the Protocol at this time whilst the nine participating authorities were going through the process of agreeing it. However, it would be kept under regular review and there could be future amendments to ensure that it was working effectively.

RESOLVED: That

- (1) the draft Protocol for the Establishment of Joint Health Scrutiny arrangements for Cheshire and Merseyside set out in Appendix 1 to the report be endorsed;**
- (2) the Protocol for the Establishment of Joint Health Scrutiny Arrangements for Cheshire and Merseyside set out Appendix 1 to the report be recommended to the Council at its Annual Meeting on 9 June 2014;**
- (3) the Committee recommends to the Council at its Annual Meeting on 9 June 2014 that it be given delegated authority to amend and revise the Protocol for the Establishment of Joint Health Scrutiny Arrangements for Cheshire and Merseyside as considered appropriate and necessary; and**

- (4) the Committee recommends the Council at its Annual Meeting on 9 June 2014 to include Article 6A as set out at Appendix 2 to the report within the Council's Constitution.**

52 CORPORATE PLAN PERFORMANCE MANAGEMENT REPORT

A report (Appendix 1) by the Director of Public Health/Head of Policy and Performance updated Members on the current performance of the Council against the delivery of the Corporate Plan (as at 28 February 2014). The report translated the priorities set out in the Corporate Plan into a coherent and measurable set of performance outcome measures and targets. Of these there were 5 measures where the outcome metric was under design or due to report at the end of the year. A commentary was provided against these. Members were requested to consider the details of the report and highlight any issues.

Attached to the Director's report for Members' information were:

- Appendix 2 – Percentage of Adult Care Packages supported by Direct Debit
- Appendix 3 – Exception reports/Action Plans for Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population.

Of the 24 measures that were RAG rated, 19 were rated green, 3 were rated amber and 2 were rated red. The 2 measures rated red had action plans (Appendix 2 and 3) which refer to:

- Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population
- Percentage Adult Care Packages supported by Direct Debit

RESOLVED: That

- (1) the information contained in the report be used to inform the Committee's future Work Programme; and**
- (2) the Director of Public Health/Head of Policy and Performance be requested to provide all Members of the Committee with written explanation of the first sentence on page 94 on the agenda.**

53 BUDGET MONITORING REPORT

A Report by the Director of Resources detailed the Monitoring position for Month 10 (ending 31 January 2014). Appended to the report were the Revenue Monitoring and Capital Monitoring reports for the same period.

The Committee noted, in particular, that Month 10 shows a projected General Fund under spend of £966,000 (compared to the month 9 position of a £982,000 under spend). A number of departmental under spends had been earmarked against ongoing or emerging financial issues. An allocation of £1.6 million against the £2 million savings profiling account (page 7 of the Budget Book and Forecasts 2013-16) was assumed.

A Member queried whether a contribution to the £250,000 cost to the Council of clearing up and making repairs to the infrastructure, following exceptional weather conditions experienced in Wirral in December 2014 had been received from the Government. The Head of Business Process informed that he would look in to this and circulate the relevant information on this to all Members of the Committee after the meeting.

RESOLVED:

That the Cabinet's recommendations as set out in the two reports be noted.

[Following the meeting Members were informed that the Council had received a £20,000 Government grant to support businesses but was not eligible for any funding from the Environment Agency for coast protection works or the Department for Communities and Local Government for highways infrastructure costs.]

54 **POTENTIAL TASK AND FINISH WORK THEMES FOR THE CO-ORDINATING COMMITTEE**

A report by the Head of Policy and Performance/Director of Public Health set out a number of potential work themes for Task and Finish work for the Committee to consider. This was in response to a request at the last meeting of the Committee and followed a recommendation from a Task and Finish Group convened in Autumn 2013, for the Committee to consider practical pieces of work that could be delivered to support the wider Scrutiny Work Programme.

There were a number of areas where Members of the Committee could undertake pieces of work to support the wider Scrutiny Work Programme and assist in the continued improvement of the Council's scrutiny function. These were as follows:

- **Review the content of the wider Scrutiny Work Programme.**
This could be undertaken to ensure that the programme aligned with the Council's Corporate Plan to determine if there were any obvious gaps. There would also be an opportunity to consider topical issues to ensure the programme reflected current public concerns. On a

practical level, there would also be an opportunity to review the availability and use of Member and Officer capacity to best prioritise the items proposed for the Work Programme.

- **Undertake Quality Assurance of the Reviews completed by all Policy and Performance Committees.**

This would provide a means to highlight and promote good practice with a view to this being replicated consistently for future pieces of work. This would provide an opportunity to explore the best approaches to gathering evidence, engaging stakeholders and the public as well as bench-marking activity against other local authorities.

- **Review the consistency of developing recommendations.**

This would provide an opportunity to look at standardising the format of scrutiny review recommendations so they were specific, measurable, achievable, realistic and timely (SMART). This would support improvement through more effective monitoring of the impact of scrutiny, demonstrating the value added.

- **Review how Constituency Committee decision-making is scrutinised.**

As more decision-making was devolved to Constituency Committees, there would need to be appropriate checks and balances to ensure robust processes were in place. A task and finish group could be established to examine how the relationship between scrutiny and Constituency Committees should be developed.

The Vice-Chair reported that certain Members had worked extremely hard during the year and had undertaken a tremendous amount of scrutiny work. He thanked the Members and Officers who had put the time and effort in and drew attention to the fact that all the recommendations put forward by the Committee had been taken on board by the Cabinet.

RESOLVED:

That Members be requested to consider the Task and Finish work themes set out above for potential inclusion in the Committee's work programme in the new Municipal Year.

55 **WORK PROGRAMME UPDATE**

A report by the Chair of the Committee updated Members on progress made in delivering its Work Programme and the wider Scrutiny Work Programme including the activities of the other three Policy and Performance Committees. The report also included a section on tracking recommendations from previous Scrutiny Reviews in line with Members' requesting a framework for regular monitoring and reporting.

The Work Programme for the Committee had been included as Appendix 1 to the report and set out a summary of the progress made. Other Appendices attached to the report included:

- Appendix 2 – Work Programme of Families and Wellbeing Committee
- Appendix 3 – Work Programme of Regeneration and Environment Committee
- Appendix 4 – Work Programme of Transformation and Resources Committees
- Appendix 5 – Note from progress review meeting with the Policy and Performance Committee Chairs / Vice Chairs.

The Vice-Chair informed that he considered that the Scrutiny function had improved in the last year and this had been helped by the cross party work that had been carried out in Task and Finish Groups.

RESOLVED: That

- (1) the progress in delivering the Work Programme of this Committee and that of the other three Policy and Performance Committees be reviewed; and**
- (2) the Committee consider the note from the meeting of the Policy and Performance Committee Chairs and Vice Chairs and make any relevant observations and recommendations to inform the development of the Scrutiny Work Programme in the new Municipal Year.**

56 **THANK YOU**

The Chair reminded Members that this was the last meeting of this Committee in the 2013/14 Municipal Year. He thanked Members and Officers for their continued support which he greatly appreciated.

WIRRAL COUNCIL

POLICY AND PERFORMANCE COORDINATING COMMITTEE

2nd 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 Coordinating 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 on going net budget which is still forecast to be £250 million per year. It is, or 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 Appendices 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. These are included as Appendices 1 – 3.
- 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 are 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 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 Papers 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
AUTHOR: Head of Neighbourhoods and Engagement
Email: emmadegg@wirral.gov.uk

APPENDICES

Appendix 1 – Enabling Services

Appendix 2 – Community and Neighbourhood Services

Appendix 3 – Specialist and Targeted Services

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ENABLING SERVICES

ENABLING 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 enabling services.

1.1 Overall Context

The Leader of the Council has been, and remains, unequivocal in his position that the savings we implement should focus on the support services of the Council first and should protect, as far as possible, front line services.

All of our back office services will be completely streamlined; processes will be reviewed, combined and made more efficient. These back office services are ones which Wirral residents rarely see but which are essential to the running of the organisation – things such as finance, IT, human resources and procurement. We will make these functions more efficient and ensure that they provide the best value for money possible.

We are continuing to make sure Council management is stripped down and streamlined and make sure that as much resource as possible is directed to front line service delivery.

We also need to make sure that the Council has an effective, strategic corporate centre able to drive continuous improvement in what is an extremely challenging financial landscape.

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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 design for the enabling services reflects the ambition to create a strong strategic centre whose purpose is to support Members to make choices about the priorities of the organisation, develop strategy and set direction and manage resources through a top-down flow of decision making

This ambition is driven in part by the knowledge gained from work with the Improvement Board and others as to where the focus of the Council's improvement efforts should be placed. Therefore proposals and developments within enabling services will ensure that areas of excellence within services are identified and built upon, and corporate coordination is improved.

Support functions will need to be focussed and more effectively targeted in order to enable and support the wider transformation ambitions and challenges the Council faces. The proposals also form part of the ongoing response to the recommendations of the Improvement Board, which focussed on the strengthening and rebuilding of the corporate centre and senior management capacity.

2.1 Principles for Change

Therefore the future design and delivery model for enabling services will focus on driving the following benefits from the new approach;

- Increased corporate and strategic thinking
- Stronger external focus, able to influence at a local, regional and national level
- Stronger strategic financial planning and forecasting
- Greater internal control and compliance
- Improved quality of professional support and advice

Critically, the proposals will also drive tangible efficiency savings in line with the organisation's overall principle of ensuring maximum value from support functions in order to protect front line services. Key areas where savings are likely to be realised are; centralisation of

ENABLING SERVICES

transactional resources, for example standardisation of processes and increase in automation and self serve; and secondly increased control and compliance around 3rd party spend in order to maximise full value from supplies and services

3.0 EMERGING OPTIONS

The following points and examples have been developed as a guide to inform the future model for enabling services;

- Increase self-sufficiency of all employees and managers in order to reduce demand on enabling services
- Identification of specialist skills and capabilities which require strategic focus, and in some cases investment, through the realignment of existing resources, and the grouping together of generic roles and processes in order to drive value and economies of scale
- Central management and coordination of all resources and budgets relating to support and transactional functions;
- Bringing together of all transactional activities, i.e. all rule driven and process led activity
- Strengthen the corporate core and reduce duplication by bringing together policy, strategy and business planning under the leadership of the Chief Executive and CESG

Options are in development across all services within this theme that fit within the principles described. Initial, emerging options are provided within this report in advance of the fully prepared budget options being published by the Chief Executive in September.

- An increase in self-serve capability and automation of systems, and improved access to management information
- No additional departmental resources or budgets carrying out enabling activity – all support or enabling functions to be centralised
- The centralisation of all delivery of services, resources may still be deployed at a departmental/service level on an exception basis where agreed
- In the short term, all Finance, HR and Revenues and Benefits transactional services will be brought together within one unit, with a view to migrating additional services in the future. This unit will prepare services for potential alternative delivery model, e.g. shared services with other organisations, or transfer of delivery to a 3rd party
- Establishing a single shared services with Cheshire West and Chester for schools traded services, but also working with schools to fundamentally transform the relationship to one based on outcomes delivery through the Children's Trust

ENABLING SERVICES

4.0 SERVICES IN SCOPE

The services below are considered within this theme;

- Business Intelligence
- Transformation and Change
- Health, Safety and Resilience
- Equality and Diversity
- Knowledge Management
- Marketing and Communications
- Neighbourhoods
- Commissioning & Transformation
- CYP Commissioning
- Market Transformation & Contracts
- Procurement
- Call Centre
- Customer Services
- One Stop Shops
- Committee Services
- Coroner
- Electoral Services
- Information & Central Services
- Land Charges
- Legal Services
- Policy & Scrutiny
- Registrar Services
- School Admissions
- Asset Management
- Asset Management : PFI
- Facilities Management
- Human Resources
- Information Technology
- Organisational Development
- Professional Standards
- Benefits
- Finance
- Internal Audit
- Revenues
- School Traded Services
- Integrated Transport

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.

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- 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

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- Housing Strategy

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SPECIALIST AND TARGETED 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 targeted and specialist services.

1.1 Overall Context

The challenges we are facing, both in a financial and demographic sense, mean that we must change, we must adapt, and we must innovate to ensure that we continue to deliver services which are relevant to those who need them.

We have an ageing population, and more vulnerable adults needing our help. We have more and more children needing our care, and we have growing levels of child poverty. At the same time, the aspirations of the people we work with are, quite rightly, rising – as are their expectations of us. However, we have less money than ever to support them. Our challenges are clear – they are significant, but not insurmountable.

We will continue to fulfil our duties to safeguard those who are most vulnerable whilst targeting the resources we have to ensure we achieve maximum value for the Wirral pound. We will continually adapt and find innovative solutions to make certain the financial restraints being placed on the Council do not impact on our residents' ability to live full lives and achieve their aspirations.

To do this we must adopt a new way of thinking – working with and supporting individuals and communities to become more resilient,

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thereby reducing dependency and encouraging greater independence. This will require residents, people using our services and also our workforce to think and work differently.

It will also mean we will work much more closely with partners looking at how we can deliver services better together. We will be looking out whether other organisations can deliver services on our behalf.

We will shift focus, proactively involving service users in the design, procurement, delivery and evaluation of services. Every penny we spend will be scrutinised – this will include who is funded for what as well as how that funding is provided. We will commit public resources only where it will have most impact – and ensure that impact is targeted, evaluated and substantial.

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 majority of services within this theme fall within the directorate of Families and Wellbeing, which is part way through the delivery of its 2013-2016 Improvement Plan.

The plan works to four key themes; managing the money, delivering differently, working together and transforming the business. The transformation of the directorate is designed to ensure that, within a reduced financial envelope, the Council is able to deliver the following key outcomes:

- Children are ready for school
- Young people are ready for work and adulthood
- Young people have their needs met as early as possible
- Young people feel safe and are safe
- Vulnerable adults are safe and protected from avoidable harm
- Adults can access the widest possible options for care and support close to where they live
- Adults who use services have a positive experience of care and support
- Adults can choose the care they need from a range of high quality support services and options for care

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- The need for care and support is delayed and reduced
- Less people living with preventable ill health and dying prematurely, with a focus on reducing the gap between communities
- The population's health is protected from major incidents and other threats

To deliver these outcomes for Wirral people we will focus on the four key themes of change, identified within the Families and Wellbeing directorate plan. These being;

Managing the Money

The quality of financial and performance data will be strengthened to make sure it effectively informs intelligent business decisions. A robust internal challenge process will be established so that all budget related activity is clearly understood by all managers and staff.

Delivering Differently

The key is to move away from dependence based, institutionalised approaches to care and services to an approach which is based on early intervention and prevention. A greater focus will be placed on engagement with service users, carers and local communities to enable us to focus on services which support them to become more resilient and foster more responsibility for themselves and their families, and where the Council is not the sole provider.

Working Together

We must work more closely with partners to meet shared objectives and to get the best value for the Wirral pound. Particularly important in this area will be joint commissioning between health and social care, and working closely with schools and colleges. The role of the community, voluntary and faith sector is also vital – we will work with them to maximise opportunities for new delivery models and collaborative investment agreements.

Transforming the Business

To transform the way we delivery services successfully we must also transform our workforce; how we think and how we act. To achieve this we will improve systems and processes, policies and procedures and invest in effective training and development opportunities.

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. 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.

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- Maximising the totality of public resources available to ensure innovative approaches to delivering outcomes which transform people's lives
- Putting the child and people at the centre of everything we do
- Solving challenges in partnership
- Removing all wasted effort and duplication
- Managing demand at the earliest opportunity through asset based delivery models
- Consider innovative options against dividend and risk through a strengthened commissioning approach in conjunction with partners
- Consider the most appropriate delivery vehicle for all services
- Drive a commercial culture which maximises opportunities to generate income

The change activity to reach the future operating model will be predicated on driving the right level of demand across specialist and universal services. The key factors that need to be addressed to transform the current model of services to one that is able to achieve the right outcomes, within the remaining financial resources, include:

- Exploring and implementing alternative delivery models for universal services, and influencing behaviour change to encourage self assessment, self help and community resilience.
- Maximising the role of communities, social networks and individual people – ensuring people are well informed and empowered to be able to support themselves.
- Reducing the reliance on high cost, complex packages of care for children and a reduction in residential placements for adults – working to make sure people can be supported to be safe and independent at home.

3.0 EMERGING OPTIONS

Initial, emerging budget options have been identified which build on the platform of the Families and Wellbeing improvement plan, but drive fundamental shifts in the operating model for these services.

The new operating model will be based on whole systems redesign of the care pathway or child's journey, which will bring a series of benefits both in terms of finances and outcomes for residents, including:

- Reducing demand by delivering outcomes through partners, e.g. schools, health, voluntary community and faith sector providers
- Integrated commissioning with Health and through the Children's Trust
- Exploring a range of new delivery models for services such as a local authority trading company for Day Services, the

SPECIALIST AND TARGETED

- commissioning of Children's Centre provision and working with schools to deliver services for two year olds
- Developing integrated working arrangements with colleagues in Health
- Reducing the need for specialist services through early intervention and prevention
- Targeting capacity around charging, collections and contracts – driving a commercial culture, maximising income opportunities

Through the Future Council Programme we will drive a number of approaches and projects to deliver this vision through a series of emerging budget options, including:

- Maximise opportunities to work across the spectrum of children's and adults services, for example the establishment of an all age disabilities service, and an integrated approach to assessment
- Scaling up and embedding what works, such as learning from the Intensive Family Intervention Programme
- Strengthening safeguarding practice and generating potential efficiencies through building on corporate safeguarding and the multi agency hub
- Establishing a single shared services with Cheshire West and Chester for schools traded services, but also working with schools to fundamentally transform the relationship to one based on outcomes delivery through the Children's Trust

4.0 SERVICES IN SCOPE

The services below are considered within this theme, which fall within two blocks.

Specialist Services:

Those services, primarily within social care, which are provided to residents due to those residents having an assessed need for them, either due to having a disability or being otherwise vulnerable.

- Specialist Services
- Adoption and Permanence
- Children in Care
- Children's Social Work
- Fostering Service
- Integrated Disability Service
- Neighbourhood Teams
- Pathways Services
- Safeguarding Adults
- Safeguarding Children's
- SEN and Children with Disabilities

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Targeted Services:

Services which are provided which aim to achieve early intervention, to prevent or correct problems in health, lifestyle or aspirations and achievement at an early stage to reduce the need for more costly, specialist services in the future.

- 14-19 and participation
- Anti Social Behaviour
- Community Safety
- Early Years (Children's Centres)
- Family Intervention
- Independence
- Property Pool Plus
- Public Health
- School Improvement
- Supported Housing & Homelessness
- Youth Offending

WIRRAL COUNCIL

POLICY AND PERFORMANCE COORDINATING COMMITTEE

2nd July 2014

SUBJECT:	COORDINATING COMMITTEE BRIEFING PACK
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF TRANSFORMATION AND RESOURCES
RESPONSIBLE PORTFOLIO HOLDER:	ANN MCLACHLAN
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

1.1 This report sets out the new municipal year briefing pack for members of the Coordinating Committee. The pack is intended to provide continuity from last year to the new municipal year and highlight some of the key policy drivers. It is also intended to provide new committee members with an understanding of the role of this committee and the function of scrutiny.

2.0 BACKGROUND AND KEY ISSUES

2.1 The current arrangements for scrutiny were introduced at the start of the last municipal year. The Council has four Policy and Performance Committees, three of which are aligned to the Council's Directorates. The Coordinating Committee is responsible for determining the scrutiny operating procedures; determining the scrutiny work programme; effective allocation of time and resources, allocating work that cuts across more than one committee and dealing with call-ins.

3.0 BRIEFING PACK

3.1 Briefing packs were produced at the start of the previous municipal year for each Policy and Performance Committee and were well received by committee members. The briefing pack for this year is included as Appendix 1. It sets out the responsibilities of the Committee, outstanding work programme items from last year and the key policy drivers going forward. It is the intention for policy updates to be provided throughout the year at regular scheduled committee meetings.

4.0 RELEVANT RISKS

4.1 There are none directly arising from this report.

5.0 OTHER OPTIONS CONSIDERED

5.1 N/A

6.0 CONSULTATION

6.1 N/A

7.0 OUTSTANDING PREVIOUSLY APPROVED ACTIONS

7.1 N/A

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 N/A

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

9.1 None arising as a result of this report.

10.0 LEGAL IMPLICATIONS

10.1 None arising as a result of this report.

11.0 EQUALITIES IMPLICATIONS

11.1 Has the potential impact of your proposal(s) been reviewed with regard to equality? (c) No because the report is for information to Members and there are no direct equalities implications at this stage.

12.0 CARBON REDUCTION AND ENVIRONMENTAL IMPLICATIONS

12.1 None arising as a result of this report.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 None arising as a result of this report.

14.0 RECOMMENDATION/S

14.1 Members are requested to note the contents of the briefing pack provided.

15.0 REASON/S FOR RECOMMENDATION/S

15.1 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
AUTHOR:**

Michael Callon
Email: michaelcallon@wirral.gov.uk

Scrutiny: Briefing



To:	Policy and Performance Coordinating Committee
From:	Scrutiny Support Team
Date:	June 2014

Contents:

1. The Purpose of Scrutiny
2. The Role of the Coordinating Committee
3. The Work Programme
4. Outstanding items from 2013/14 work programme
5. Relevant Plans & Strategies
6. Key Policy Drivers
7. Officer Support Arrangements
8. Key contacts

1. The Purpose of Scrutiny

Overview & Scrutiny is a function of local authorities in England & Wales. It was introduced by the Local Government Act 2000 which created separate Executive and Overview and Scrutiny functions within Councils.

Councils that operate executive arrangements are required to create an Overview & Scrutiny Committee which is composed of Councillors who are not on the Executive Committee or Cabinet. Wirral Council's Overview & Scrutiny function is undertaken through four Policy & Performance Committees.

Overview and scrutiny is a vital component of good governance, which has the potential to significantly improve the quality of Council decision-making, service provision and cost-effectiveness. It includes:

- Holding the Executive to account – a primary role is to provide a framework of accountability which seeks to modify executive behaviour and prevent the abuse of power.
- Holding Partners to account – scrutiny provides an opportunity to investigate the work of public, private and voluntary sector partners and their impact on the community.
- Horizon-scanning – looks ahead to future changes in local government in order to help the Council adapt to them. This will usually mean considering future actions by central government which will have repercussions at the local level.
- Policy Development and Review – scrutiny contributes to the development of key policies to be included in the Council's policy framework, as well as examining how well a policy has been implemented and if outcomes have been achieved.
- Pre-decision scrutiny – examines the council's proposals, objectives, and draft programmes in order to inform their development before they are delivered. This helps the council to achieve optimum impact by avoiding mistakes and grasping opportunities.
- Post-decision scrutiny – examines the implementation of council policy and performance and enables the council to review the effects of its decision-making
- In-depth review – small groups of councillors will undertake detailed investigations into a specific topic of particular interest to them. The process is member-led and can involve methods such as informal meetings, mystery shopping, external visits etc. This type of review can facilitate greater involvement of residents and community organisations.
- Performance management and improvement – involves reviewing achievement against Corporate Plan goals and targets. This can be a powerful force for improvement by highlighting areas of poor performance and ways to address this.

2. The Role of the Coordinating Committee

The Policy and Performance Coordinating Committee is responsible for:

- Determining the Overview and Scrutiny Rules and operational protocols
- Determining the overall work programme of the four Policy and Performance Committees, including ensuring there is an overall planned approach to in depth reviews generated by the three committees.
- Allocating responsibilities to the Policy and Performance Committees where there is an ambiguity or matter of concern which falls under the remit of more than one committee.
- Considering any matter affecting the area or its inhabitants including matters referred by constituency committees and councillor calls for action, and exercises the right to call in, for reconsideration, decisions made but not yet implemented by the Cabinet.
- Approving an overview and scrutiny forward work programme, including the programme of any sub-committees it appoints so as to ensure that committees' and sub-committees' time is effectively and efficiently utilised.
- Considering matters of a corporate, strategic or cross-cutting nature.

Call-in

The Coordinating Committee is charged with dealing with all Executive decisions that are called-in. A special call-in meeting is scheduled at which witnesses representing the decision-taker and call-in signatory provide evidence for the Committee to consider. Following sufficient debate, the committee will either accept the decision as it stands or refer the decision back to the decision taker to re-consider. The constitution provides further information: Council Procedure Rules, Section 2 - Standing Order 35.

<http://democracy.wirral.gov.uk/ecCatDisplay.aspx?sch=doc&cat=12881&path=0>

Future Council

Cabinet has requested the Future Council Programme is included as a priority in the work programmes of each of the Policy and Performance Committees to ensure it is subject to robust challenge and scrutiny. It is proposed Policy and Performance Committees input into the Future Council Process at three key stages:

- **Stage One (July Meeting)** – The session is for Members to debate the future direction of service provision and the principles on which budget options and are being developed. Feedback will form part of the budget development process.
- **Stage Two** – During September, it is proposed that sessions are facilitated with the Policy and Performance Committees to discuss and debate the full set of budget options developed through the Future Council process.
- **Stage Three (November)** – The final series of meetings will see all Committees receiving the public and stakeholder consultation feedback before it is reported to Cabinet to inform budget decisions. This will provide Committees with the opportunity to discuss the consultation findings and, in the light of the feedback received, make any recommendations to Cabinet.

3. The Work Programme

Each Policy & Performance Committee develops a work programme setting out priorities for its work. The work programme should align with the corporate priorities of the Council and will 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

The work programme is presented as a schedule highlighting the topics being considered either via officer reports or by small groups of members undertaking task and finish reviews. The selection of topics is considered at the start of the municipal year and reviewed at each committee meeting. The Chair will usually discuss potential topics with the party spokespersons, relevant Portfolio Holder and Strategic Director.

The Co-ordinating Committee has oversight of the work programmes of all Policy and Performance Committees to avoid potential duplication and allocate work that may cut across more than one committee.

4. Outstanding items from 2013/14 Work Programme

The table below sets out the scrutiny reviews currently in progress and those topics suggested during 2013/14 as potential pieces of work for all four committees:

Committee	Topic
Coordinating Committee	<ul style="list-style-type: none">• Universal Credit (<i>proposed</i>)• Review the content of the wider Scrutiny Work Programme (<i>proposed</i>)• Quality Assurance of previous Scrutiny Reviews to promote good practice (<i>proposed</i>)• Review the consistency of developing recommendations (<i>proposed</i>)• Review how Constituency Committee decision-making is scrutinised (<i>proposed</i>)
Families & Wellbeing	<ul style="list-style-type: none">• Safeguarding Children (<i>in progress</i>)• Domestic Violence (<i>proposed</i>)• Reducing hospital admission and dependency on nursing and residential home for older people (<i>proposed</i>)• The detrimental effects of over consumption of alcohol on communities and how agencies can work collaboratively to reduce them (<i>proposed</i>)• Health Inequalities (<i>proposed</i>)• Services for BME Communities (<i>proposed</i>)

Regeneration & Environment	<ul style="list-style-type: none"> • Review of Apprenticeships (<i>in progress</i>) • Review of Car Parking Strategy (<i>in progress</i>) • Review of street cleansing post budget options (<i>proposed</i>) • Monitoring the highways contract (<i>proposed</i>) • Regional Growth - Offshore Industry (<i>proposed</i>) • Coastal Issues (<i>proposed</i>)
Transformation & Resources	<ul style="list-style-type: none"> • Review of sickness absence process (<i>proposed</i>) • Local Welfare Assistance Scheme (<i>proposed</i>)

5. **Relevant Plans and Strategies**

- Corporate Plan
<http://www.wirral.gov.uk/downloads/6538>
- Investment Strategy
<http://www.wirral.gov.uk/my-services/business/investment-strategy>
- Medium Term Financial Strategy
<http://democracy.wirral.gov.uk/documents/s50016642/MTFS%202014-17%20FEB%20FINAL.pdf>
- Health & Wellbeing Strategy
<http://info.wirral.nhs.uk/health & wellbeing boardv2.html>
- Children & Young People's Plan
<http://www.wirral.gov.uk/my-services/childrens-services/childrens-trust/children-and-young-peoples-plan>

6. **Key Policy Drivers**

Queen's Speech - Legislation 2014/15

Universal Infant Free School Meals (UIFSM)

To improve education attainment and child health, the government will ensure all infants will receive a free school meal. Following the Government's announcement on 17 September 2013, the Government is introducing free school meals (FSM) for every child in reception, year 1 and year 2 in state-funded schools from September 2014.

Infrastructure Bill

Planning

The Bill would allow certain types of planning conditions to be discharged upon application if a local planning authority has not notified the developer of their decision within a prescribed time period, reducing unnecessary delay and costs. The Bill would simplify the process for making changes to Development Consent Orders (DCO) by speeding up non-material changes to a DCO, and allowing simplified processes for material changes.

Land Registry Charges

The Bill would transfer statutory responsibility for the local land charges register and delivery of local land charges searches to the Land Registry supporting the delivery of digital services and extend Land Registry's powers to enable it to provide information and register services relating to land and other property.

Building Regulations

The Government would set a minimum energy performance standard through the building regulations. The remainder of the zero carbon target would be met through cost effective off-site carbon abatement measures – known as 'allowable solutions'. Small sites, which are most commonly developed by small scale house builders, will be exempt. The definition of a small site will be consulted on shortly, and set out in regulation.

Small Business, Enterprise and Employment Bill

Legislation will be introduced to help make the United Kingdom an attractive place to start, finance and grow a business. Aims of the Bill include:

- To make it easier for small businesses to access finance; improve payment practices between small businesses and their customers; providing small firms with fair access to the £230 billion spent each year in the form of public procurement contracts; and increase the availability and sources of finance for businesses that want to invest.
- Bring a new Statutory Code and independent Adjudicator to ensure that the sole traders and small businesses that run 20,000 or so tied pubs across England and Wales are treated fairly.
- Prevent public sector employees keeping redundancy payments when they come back to the same part of the public sector within a short period of time.

Other Policy Drivers

Local Government Procurement – March 2014

The Report calls on councils and the Local Government Association to invest now to ensure procurement skills are embedded across councils. This requires in-depth skills from all staff involved in designing, commissioning and managing services, not just procurement officers.

<http://www.parliament.uk/business/committees/committees-a-z/commons-select/communities-and-local-government-committee/news/procurement-substantive/>

Local Audit & Accountability Act 2014

The Local Audit and Accountability Act 2014 has a significant impact on local government. The Act sets out the new regime for local audit and reforms the way audit is procured by councils and how these contracts are managed (they were previously appointed and managed by the Audit Commission). The Act will also change the commissioning of value for money studies and provides the National Audit Office with Get in on the Act: The Local Audit and Accountability Act 5 the power to commission research into local government. The LGA will both create a company to manage the external audit contracts after the Audit Commission closes and take on responsibility for the Value for Money profiles.

<http://www.legislation.gov.uk/ukpga/2014/2/contents/enacted/data.htm>

The Care Act 2014

The Care Bill received Royal Assent on 14 May and has now been passed into law as the Care Act 2014 (the Act).

- The Act introduces major reforms to the legal framework for adult social care, to the funding system and to the duties of local authorities and rights of those in need of social care.
- The potential impact on local authorities' finances and on their working practices is enormous.

<http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted/data.htm>

Integrated Care – Better Care Fund

The £3.8 billion Better Care Fund (formerly Integration Transformation Fund) was announced by the Government in the June 2013 Spending Round, to ensure a transformation in integrated health and social care. The Better Care Fund (BCF) is a single pooled budget to support health and social care services to work more closely together in local areas. The BCF not only brings together NHS and Local Government resources, but also provides an opportunity to improve services and value for money, protecting and improving social care services by shifting resources from acute services into community and preventative settings. However the fund, which was due to be introduced in May 2014 has been delayed following a Whitehall review. Further work into the viability and impact will be considered before implementation.

http://www.local.gov.uk/health-wellbeing-and-adult-social-care/-/journal_content/56/10180/4096799/ARTICLE

Careers guidance provision for young people in schools – DfE guidance

The government has published revised statutory guidance Careers guidance provision for young people in schools on the provision of careers advice, along with a companion document of further non-statutory guidance. This follows from the 2011 Education Act, which transferred responsibility for careers advice from local authorities and to schools, the consequences of which have caused concern subsequently.

<https://www.gov.uk/government/publications/careers-guidance-for-young-people-in-schools>

Children and Families Act 2014

The new Children and Families Act will mean changes to the law to give greater protection to vulnerable children, better support for children whose parents are separating, a new system to help children with special educational needs and disabilities, and help for parents to balance work and family life.

The act also ensures vital changes to the adoption system can be put into practice, meaning more children who need loving homes are placed faster. Reforms for children in care can be implemented including giving them the choice to stay with their foster families until their 21st birthday

<http://www.legislation.gov.uk/ukpga/2014/6/contents/enacted/data.htm>

Consumer Rights Bill (draft)

The Consumer Rights Bill sets out a framework that consolidates in one place key consumer rights covering contracts for goods, services, digital content and the law

relating to unfair terms in consumer contracts. In addition, the Bill introduces easier routes for consumers and small and medium sized enterprises (SME) to challenge anti-competitive behaviour through the Competition Appeal Tribunal (CAT). The Bill also consolidates enforcers' powers to investigate potential breaches of consumer law and clarifies that certain enforcers (Trading Standards) can operate across local authority boundaries. It will also give the civil courts and public enforcers greater flexibility to take the most appropriate action for consumers when dealing with breaches or potential breaches of consumer law.

This bill is currently at the reporting stage (House of Commons)

<http://services.parliament.uk/bills/2013-14/consumerrights.html>

Deregulation Bill

The Deregulation Bill provides for the removal or reduction of burdens on businesses, civil society, individuals, public sector bodies and the taxpayer. These include measures relating to general and specific areas of business, companies and insolvency, the use of land, housing, transport, communications, the environment, education and training, entertainment, public authorities and the administration of justice. The Bill also provides for a duty on those exercising specified regulatory functions to have regard to the desirability of promoting economic growth.

This bill will continue its progress in the next session of Parliament.

<http://services.parliament.uk/bills/2013-14/deregulation/documents.html>

Draft Bills

Apprenticeship reforms

The government aims to increase the total number of apprenticeship places to two million by the end of the Parliament.

Increasing housing supply

The Government will seek to increase housing supply and home ownership by reforming the planning system, enabling new locally-led garden cities and supporting small house building firms. The Government will provide development finance to support smaller builders to develop new homes across the country. The £525 million Builders' Finance Fund will deliver up to 15,000 further homes on small sites over the course of its programme. The Government will also scale back the imposition of Section 106 levies on small-scale development. The Government will introduce a £150 million repayable fund to support up to 10,000 new service plots for custom-build homes, as well as consulting on how to implement a new Right to Build to give custom-builders the right to land in their local area. The Government will help speed up the time taken for sites granted planning permission to be built out, including reforming unwieldy procedures and conditions attached to existing planning permissions, whilst protecting environmental safeguards.

The Government will amend secondary legislation to further reform change of use rules to make it easier for empty and redundant buildings to be converted into productive use, supporting brownfield regeneration and increase the supply of new homes.

7. Officer Support Arrangements

The Chair of the Coordinating Committee will be supported by the Statutory Scrutiny Officer with dedicated support from the Scrutiny Support Team. The key responsibilities of the Scrutiny Support Team include:

- Working with the Chairs of the Policy & Performance Committees and scrutiny review panels in agenda preparation and work programming, dealing with matters arising from meetings.
- Providing support in the scoping, planning and management of scrutiny reviews, including notes of working group meetings, coordination of witnesses, etc.
- Ensuring Chairs and Members are kept informed of any relevant scrutiny guidance, and that Chairs have the information needed to feel confident in chairing their committees.
- Undertake research for scrutiny reviews and general communication purposes.
- Working with Members to draft reports from scrutiny reviews.
- Monitoring the progress of previous recommendations from committee meetings or scrutiny reviews.
- Liaising with senior managers and teams across the Council to ensure appropriate officer support is available for committee meetings and scrutiny reviews.
- Facilitating appropriate events for Members and officers involved in scrutiny work.

8. Key Contacts

Statutory Scrutiny Officer

Joe Blott
Strategic Director, Transformation & Resources
joemblott@wirral.gov.uk

Scrutiny Support

Mike Callon – 691 8379
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michaelcallon@wirral.gov.uk

Committee Services

Shirley Hudspeth – 691 8559
Democratic Services Manager
shirleyhudspeth@wirral.gov.uk

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WIRRAL COUNCIL

POLICY AND PERFORMANCE COORDINATING COMMITTEE

2 JULY 2014

SUBJECT:	CORPORATE PLAN PERFORMANCE MANAGEMENT REPORT
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF PUBLIC HEALTH AND HEAD OF POLICY & PERFORMANCE
RESPONSIBLE PORTFOLIO HOLDER:	CLLR ANN MCLACHLAN (GOVERNANCE AND IMPROVEMENT)
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

1.1 The aim of this report (Appendix 1) is to update Members in relation to the current performance of the Council against the delivery of the Corporate Plan (as at 31st March 2014). The report translates the priorities set out in the Corporate Plan 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 Corporate Plan, a set of SMART (Specific, Measurable, Achievable, Realistic and Time related) outcome measures have been developed. The senior management team have determined the outcome indicators contained within the report and signed off the following parameters which underpin their on-going performance management:

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

2.2 Corporate Plan performance is monitored on a monthly basis against the parameters agreed as part of the business planning process (e.g. RAG tolerance levels). Some indicators are only available on a quarterly basis, in line with the availability of data. Heads of Service responsible for the delivery of targets must complete an exception report and delivery plan for all indicators which are under performing (e.g. red RAG rated indicators).

2.3 Monthly Corporate Plan Performance Reports are produced and made available to support corporate challenge via:

- Monthly DMTs
- Monthly Portfolio Lead briefings
- Quarterly Audit, Risk, Governance and Performance meetings
- Quarterly Policy and Performance Committees

3.0 SUMMARY

3.1 The Corporate Plan Performance Report (Appendix 1) sets out performance against 29 outcome measures. Of these there are 5 measures where the outcome metric is under design or due to report at the end of the year. A commentary is provided against these.

3.2 Of the 24 measures that are RAG rated, 19 are rated green, 1 is rated amber and 4 are rated red. The 4 measures rated red have action plans (included as Appendix 2, 3, 4 and 5) which refer to:

- Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population
- Apprenticeships supported (Wirral Apprentice Programme)
- % Adult care packages supported by direct debit
- Smoking quitters (4 weeks)

4.0 RELEVANT RISKS

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

5.0 OTHER OPTIONS CONSIDERED

5.1 N/A

6.0 CONSULTATION

6.1 N/A

7.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

7.1 N/A

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

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

9.0 LEGAL IMPLICATIONS

9.1 N/A

10.0 EQUALITIES IMPLICATIONS

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

(c) No because equalities implications relating to the actions set out in the Corporate 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 Council's Corporate Plan.

REPORT AUTHOR: **Tony Kinsella**
Head of Performance
Telephone: 07717156941
Email: tonykinsella@wirral.gov.uk

APPENDICES

Appendix 1 – Corporate Plan Performance Report (31st March 2013/14)

Appendix 2 – Exception report/action plan for Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population

Appendix 3 – Exception report/action plan for Apprenticeships supported (Wirral Apprentice Programme)

Appendix 4 – Exception report/action plan for % Adult care packages supported by direct debit

Appendix 5 – Exception report/action plan for Smoking quitters (4 weeks)

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Policy and Performance Coordinating Committee	3 September 2013
Policy and Performance Coordinating Committee	15 January 2014
Policy and Performance Coordinating Committee	1 April 2014

WIRRAL COUNCIL
Corporate Plan 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	Forecast Outturn	Overall Status	Monthly Trend	Reporting Period	Accountable Officer (Head of Service)	Comments
PERFORMANCE													
DOMAIN 1: FAMILIES AND WELLBEING													
Children and Young People Department													
1	Rate of Children Looked After (per 10,000 population 0–17)	SSDA 903 Return	100.1	79.0	95.7	95.7	102.0	98.5	A	↓	Feb	E Taylor	Key performance areas are being targeted to begin to reduce the looked after children (LAC) population. Current focus is on discharging care orders in favour of special guardianship orders (SGOs).
2	Rate of Children in Need (per 10,000 population 0–17)	Children in Need Census	415.5	343.1	396.8	403.7	405.5	410.0	G	↓	Feb	E Taylor	Frontline teams have a plan to review all CIN cases. Working alongside colleagues within Targeted Services, cases will be identified which can either be closed or stepped down to TAF (Team Around the Family) over the next 12 weeks.
3	Preventative Services – Qualitative Measure (Placeholder)	A qualitative outcome metric to evaluate the impact of redesigning Family Support Services (as a result of a Peer Review by the Children's Improvement Board) on the experience of families has been developed during Q2.										D Gornik	A measure has been identified linked to the multiagency distance travelled tool. A data recording mechanism has been developed for baselining of this information.
Department of Adult Social Services													
4	Safeguarding: % of Safeguarding Referrals actioned within 24hrs	SWIFT	98.2%	N/A	100%	100%	98.4%	98.4%	G	↔	Mar	J Evans	A total of 44 safeguarding referrals were not actioned within 24 hours out of a total of 2,713 2013-14 Activity by Quarter Quarter 1 = 13 (4 per month) Quarter 2 = 21 (7 per month) Quarter 3 = 5 (2 per month) Quarter 4 = 5 (2 per month)
5	Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population	ASC-CAR & Office for National Statistics (ONS)	908.8	810.2	695.0	695.0	835.9	835.9	R	↓	Mar	C Beyga	2013-14 Activity by Quarter: Quarter 1 = 160 (53 per month) Quarter 2 = 125 (42 per month) Quarter 3 = 131 (44 per month) Quarter 4 = 124 (41 per month) The average monthly number of placements equates to 45 against a target of 37.
DOMAIN 2: REGENERATION AND ENVIRONMENT													
Environment & Regulation													
6	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.
7	To maintain local environmental quality (LEQ) 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.

WIRRAL COUNCIL
Corporate Plan 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	Forecast Outturn	Overall Status	Monthly Trend	Reporting Period	Accountable Officer (Head of Service)	Comments
Housing & Community Safety													
8	Number of new affordable homes	Homes & Communities Agency MIS	202 (forecast outturn)	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.
9	Number of empty properties returned to use or demolished through local authority action	M3 Northgate Database	250 (forecast outturn)	N/A	255	255	300	255	G	↑	Apr - Mar	I Platt	
10	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.
11	Number of adaptations completed	MVM Database	1,523	N/A	1,860	1860	1,934	1,860	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	<p>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.</p> <p>The remaining budget for the 14 apprenticeship places has been rolled over into the budget for the 2014/15 programme.</p>
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.
DOMAIN 3: TRANSFORMATION AND RESOURCES													
Resources													
15	Chargeable Services (% achievement versus best practice)	KPMG	TBC	N/A	Upper Middle Quartile (Feb 2014)	-	-	Upper Middle Quartile	G		Apr - Mar	V Quayle	KPMG study complete. Wirral approach is ok and improvements are being implemented where practicable. Fees and charges to be taken to Cabinet in February 2014. Reviews of charges / income to be developed in 2014/15. Funding streams have changed and more reliance placed on economic factors at local level.
16	% Adult Care Packages supported by Direct Debit	Accounts Payable Ledger	NIL	N/A	30%	30%	10.6%	N/A	R	↑	Apr - Mar	M Flanagan	A total of 166 residential service users had moved to payment by direct debit during March 2014. Further canvassing activity will be undertaken early in the new reporting year and domiciliary care service users will be considered for inclusion during 2013/2014 in agreement with DASS and subject to satisfactory IT testing/outcomes, invoicing schedule changes and year one budgetary implications
17	Establishment reduction compared to savings assumption	Establishment List	N/A	N/A	100%	100%	85%	85%	G	↔	Apr - Mar	V Quayle / C Hyams	Budgets were reduced in 2013/14 for the agreed budget savings options. Employee expenditure in 2013/14 was underspent. This means that the necessary level of savings were achieved or exceeded. The alignment of HR and finance employee information was largely completed. This work will greatly contribute towards the Future Council project which when completed will produce new employee structures.

WIRRAL COUNCIL
Corporate Plan 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	Forecast Outturn	Overall Status	Monthly Trend	Reporting Period	Accountable Officer (Head of Service)	Comments
18	Budget savings achieved	General Ledger	N/A	N/A	£48.4m	£48.40	£46.9m	£46.9m	G	↑	Apr - Mar	V Quayle	Subject to finalisation of 2013/14 accounts. Shortfall mainly due to savings such as summons costs for which compensatory savings achieved elsewhere.
Human Resources													
19	Agency/Consultancy costs	General Ledger	£2,000,000	N/A	£1,500,000	£1,433,333	NYA		G	↓	Apr - Mar	C Hyams	The current reduction to date on Agency Spend, compared to March 2013, is £507,972.
20	Sickness absence: The number of working days/shifts lost due to sickness absence (cumulative)	M44 Form	10.23 days	N/A	10.50 days	10.50	9.49	8.60	G	↓	Apr - Mar	C Hyams	The cumulative sickness absence (April to February) was 8.62 days, below the target of 9.68 days and an improvement on the actual for April 2012 to February 2013 which was 9.42 days. The provisional cumulative sickness absence rate for 2013/14 of 9.49 days remains below the 10.50 day target and the rate for 2012/13 which was 10.23 days.
DOMAIN 4: CORPORATE													
Public Health, Policy & Performance													
21	Alcohol-related admissions to hospital	Secondary Uses Service (SUS)	2,486.9	NYA	2,355.2	2,355.2	2,283.5	2,355.2	G	↓	May 12 - Apr 13	J Webster	This year we have seen a decrease in the rate of alcohol-related admissions to hospital. October 2013 saw the launch of the local alcohol strategy whose implementation is being overseen by a multi-agency partnership. This is a key target for the Health and Wellbeing Board.
22	Smoking quitters (4 weeks)	Stop Smoking Service	2,259	NYA	3,500	3,500	1691	1,691	R	↓	1st Apr - 31st Mar	J Webster	The drop of 30% of 4 week quitters from the previous financial year (2012/2013) reflects regional and national levels. 4 week quit target has been renegotiated for 2014/2015. A revised monthly monitoring framework has been agreed using lessons learnt from 2013/2014.
23	Under 75 mortality rate from all cardiovascular diseases (including heart disease and stroke)	Office for National Statistics (ONS)	68.7 (2009-2011)	74.19 (2009-2011)	64.0	64.0	68.5	-	G	↑	2010 - 2012	J Webster	Cardiovascular disease is one of the major causes of premature mortality (deaths in under 75s) in England. We are ranked 113 out of 150 local authorities for the level of premature deaths. We were ranked 14th in our peer group of 15. We have seen a reduction in premature death rates from heart disease and stroke, interventions which have led to this reduction include – stop smoking services, identification and management of high blood pressure, prescribing of aspirin and statins to those people with established heart disease. Newly published data by Public Health England now reports this key performance indicator as 87.9 per 100,000 population, due to changes in the methodology used. We will report against this new figure in 2014-15. Preliminary investigation does not indicate a significant decline in performance.
Neighbourhoods & Engagement													
24	Constituency plans in place for 2014/15	-	-	N/A	Mar 2014	Mar 2014	-	-			-	E Degg	Annual measure.
25	Partial devolution of services to be delivered at constituency level	-	-	N/A	Sep 2013	Subject to agreement.					Nov	E Degg	The Cabinet report recommendations for realigning Streetscene and Community Safety activities into the neighbourhood working model were agreed, and the place based portfolio holders will be meeting with the Constituency Managers on the 8th January 2013 (Decembers meeting cancelled) to discuss the implementation details.
26	Full devolution of services to be delivered at constituency level	-	-	N/A	Mar 2014	Subject to agreement.					Nov	E Degg	
27	Local Government Equality Framework: To be an 'excellent council'	-	-	N/A	Amber (Mar 2014)	Mar 2014	-				-	E Degg	Annual measure.

WIRRAL COUNCIL
Corporate Plan 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	Forecast Outturn	Overall Status	Monthly Trend	Reporting Period	Accountable Officer (Head of Service)	Comments
FINANCE													
28	Revenue	General Ledger	-	N/A	£301.82m	TBD	£296.82m	£296.82m	G		Apr - Mar	V Quayle	Subject to finalisation of 2013/14 accounts. £5m underspend is likely position. Savings from a number of directorates who have curtailed in year spend.
29	Capital programme	General Ledger	-	N/A	£29.749m	TBD	£25.645m	£25.645m	G		Apr - Mar	V Quayle	Subject to finalisation of 2013/14 accounts. Variance to plan primarily due to scheme slippage into 2014/15.


- 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 TEMPLATE

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

INDICATOR OVERVIEW	
Indicator Title	Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population
Strategic Director Lead	Clare Fish
Departmental Lead	Chris Beyga
Target	695.0 (March 2014)

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance																																																					
Performance this Period	835.1 + / - Target: -140.1 (17%)																																																				
Non-compliance reason	<p>Performance to date during 2013/14 shows an 8% reduction in total placements when compared to 2012/13.</p> <p>Placement levels have started to reduce in July 2013 with a further peak in October. Quarter 1 placement levels were 26% higher than target with June a particular outlier which has impacted on the overall status of this indicator.</p> <p>The targeted number of placements for Q4 was 101 and the total number of placements equalled 124 (+23%). The Quarter 2 target was exceeded by 11% and the Quarter 3 target by 22%.</p> <p>Performance during 2013-14 has returned to a level comparable with 2011-12.</p> <div style="text-align: center;">  <p>The graph displays three data series: Target (purple line), Actuals (blue line), and 2012-13 (green line). The Y-axis represents 'Total Placements 65+' ranging from 20 to 65. The X-axis shows months from April to March. The Target line is relatively flat around 35-40. The Actuals line shows significant volatility, peaking at 64 in June and ending at 42 in March. The 2012-13 line also shows volatility, peaking at 56 in July and ending at 45 in March.</p> <table border="1"> <thead> <tr> <th></th> <th>Apr</th> <th>May</th> <th>Jun</th> <th>Jul</th> <th>Aug</th> <th>Sept</th> <th>Oct</th> <th>Nov</th> <th>Dec</th> <th>Jan</th> <th>Feb</th> <th>Mar</th> </tr> </thead> <tbody> <tr> <td>Target</td> <td>45</td> <td>43</td> <td>41</td> <td>39</td> <td>36</td> <td>36</td> <td>36</td> <td>36</td> <td>36</td> <td>34</td> <td>34</td> <td>33</td> </tr> <tr> <td>Actuals</td> <td>48</td> <td>48</td> <td>64</td> <td>43</td> <td>42</td> <td>40</td> <td>53</td> <td>45</td> <td>33</td> <td>40</td> <td>42</td> <td>42</td> </tr> <tr> <td>2012-13</td> <td>51</td> <td>55</td> <td>38</td> <td>56</td> <td>54</td> <td>40</td> <td>57</td> <td>47</td> <td>51</td> <td>46</td> <td>48</td> <td>45</td> </tr> </tbody> </table> </div>		Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Target	45	43	41	39	36	36	36	36	36	34	34	33	Actuals	48	48	64	43	42	40	53	45	33	40	42	42	2012-13	51	55	38	56	54	40	57	47	51	46	48	45
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar																																									
Target	45	43	41	39	36	36	36	36	36	34	34	33																																									
Actuals	48	48	64	43	42	40	53	45	33	40	42	42																																									
2012-13	51	55	38	56	54	40	57	47	51	46	48	45																																									

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)

Understanding the Problem

47% of all permanent admissions can be traced back to hospital discharges and a further 16% linked to other health related initiatives (Rapid Access, Social Care Funding, etc). These are placements that are generally made in the community by health practitioners.

All placements from hospital are short term, the only exception being where a long term placement has previously been agreed and there is a change of need e.g. residential to nursing. Short term placements can be commissioned for a variety of reasons including to expedite discharge whilst waiting for community based services, carer breakdown or environmental reasons where an immediate return is not viable or the level of presenting need is felt to be so great that the individual cannot be supported safely within a community setting. In some situations this can be affected by a lack of suitable community based alternative services, making placements the only viable and safe option.

A further 13% of admissions are due to capital depletion of individuals previously self funding their placements.

The above scenarios mean that in Wirral very high numbers of people are admitted to care on a short term basis. Many of these placements are made outside of the control of Local Authority pathways.

There are a number of risks engendered. There is clearly a financial risk which currently falls on the Local Authority to pick up people who have been placed by the NHS. There are quality risks in the placement processes. There is also a risk that once admitted people will lose their independent living skills

Focus of Activity to improve performance:

Community based options must be maximised post discharge and all reablement options exhausted for all Hospital discharges.

All disciplines within the acute hospital discharge team must focus on promoting independence rather than bed focused solutions. This does require some leverage and challenge to current processes

Current commissioning activity will deliver more capacity and a greater range of domiciliary care and reablement/intermediate care services work needs to continue with Health Commissioners to reduce and ultimately eliminate the use of alternative initiatives such as the social fund and rapid access, thus ensuring the health and social care economy work together to improve decision making , utilise resources and reduce the use of bed based options.

	<p>With immediate effect the Local Authority should not “automatically” take responsibility for picking up the funding for placements made by the NHS. The responsibility for these placements should remain with the NHS until DASS assessment and formal decision making processes have been followed including the scheme of delegation. All appropriate assessments should be fully completed including exploration where relevant of alternative funding streams such as CHC.</p>
How (will it be achieved)	<p>A new scheme of delegation has been issued within the department with regards all placements/packages of care arranged after the 31st July 2013 to ensure appropriate authorisation levels are in place and continued rigorous scrutiny.</p> <p>Within this there is now enhanced recording of short term placements being made which will enable in-depth analysis of the reasons for care home placements to inform future management actions and commissioning intentions.</p> <p>The Pull Pilot is now operational within A& E and DASS staff are working as part of a multi disciplinary team to avoid wherever appropriate hospital admission. This focuses on the use of community based resources. People that are unfunded and need a placement to meet their needs either from Hospital or community will be prioritised. There are a number of placements that are the responsibility of the NHS, the system of prioritisation and assessment will make NHS funded places a lower priority than the non funded placements. This will ensure that people are not at risk, however it will lead to the funding risk remaining with the NHS for people placed by them</p> <p>Work is progressing regarding the joint appointment of an Integrated Discharge Manager (funded by DASS, Community trust and WUTH) to facilitate a more cohesive approach to discharge and work is going on to enhance the development of the team. Within this there is a key focus to reduce the numbers of individuals going direct to placements, to ensure the right assessment at the right time and a more joined up approach between health and social care colleagues</p> <p>The recent restructure within DASS has resulted in several staff moving into the hospital from locality teams encouraging a sharing of differing experiences, skills and knowledge.</p> <p>The development of community Integrated Care Co-ordination Teams (ICCTs) may also assist with this as we move into a more fully integrated service model. Five ICCT’s are planned for October 2013 where the focus will be to maintain individuals within the community and where needed support earlier discharge.</p> <p>We have recently piloted a team in the Birkenhead locality who have focused upon ensuring that short term placements are picked up quickly in the community. This is currently being evaluated and processes transferred into the above Multi Disciplinary Team work across all teams to ensure speedy resolution.</p>

Who (will be responsible)	Head of Service (Delivery) Senior Manager (Independence), Senior Managers Neighbourhoods
When (will results be realised)	<p>If the volume of placements made during quarter 1 of 2013-14 were to continue it is unlikely that year end performance against this indicator would be within the “green” tolerance level.</p> <p>However, as identified above, there are a number of initiatives in place or progressing with Health partners. These initiatives, together with the management actions that have already been put in place, should have a positive impact on the number of permanent placements made by the Department.</p> <p>Data is currently being gathered to analyse the impact of the initiatives and management actions and this will be available at the end of September 2013.</p> <p>New contract arrangements for Domiciliary care and Reablement services, which will be in place early in the new year, should also have a positive impact offering enhanced capacity and responsiveness.</p> <p>Progress will continue to be rigorously monitored and dependent on the scale of impact and evaluation there may be a requirement for further management actions to be agreed.</p> <p>September Update</p> <p>As previously reported, data has been gathered to analyse the impact of the initiatives and management actions as at the end of September 2013.</p> <p>Whilst the data shows a marginal improvement some of the management actions are still being embedded in operational teams and the impact of these will continue to be closely monitored over the next few weeks.</p> <p>Analysis of the data indicates over 50% of people requiring a service post hospital discharge were not previously in receipt of a package of care prior to admission.</p> <p>In addition to the management actions and initiatives previously identified, the Department is also piloting a new mobile night service which is due to commence 14th October. This commissioned service will be able to respond to both planned and unplanned episodes of care and will facilitate both admissions prevention and discharge from hospital and care homes. This will have a positive impact on the number of permanent admissions to care homes.</p> <p>Improved monitoring arrangements have also been put in place together with enhanced performance reporting to Senior Managers.</p>

	<p>October Update</p> <p>Management actions now appear to be having an impact on placement levels. As take up of the mobile night service increases and the pull pilot continues to prevent hospital admissions there should be a continued positive impact on reducing permanent admissions to care homes.</p> <p>Assuming placement levels continue on target this indicator could potentially change to Amber status in November/December. However, demand due to winter pressures on the social care system is a potential risk.</p> <p>November Update</p> <p>Due to the level of activity to date it is now unlikely that this indicator will achieve a green status during 2013-14.</p> <p>As the result of a recent exercise completed to resolve outstanding queries there have been a number of backdated placements recorded this month. This was a one-off exercise and the impact should not be replicated in future months.</p> <p>Under the scheme of delegation senior managers will continue to authorise all permanent placements. Decisions about permanent placements will be recorded on a quality assurance document signed by the senior manager to ensure an auditable decision making process.</p> <p>Hospital discharges continue to be the main source of permanent placements although the majority of discharges are initially into a short term bed. This can be tackled in one of two ways, either preventing admissions to hospital or ensuring a range of services are available to facilitate discharge and provide tangible alternatives to bed based services.</p> <p>Two members of staff will be located in the Alternative 2 Hospital (A2H) service in Arrowe Park from January 2014 and will seek to support the prevention of admissions by ensuring individuals are appropriately supported through both short term placements and community based alternatives such as the mobile night service.</p> <p>In instances where short term placements are used to either prevent a hospital admission or facilitate a hospital discharge these placements will be followed up in a timely manner to ensure any long term needs are fully assessed and individuals can be supported to return home where possible and appropriate.</p> <p>The re-tender of the intermediate care and reablement contracts should ensure there is a positive impact on placements and availability of community based alternatives.</p> <p>Although the target is not currently being delivered, care home placements for older people are currently (M8) forecasting within budget. The performance target is a more demanding reduction in the</p>
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	<p>number of new placements than is implied by the budget allocation in order to change existing behaviours and highlight the importance of resolving this issue.</p> <p>Plans are currently in development to support delivery of the Better Care Fund (BCF) from 2014/15 onwards. The fund provides an opportunity to transform care so that people are provided with better integrated care and support.</p> <p>Full payment of the fund in 2015 will be based on performance against six key metrics, one being the number of permanent admissions of people aged 65+ to residential homes with the intention that there is a reduction in inappropriate admissions of older people in to residential care.</p> <p>A performance dashboard is currently in development which will baseline current performance, provide benchmarking information and track current performance against targeted performance.</p> <p>The dashboard will evidence performance against the 6 performance metrics as well as other key health and social care performance indicators, including hospital admissions/re-admissions, use of reablement and intermediate care services and discharges to residential homes. This will provide a focus on the interrelationships between these measures and will facilitate transformation underpinned by the commissioning activity previously referenced in this action plan.</p> <p>February Update</p> <p>Management actions have not been actioned and can be seen to be having a positive impact evidenced by the reduced number of placements.</p> <p>The Better Care Fund (BCF) dashboard has now been created and will be reported to future Health & Wellbeing Boards. This will support further scrutiny of placement levels and the wider dynamics within the health and social care system in Wirral.</p> <p>March Update</p> <p>The Better Care Fund plans have now been signed off with an agreed target set for 2014-15 to close the performance gap between Wirral and comparable authorities. The BCF dashboard will be used by the Health & Wellbeing Board to monitor performance against key BCF measures including the number of permanent admissions to add further scrutiny to this important area.</p>
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PERFORMANCE ACTION PLAN TEMPLATE
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.

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PERFORMANCE ACTION PLAN TEMPLATE

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

INDICATOR OVERVIEW	
Indicator Title	% Adult Care Packages supported by Direct Debit (DD)– CP2
Strategic Director Lead	Joe Blott
Departmental Lead	Malcolm Flanagan
Target	30%

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	10.6%	+ / - Target : - 19.4% %
Non-compliance reason	Compliance is largely reliant upon user response / take-up. 166 mandates received following proactive canvass of existing residential service users. Many service users already pay by standing order, over which they have more control and so this may be something which they are reluctant to change. Further activity to encourage take-up is planned, for residential users only. There are complications around offering DD to care at home clients which may eventually be resolved with a move to the new core DASS system	

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)	Need for ongoing publicity of DD option to encourage and promote awareness and encourage take-up. Reliance on service users to elect to take-up option of making payment in this way influences out turn against PI target. Consideration is now being given by client side regarding frequency of care charge billing, although at this stage it is too early to establish the extent to which this might assist and whether or not it is viable (for a number of reasons).
How (will it be achieved)	Publicity and use when agreeing care packages with people residential cases only in agreement with DASS. From discussion with other local authorities these debts have a low take up of direct debit
Who (will be responsible)	PFU service manager and Team Leaders on a day to day operational basis. Senior Benefits manager to whom service manager reports
When (will results be realised)	Ongoing from initially targeting existing residential care users. Developing to wider client group during 2014/2015 if feasible to do so (care charge billing cycles against mandatory requirements of DD)

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PERFORMANCE ACTION PLAN TEMPLATE

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

INDICATOR OVERVIEW	
Indicator Title	Smoking quitters (4 weeks)
Strategic Director Lead	Policy, Performance & Public Health
Departmental Lead	Julie Webster, Head of Public Health
Target	3500

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	1693	1807 off target
Non-compliance reason	<p>The underperformance of this target has been reported by NHS Community Trust as a result of the following challenges:</p> <ul style="list-style-type: none"> • Difficulties in directly influencing intermediate stop smoking advisers (pharmacies; primary care). • National decrease in smoking prevalence and 30% drop in number of people accessing local stop smoking service • Increased use of E-Cigarettes whereby Local Stop Smoking Services have reported, anecdotally, an increased number people using this product instead of attending Stop Smoking services. 	

ACTIONS: This describes what's necessary or how to achieve a 'green' score. This way everyone is clear on what is required and when; knows the expected outcome and how to achieve it .	
What (is required)	<p>4 week quitters target has been re-negotiated with NHS Community Trust and subsequently reduced in line with the service outturn for 2013/2014</p> <p>** (**Four-week quitter is a smoker whose quit status is smoke free at four weeks from their quit date. Follow up must occur 25 to 42 days from the quit date)</p>
How (will it be achieved)	<p>The quarterly trajectories have been set by the Public Health Manager and weighted on previous performance over the last few years. The monthly trajectories have been set by the NHS Community Trust and based on their monthly service outturn.</p> <p>A process will also be put into place by the NHS Community Trust to ensure pharmacy data returns are coordinated with the return of NRT vouchers which should incentivise more timely returns (and therefore provide real time data).</p>

	<p>The NHS Community Trust will continue to review current processes and practice.</p> <p>This will be reported back to the public health manager on a monthly basis.</p> <p>The performance of this target will also be raised in the monthly SLA meeting with the CT. Continued under performance will be subject to standard contractual mechanisms.</p>
Who (will be responsible)	Rebecca Mellor, Public Health
When (will results be realised)	

WIRRAL COUNCIL

Policy and Performance Coordinating Committee

02 July 2014

SUBJECT:	WORK PROGRAMME REPORT
WARD/S AFFECTED:	ALL
REPORT OF:	Chair of the Coordinating Committee

1.0 EXECUTIVE SUMMARY

1.1 This report sets out a proposed approach for developing the scrutiny work programme for 2014/15. It provides a summary of the work undertaken in 2013/14 and those items outstanding to determine if they should remain on the work programme going forward. 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. Members of Coordinating Committee are requested to approve the way forward proposed.

2.0 BACKGROUND AND KEY ISSUES

2.1 In line with the Council's constitution, the Coordinating Committee is responsible for determining the Scrutiny Work Programme across the four Policy and Performance Committees. 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

2.3 It is recognised that flexibility will always need to be retained within the work programme to undertake any urgent work at short notice in response to new priorities. In line with the referral from Cabinet 10 April 2014, the new work programme will need to retain sufficient capacity to scrutinise options emerging from the Future Council Process.

3.0 WORK PROGRAMME 2013/14

3.1 In 2013/14, a work programme was developed for each Policy and Performance Committee that included the following elements:

- Scheduled Scrutiny Reviews
- Potential Scrutiny Reviews
- Reports Requested
- Standing Item Reports

3.2 The four work programmes are attached as Appendices 1- 4 to illustrate the scope of activity across the four committees and what was delivered. A summary of the scrutiny reviews currently in progress and topics proposed but not yet scheduled for delivery is summarised in the table below:

Committee	Topic
Coordinating Committee	<ul style="list-style-type: none"> • Universal Credit (<i>proposed</i>) • Review the content of the wider Scrutiny Work Programme (<i>proposed</i>) • Quality Assurance of previous Scrutiny Reviews to promote good practice (<i>proposed</i>) • Review the consistency of developing recommendations (<i>proposed</i>) • Review how Constituency Committee decision-making is scrutinised (<i>proposed</i>)
Families & Wellbeing	<ul style="list-style-type: none"> • Safeguarding Children (<i>in progress</i>) • Domestic Violence (<i>proposed</i>) • Reducing hospital admission and dependency on nursing and residential home for older people (<i>proposed</i>) • The detrimental effects of over consumption of alcohol on communities and how agencies can work collaboratively to reduce them (<i>proposed</i>) • Health Inequalities (<i>proposed</i>) • Services for BME Communities (<i>proposed</i>)
Regeneration & Environment	<ul style="list-style-type: none"> • Review of Apprenticeships (<i>in progress</i>) • Review of Car Parking Strategy (<i>in progress</i>) • Review of street cleansing post budget options (<i>proposed</i>) • Monitoring the highways contract (<i>proposed</i>) • Regional Growth - Offshore Industry (<i>proposed</i>) • Coastal Issues (<i>proposed</i>)
Transformation & Resources	<ul style="list-style-type: none"> • Review of sickness absence process (<i>proposed</i>) • Local Welfare Assistance Scheme (<i>proposed</i>)

4.0 APPROACH TO DEVELOPING 2014/15 WORK PROGRAMME

- 4.1 In line with feedback from the 2013/14 municipal year, it is proposed that each committee establishes a working group to review items carried forward from last year and consider new items for the work programme for 2014/15. Each working group should propose a list of topics with a clear order of priority, in order that capacity can effectively be apportioned and managed across the whole scrutiny programme.
- 4.2 Proposals will be reviewed by the Coordinating Committee at its meeting in September to ensure the overall scrutiny programme is appropriately balanced, avoids duplication and fulfils the criteria set out in 2.2 above.

5.0 PROGRESS IMPLEMENTING PREVIOUS RECOMMENDATIONS

- 5.1 The outstanding recommendations from previous scrutiny reviews for this committee are limited to those from the review into the Council's preparation for Individual Electoral Registration (IER) reported to Committee in January.
- 5.2 In line with a specific recommendation of the panel, the transfer to IER is being included on the agendas of the next round of Constituency Committees to ensure borough wide promotion of this change to arrangements for electoral registration.
- 5.3 The transfer process for IER commences at the start of July and runs through until December. As such, it is proposed an update report, setting out progress generally and reporting back on all the review recommendations is scheduled for the next Coordinating Committee in September.

6.0 RELEVANT RISKS

- 6.1 There are none arising from this report.

7.0 OTHER OPTIONS CONSIDERED

- 7.1 N/A

8.0 CONSULTATION

- 8.1 A meeting of the Chairs and Vice Chairs of all three Policy and Performance Committees was held in January to review the lessons learnt from implementing the new arrangements for scrutiny and to review progress in managing and delivering the Scrutiny Work Programme.

9.0 OUTSTANDING PREVIOUSLY APPROVED ACTIONS

- 9.1 N/A

10.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 10.1 N/A

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

- 11.1 N/A

12.0 LEGAL IMPLICATIONS

12.1 N/A

13.0 EQUALITIES IMPLICATIONS

13.1 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.

14.0 CARBON REDUCTION AND ENVIRONMENTAL IMPLICATIONS

14.1 N/A

15.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

15.1 N/A

16.0 RECOMMENDATION/S

16.1 Members are requested to note the completed and outstanding items from the 2013/14 work programme.

16.2 Members are requested to approve the approach to developing the 2014/15 work programme as set out in section 4 above.

17.0 REASON/S FOR RECOMMENDATION/S

17.1 For Members of the Policy and Performance Coordinating Committee to consider how best to develop the Scrutiny Work Programme for 2014/15.

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APPENDICES

Appendix 1 – Coordinating Committee Work Programme

Appendix 2 – Work Programme of Families and Wellbeing Committee

Appendix 3 – Work Programme of Regeneration and Environment Committee

Appendix 4 – Work Programme of Transformation and Resources Committees

Appendix 1 - 2013-14 Coordinating Committee Work Programme

Key Activities	Lead Member / Officer	Reason for Review	May 2013	June 2013	July 2013	Aug 2013	Sept 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	April 2014	Outcome
Committee Dates					Wed 3rd		Tues 3rd				Wed 15th			Tues 1st	
Scheduled Reviews															
Combined Authority for the LCR	Graham Burgess	Requested by Cabinet													
Individual Electoral Registration	Cllr Jean Stapleton	Requested by Members													http://democracy.wirral.gov.uk/iel_listDocuments.aspx?CId=680&MId=460
Impact of budget options 2013/14 and options for 2014/15	Cllr Pat Glasman	Requested by Members													
Potential Reviews															
Report setting out options for potential scrutiny items	Cllr Whittingham	Requested by Members													http://democracy.wirral.gov.uk/mgAi.aspx?ID=23073
Universal Credit	TBC	Requested by Members													
Reports Requested															
Wirral Improvement Board Review	Fiona Johnstone														
Universal Credit Progress Report															
Community Budgets Progress Report															
Standing Items															
Performance Dashboard															
Financial Monitoring															
Policy Update															

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Appendix 2 - 2013-14 Families & Wellbeing Committee Work Programme

Updated - 14/03/14

Key Activities	Lead Member / Officer	Reason for Review	May 2013	June 2013	July 2013	Aug 2013	Sept 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	April 2014	Outcome
Committee Dates					Tues 9th		Mon 9th		Mon 4th	Thur 5th	Tues 28th			Tues 8th	
Scheduled Reviews															
Looked After Children Review	Cllr Wendy Clements	Commenced during previous municipal year													Referred to Cabinet - 7th Nov. Follow-up report to P&P Committee in approx 1 year.
Implications of the Francis Report for Wirral	Cllr Cherry Poval														Referred to Cabinet - 13th March. Follow-up report to P&P Committee in approx 1 year.
Review of Co-optees	Cllr Wendy Clements	Agreed by P&P Committee on 9th July 2013													Attainment Sub-Committee and Reference Group to be introduced. New arrangements to be reviewed in Spring 2014.
Quality Assurance and Standards in Care Homes	Cllr Wendy Clements	Agreed by P&P Committee on 9th Sept 2013													Proposed Report to Committee - 8th April 2014
Domestic Violence	Cllr Janette Williamson	Agreed by P&P Committee on 9th Sept 2013													In abeyance
Safeguarding Children	Cllr Moira McLaughlin	Agreed by P&P Committee on 5th Dec 2013													
Potential Reviews															
Reducing hospital admission and dependency on nursing and residential home for older people															
The detrimental effects of over consumption of alcohol on communities and how agencies can work collaboratively to reduce them															
Health Inequalities															
Services for BME Communities		Proposed by P&P Committee on 9th Sept 2013													
Reports Requested															
Adult Mental Health re-design and outcomes of the Learning Disability re-design	Cheshire & Wirral Partnership Trust														Complete
Safeguarding Vulnerable People	Julia Hassall / Graham Hodkinson														Complete
Standards in Independent Care Homes	Graham Hodkinson														Task & Finish Group introduced
Fostering Annual Report	Julia Hassall														Complete
Adoption Annual Report	Julia Hassall														Complete
Health & Wellbeing Strategy	Fiona Johnstone														Complete
Leisure Review	Clare Fish														Follow-up report - July 2014
Child Poverty Strategy - update	Julia Hassall														Complete
Intensive Family Intervention Programme - update	Julia Hassall														Complete
Public Health Annual Report 2012/13	Fiona Johnstone / Julie Webster														Complete
SEN Transport: Demand Management	Julia Hassall														
All-age Disability Service	Julia Hassall / Graham Hodkinson														Proposed report - July 2014
Audit on Public Health Annual Report 2012/13 - The response of partners	Fiona Johnstone / Julie Webster	Proposed by Spokespersons 16th Dec 2013													Proposed report - July 2014

Key Activities	Lead Member / Officer	Reason for Review	May 2013	June 2013	July 2013	Aug 2013	Sept 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	April 2014	Outcome
Safeguarding Annual Report 2013/14	Graham Hodkinson	Proposed by Spokespersons 16th Dec 2013													Proposed report - July 2014
Improving the Public's Health - Kings Fund report	Fiona Johnstone / Julie Webster	Proposed by Spokespersons 16th Dec 2013													
NHS & Social Care Integration plus Vision 2018	Graham Hodkinson	Proposed by Spokespersons 16th Dec 2013													Proposed report - July 2014
Birkenhead Foundation Years Project	Julia Hassall / Zoe Munby	Proposed by Spokespersons 16th Dec 2013													
NOM - Local Government Declaration on Tobacco Control	Fiona Johnstone	Agreed by P&P Committee 28th Jan 2014													Follow-up Report - proposed Jan 2015
Anti-social Behaviour, emphasising on youth	Julia Hassall	Agreed by P&P Committee 28th Jan 2014													Proposed report - July 2014
Care Bill - Update	Graham Hodkinson	Proposed by Spokespersons 10th March 2014													
Springview CQC Inspection Report - progress report and action plan	Val McGee	Agreed by P&P Committee 28th Jan 2014													
Standing Items															
Performance Dashboard															
Financial Monitoring															
Policy Update															
Special Budget meeting															

Appendix 3 - 2013-14 Transformation & Resources Committee Work Programme

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

Key Activities	Lead Member / Officer	Reason for Review	May 2013	June 2013	July 2013	Aug 2013	Sept 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	April 2014	Outcome
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Appendix 4 - 2013-14 Regeneration & Environment Committee Work Programme

Key Activities	Lead Member / Officer	Reason for Review	May 2013	June 2013	July 2013	Aug 2013	Sept 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	April 2014	Outcome
Committee Dates					Wed 10th		Tues 17th		Tues 5th	Tues 3rd	Mon 27th			Wed 9th	
Scheduled Reviews															
Impact of 2013/14 budget options and potential options for 2014/15.		Requested by Members													http://democracy.wirral.gov.uk/ieListDocuments.aspx?CId=682&Mid=4586&Ver=4
Review of apprenticeships		Requested by Members													
Car parking		Requested by Members													
Potential Reviews															
Regional Growth - Offshore Industry		Requested by Members													
Review of street cleansing post budget options		Requested by Members													
Monitoring the highways contract		Requested by Members													
Coastal Issues		Requested by Members													
Reports Requested															
Report on Youth Unemployment		Requested by Members													
Effects of the welfare reforms with specific focus on homelessness		Requested by Members													
Parking on Pavements Report		Requested by Members													
Cumulative Impact Assessment Report		Requested by Members													
Wirral's sites for jobs		Requested by Members													
Support to SME's		Requested by Members													
Standing Items															
Performance Dashboard															
Financial Monitoring															
Policy Update															
Recommendations from Highways Representation Panels															
Special Budget meeting															

Key Activities	Lead Member / Officer	Reason for Review	May 2013	June 2013	July 2013	Aug 2013	Sept 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	April 2014	Outcome
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