



Transformation and Resources Policy and Performance Committee

Date:	Monday, 30 March 2015
Time:	6.00 pm
Venue:	Committee Room 1 - Wallasey Town Hall

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AGENDA

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

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

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

2. MINUTES (Pages 1 - 8)

To approve the accuracy of the minutes of the meeting held on 4 February, 2015.

3. DIRECTORATE PLAN 2015/16 (Pages 9 - 26)

4. DIRECTORATE PLAN PERFORMANCE MANAGEMENT REPORT (Pages 27 - 42)

5. FINANCIAL MONITORING 2014/15 (Pages 43 - 50)

6. WORK PROGRAMME UPDATE (Pages 51 - 58)

7. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR

TRANSFORMATION AND RESOURCES POLICY AND PERFORMANCE COMMITTEE

Wednesday, 4 February 2015

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

17 MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST / PARTY WHIP

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

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

No such declarations were made.

18 MINUTES

Members were requested to receive the minutes of the meeting of the Transformation and Resources Policy and Performance Committee meeting held on 5 November, 2014.

Resolved – That the minutes of the meeting of 5 November, 2014 be approved.

19 COUNCIL TAX AND ACCOUNTS RECEIVABLE 2014/15

The Committee considered a report from the Head of Business Processes on the current status of Council Tax and Accounts Receivable as at 31

December 2014 compared with 31 December 2013. The report gave details of the actions taken by the service to recover the debts, including the number of summonses issued and the Council's Fair Debt programme.

Responding to comments from Members, regarding the non-payment of debts, the Head of Financial Services stated that every year there was an assessment of the money required to be set aside to fund those debts not settled. In the area of accounts receivable (sundry debtors) there was an amount of around £9m held to meet such debts.

The Head of Business Processes also responded to Members' questions and made the following comments:

- With regard to accounts receivable he was looking at bringing in additional staff as the more work done to improve collection the more income would come in.
- The exercise underway using the external supplier, Capacity Grid, to check that the Single Person Discount was not being abused would realise a potential additional council tax income of £420,000. This was an annual figure which would add to the Council Tax base each year.
- Terms of engagement were agreed with Capacity Grid through the tender process which included the letters and process to be used. Letters were sent in the Council's name stating that the Council had information which lead the Council to conclude the claimant was no longer entitled to the Single Person's Discount. If the claimant agreed that this was the case then the discount was withdrawn if not then the matter was investigated further and claimants could appeal directly to the Council not to Capacity Grid.
- The process was non-intrusive whilst recognising that the process was that the Authority was verifying a household's claim to a discount.
- There were three companies which did the type of work that Capacity Grid were undertaking for the Council and they were awarded the tender in late 2014. The firm was paid based on the numbers they found and the success of this one off exercise would be reviewed and a decision taken as to whether it was done annually.
- In respect of the numbers of reminders, summonses, liability orders, etc. issued and referred to in the report, he would circulate this information in a tabulated format.
- He would, in future reports, supply some examples under each directorate in respect of the amount of debt at each recovery stage.
- He acknowledged a typographical error in one of the figures for the collection of national non-domestic rates but confirmed that the collection rate showed a drop due to the fact that a lot of businesses had now moved to 12 monthly instalments rather than 10.
- Additional temporary staff would be brought into the Personal Finance Unit to get assessments back into line and then a view would be established as to whether permanent staffing was too low, too few or adequate.

- The figures on insolvency were reported to Cabinet in the financial monitoring reports and the minimum debt had to be £1,500, although insolvency was only used as a last resort and might link in to other debtors taking action.

Resolved – That the report be noted.

20 **FUTURE COUNCIL IMPLEMENTATION - UPDATE REPORT**

The Project Coordinator introduced a report from the Strategic Director of Transformation and Resources which provided the Committee with an update on the work to implement the Future Council proposals during 2014. The report referred to the progress made to remodel the Council's staffing structures and the decisions taken to address the forecast budget gap for 2015/16.

The budget gap for 2015/16 had been £38 million, however, previously agreed savings of £20 million had reduced this gap to £18 million. The forecast reduction in 2016/17 was £27 million and, according to current estimates, £25 million in 2017/18. Therefore, total savings required over the next three years were in the region of £70 million.

Responding to comments from Members, the Head of Human Resources and Organisational Development outlined the key part that the Trades Unions played in the consultation process regarding the remodelling project. Statutory consultation was opened with the Trades Unions at a number of different levels and some proposals were altered following this consultation. A weekly meeting was held with the Trades Unions Branch Secretary and Chair and they also had a meeting on a six weekly basis with the Leader and Deputy Leader of the Council and the Cabinet Portfolio holder for Support Services.

The Head of Financial Services responded to comments relating to the senior management savings. He stated that along with the remodelling savings of £9.4m over the two years 2014/15 and 2015/16, there would be savings made from senior management for which £1m was the target in 2015/16. He went on to outline the compensatory savings and the purpose and use of the remodelling reserve, which was set up to fund investment and one off workforce changes such as redundancy payments.

Resolved – That the report be noted.

21 **ICT STRATEGIC IMPLEMENTATION PLAN UPDATE**

The Chief Information Officer introduced a report which provided an update on the implementation of the Council's ICT Strategic Implementation Plan which was last presented to the committee on 23 September 2013 (minute 13 refers).

The increased reliance on technology to enable significant service transformation and the general expectation that digital services (e.g. web and email) would be available around the clock seven days a week, would increase the risk to the complete delivery of the strategy as pressure to deliver savings in the back office reduced the number of staff directly supporting front line services and the Council's Transformation Strategy. A new focus, within the ICT Service, on increased automation and customer self-service would mitigate this risk somewhat. The risks posed by obsolete equipment were being mitigated by the roll out of new desktop and laptop computers, the replacement of all windows servers and the corporate central disk storage.

The report gave details of the programme of works which had been initiated and their current status. The work was funded through a capital programme of £4m which had been used to procure major assets including, desktop and laptop PCs, Servers, Storage and Network equipment. As at the end of December 2014, £2.6m had been spent and a further £850,000 had been committed. In addition, £1.36m of revenue had been spent and a further £500,000 had been committed for items such as: software licences, cabling, network services, security and accessories.

The report gave details of the two items in the table rated with a current status of 'red', the re-procurement of fixed line call tariffs and the improvement of business continuity and then described the work being undertaken to address this.

A redrafted ICT Strategy would be presented to the Committee in the new municipal year so that Members' views were taken into consideration prior to seeking final approval for the strategy.

Responding to comments from Members, the Chief Information Officer stated that progress had been less than ideal in improving business continuity. The risk had diminished because of the significant investment programme. A lot of hardware had already or was in the process of being replaced and the central hardware such as servers and storage was now much more robust than 12 months ago. An options appraisal was being prepared around moving data centre facilities to significantly separate buildings: the options being considered were council owned locations, co-location with other public sector bodies, commercial co-location and commercial cloud services. The CIO assured Members that the problems which occurred during the power outage in 2013 should not recur and the Disaster Recovery capabilities were now more robust. Work was ongoing on a service by service basis to ensure business continuity was in place.

The Head of Financial Services commented that Mark Camborne, Senior Manager – Health, Safety and Resilience, and his team were working with Directorates to review and update Business Continuity plans for the key

services. In relation to work on developing Council systems discussions were ongoing regarding the compatibility of systems across the Council and with neighbouring authorities.

Resolved – That the report be noted.

22 **DIRECTORATE PLAN PERFORMANCE MANAGEMENT REPORT**

The Head of Financial Services introduced a report which outlined the current performance of the Department (as at 30 November, 2014) against its Directorate Plan for 2014/15.

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

- Percentage of Performance Appraisals completed (TRCP03)
- Percentage of suppliers paid (or payment terms) within 30 days (TRDP06)
- Percentage of local SME suppliers paid within 10 days
- Reduction in the total number of published supplementary agendas for Council, Cabinet and Committee meetings (TRDP10)
- Percentage of Management Development Programme modules completed (TRDP12)
- Percentage recovery of Council Tax (TRDP14)

In response to comments from Members the Head of Financial Services stated that in respect of TRDP06, performance had improved since November and as at the end of December the figure had increased to 87% from 81.96%. There had also been an improvement in TRDP07 with the figure increasing from 33.47% in November to 47% as at the end of December. He also agreed that a breakdown by Directorate could be provided.

The Head of Human Resources and Organisational Development responded to comments on Performance Appraisals and acknowledged that these were disappointing figures. These would be re-started in April on a rolling basis. There were some areas where PAs were not taking place because of a more dispersed workforce and workers who were part-time, so the possibility of team PAs was being looked into targeted at specific groups of workers. She went on to assure Members that PAs did not play any part in redundancy criteria.

The Head of Legal and Member Services responding to Members' comments stated that work was in progress on accessing reports electronically at Committee meetings and discussions with Members would be had as to how best to support them.

Resolved – That the performance management report be noted.

23 **FINANCIAL MONITORING 2014/15**

The Head of Financial Services introduced a report which set out the financial monitoring information for month 8 (November 2014) in respect of the budget performance for the Transformation and Resources Directorate.

The report gave details of performance against revenue and capital budgets and in year efficiency savings for 2014/15. The Director drew the Committee's attention to the currently forecast underspend of £639,000 in respect of the revenue budget.

He gave details of the three savings which were red rated:

- Libraries and One Stop Shops - savings were initially predicated on revising opening hours, introducing lone working with support from volunteers and / or agile workers. These measures had yet to be introduced, but compensatory savings, primarily from vacant posts had been found. Cabinet and Council had, in December, 2014, agreed further proposals for future service provision and the undelivered savings would be implemented alongside these.
- Discretionary Relief – Cabinet, on 6 November 2014 had agreed to fund a Discretionary Relief scheme from the Business Rates Equalisation Reserve releasing budget.
- Credit Card Charges – Implementation of this charge on credit card transactions had been delayed.

He updated the Committee on the latest forecast underspend of the revenue budget as at the end of December, which was £670,000 and elaborated on the measures in place to address those savings which were red rated.

Resolved – That the report be noted.

24 **WORK PROGRAMME UPDATE**

The Committee considered a report from the Chair which updated Members on the current position regarding the Committee's work programme.

The Chair suggested that the Local Welfare Assistance Scheme (LWAS) Task and Finish review should continue so that the Panel could make recommendations as to how best to spend the underspend of £600,000 from the 2013/14 financial year which had been set aside for local welfare assistance. She suggested that those Members who had previously indicated they were willing to serve on this Review Panel should do so.

The Head of Financial Services confirmed that the £600,000 was held in a reserve. The grant of £1.3m for 2014/15 was on course to be spent by the end

of this financial year and should there be any underspend this would be added to the reserve. For 2015/16 no Government grant was being made available for a LWAS.

In response to a Member's request for information on office accommodation the Head of Financial Services suggested that the Head of Universal Services could bring a report on the latest position regarding office accommodation and the Asset Management Strategy.

Resolved – That the 2014/15 work programme be approved, including:

- (i). the continuation of the Local Welfare Assistance Scheme (LWAS) Task and Finish review and;**
- (ii). a report to be brought forward in the new municipal year on the review of office accommodation.**

25 **ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR**

At the suggestion of the Chair, and in line with the other Policy and Performance Committees, it was –

Resolved – That the next meeting of the Committee scheduled for 21 April be re-arranged to take place on Monday, 30 March, 2015 at 6.00pm.

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WIRRAL COUNCIL

POLICY AND PERFORMANCE COMMITTEE

30 MARCH 2015

SUBJECT:	2015-16 DIRECTORATE PLAN
WARD/S AFFECTED:	ALL
REPORT OF:	JOE BLOTT STRATEGIC DIRECTOR TRANSFORMATION & RESOURCES
RESPONSIBLE PORTFOLIO HOLDERS:	COUNCILLOR PHIL DAVIES COUNCILLOR ANN MCLACHLAN COUNCILLOR ADRIAN JONES COUNCILLOR CHRIS MEADEN
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 The aim of this report is to present Committee Members with the 2015-16 Transformation and Resources Directorate Plan for consideration.
- 1.2 The directorate plan translates the priorities and activities set out in the Council's Corporate Plan into a coherent and measurable set of projects, performance measures and targets that will be delivered by the directorate during 2015-16.

2.0 BACKGROUND AND KEY ISSUES

- 2.1 The Corporate Plan for 2013-2016 was agreed by Council on 5 March 2013 following extensive consultation with residents, partners and other stakeholders.
- 2.2 The Corporate Plan is the key policy document of the Council and as such provides a robust approach to the Council's business planning; ensuring that the Council's vision, priorities and spending decisions are based on sound evidence, thorough analysis and understanding of community needs.
- 2.3 The plan clearly articulates the ambition for the organisation and borough, and provides a framework for the development and implementation of directorate plans and subject to regular and robust monitoring.
- 2.4 The Corporate Plan is subject to an annual review to ensure that it remains valid and appropriate. An updated version of the Corporate Plan for 2015-16 was agreed by Council in December 2014 and is the basis for the development of the 2015-16 directorate plans.

- 2.5 The development of the Transformation and Resources Directorate Plan has been led by the Strategic Director for Transformation and Resources and approved by the appropriate portfolio holders. The plan identifies the activity that will be delivered in order to meet the Corporate Plan priorities, and includes appropriate measures of success that can be monitored and reported upon throughout the period of the plan.
- 2.6 The plan will be subject to regular monitoring and review by the Transformation and Resources Directorate management team with regular reports presented to the portfolio holders. A quarterly report will be presented to the Policy & Performance Committee to consider and identify areas to review and scrutinise in more detail.

4.0 RELEVANT RISKS

- 4.1 The performance management framework policy is aligned to the risk management strategy. Relevant risks are contained with the directorate plans and will be subject to robust monitoring.

5.0 OTHER OPTIONS CONSIDERED

- 5.1 The Corporate Plan is the organisation's key policy document and drives the development of directorate plans. Therefore no other options were considered.

6.0 CONSULTATION

- 6.1 The content of the Corporate Plan 2013-2016 was subject to extensive consultation with residents, partners, staff and other stakeholders throughout 2012. The Directorate Plans translate the Corporate Plan priorities and activities into directorate projects and performance measures.

7.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 7.1 The Corporate Plan makes reference to working closely with voluntary, community and faith groups for the benefit of Wirral residents and communities and this partnership approach will continue to be a key priority for the Council.

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

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

9.0 LEGAL IMPLICATIONS

- 9.1 N/A

10.0 EQUALITIES IMPLICATIONS

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

Yes – an equalities impact assessment has been completed for the Council's Corporate Plan

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

Equalities implications relating to the actions set out in the Directorate Plan will be addressed by departments as appropriate and subject to individual equality impact assessments.

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 the directorate plan to inform its future work programme.

14.0 REASON/S FOR RECOMMENDATION/S

14.1 To ensure that the report provides elected members with the information required to evaluate the delivery of the key priorities identified by the Directorate Plan.

REPORT AUTHOR: Nancy Clarkson

APPENDICES

Appendix 1 - Transformation and Resources Directorate Plan 2015-16

REFERENCE MATERIAL

N/A

SUBJECT HISTORY (last 3 years)

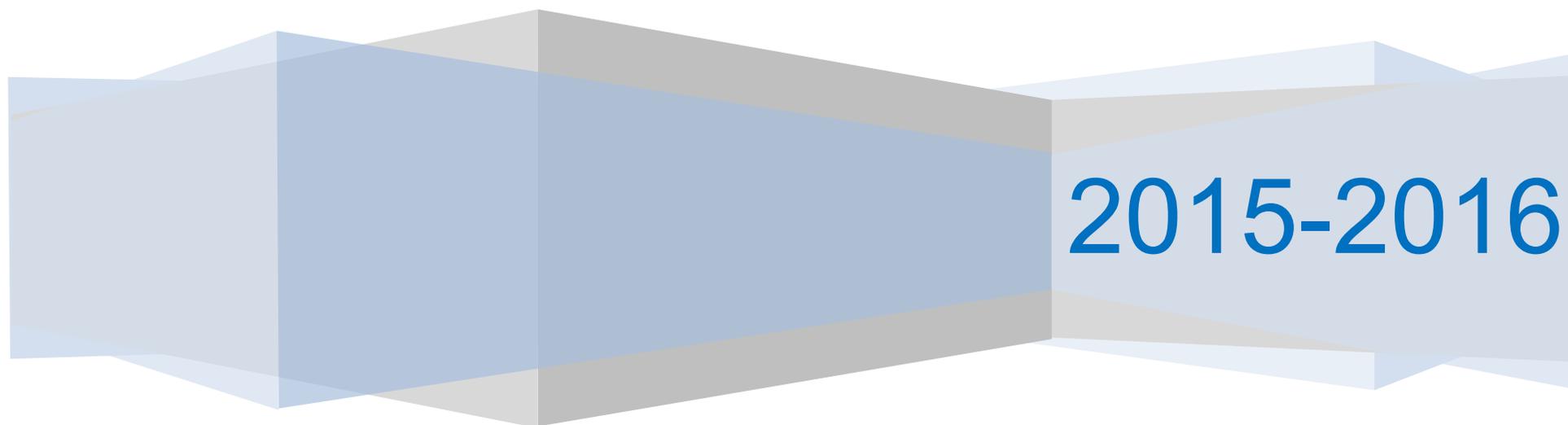
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Transformation and Resources Directorate Plan

DRAFT 10

Page 13



Contents

1: Corporate Plan Vision and Priorities

1.2 Strategic Director's Overview

1.3 Delivering Outcomes for Wirral – Key Projects

2. Financial Planning for 2015-16

2.1 Directorate Budget

2.2 Savings

3: Delivering our Objectives

3.1 Our Delivery Plan for 2015-16

4: Risk Register

1. Corporate Plan Vision and Priorities

Our Vision:

“Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here”

The Council priorities at the heart of the Corporate Plan vision are to tackle health inequalities, protect the vulnerable and drive growth and aspiration, and will be delivered through activities set out in key strategic plans including directorate plans, commissioning strategy and the medium term financial strategy.

The Council has also agreed the following themes for delivering its transformation and improvement programme:

- Delivering Differently
- Income and Efficiency
- Managing Demand
- Customer Contact

This plan will set out in more detail how the activities within the Corporate Plan will be delivered within this directorate and confirms the agreed resources required.

1.1 Strategic Director's Overview

During the last year this Directorate has played a pivotal role in remodelling the Council. Key to this remodelling was redesigning services to ensure resources are effectively used to achieve the outcomes needed by residents, whilst identifying required savings to address our financial challenges. Through this programme, our strategic Council is emerging with an emphasis on a strengthened corporate core, supported by more efficient and effective enabling services. This year we will build on this success to further drive out costs and deliver a targeted approach to achieving further savings.

We will support the organisation to continue with the implementation of its ambitious Transformation Programme to ensure the benefits of strategic change are fully realised. Within this framework we will deliver the new Transaction Centre centralising all process driven activity and significantly reduce back office salary costs. We will reconfigure our library services and develop effective and efficient ways for residents to access Council services using digital technologies. We will further explore the feasibility and development of Alternative Delivery Models for appropriate services, supporting innovation such as the formation of a local authority company and a single legal entity for the delivery of services to schools.

We will continue to provide organisational leadership, support Elected Members. We will strengthen Corporate strategic planning and performance monitoring, enhance partnership working arrangements, ensure robust and effective democratic arrangements are in place, further improve corporate governance, ensure financial stability and strengthen the Council's reputation. Significant improvements have already been made in these, areas with further work planned to further revise the Council's constitution to strengthen governance, accountability and compliance; update the Council's contract procedure rules and financial regulations to ensure transparent and robust arrangements are in place; and complete the implementation of key technology upgrades to ensure that the Councils IT service is safe, fit for purpose and provides a better platform to deploy the other technologies that the Council has planned.

The Directorate will continue to directly deliver services to Wirral residents, including the payment of benefits and the collection of revenues. The Directorate strives to ensure vulnerable people are as adequately protected as limited funding allows, during the implementation of welfare reform. The Directorate works in partnership with the key public bodies and other agencies to develop joined up services and deliver improved outcomes for children, young people and adults living in Wirral and support for businesses within Wirral. The Directorate is responsible for leading a fully effective, sustainable and coherent Community Safety Strategy to ensure that the residents of Wirral can live and work in safety and free from crime. The successful delivery of this strategy will be monitored via the Community Safety Partnership.

The delivery of these aims will be underpinned by our corporate values of integrity, efficiency, confidence and ambition. We will measure the progress of this Plan on a monthly, quarterly and annual basis using a range of metrics and report our performance to the Strategic Leadership Team (SLT), Cabinet, Policy & Performance Committees and strategic and operational departmental management teams.

The Directorate meet as a strategic team (DMT) on a weekly basis to discuss matters raised at the SLT, delivery of the Corporate and Directorate Plan goals and priority projects as well as other issues relating to the management and operation of the Directorate. These key messages are cascaded to directorate staff through One Council, team briefings and a series of extended sessions where staff can interact with DMT.

Joe Blott, Strategic Director – Transformation & Resources

1.2 Delivering Outcomes for Wirral – Key Projects

Key Projects we deliver or contribute to

- Continue to transform our corporate support services ensuring effective and fit for purpose functions
- Maximise efficiencies and deliver savings through the establishment of a new ‘transaction centre’
- Implement our new approach to strategic commissioning and review our procurement processes to ensure that our contracts are best practice and deliver value for money
- Develop a robust transformation programme to plan and deliver future savings and deal with our financial challenges in 2015-18
- Develop the ways in which residents access Council services to ensure they are cost efficient, effective and make the best use of technology
- Continue to improve our governance and compliance arrangements and programme of member development in order to strengthen the Council’s decision making processes
- Embed our organisational values and create a culture of leadership and accountability through the development of a new People strategy
- Continue to support our residents who are impacted by the changes in welfare reform and roll out of universal credit
- Implement our asset management strategy to maximise savings and efficiencies

Additional Directorate Plan Activity

- To ensure the Council works effectively with partners to tackle crime and anti-social behaviour

Financial Planning for 2015 – 2016

2.1 Directorate Budget

	2015/16 £'000
Income	(239,864)
Pay	43,595
Non-pay	208,461
Internal Recharges	15,891
Growth	967
Total Net Budget	29,050

2.2 Savings

	2015/16 £'000
Libraries & OSS	307
Call Centre Staffing/Supplies and Services	69
Cashiers Service	41
Postal Contracts Review	100
Salary Sacrifice Scheme	30
Better Use of Buildings	458
Printing	40
Telecomms tender / savings	165
Reduce the cost of Democracy	130
Council Tax over 70s discount	600
Coroner shared with Liverpool	50
Managing the Money	30
Treasury Management	1700
Insurance Charges	88
Total Savings	3808

3. Delivering our objectives

3.1 Our Delivery Plan for 2014-16

Corporate Plan Activities	<ul style="list-style-type: none"> Continue to transform our corporate support services ensuring effective and fit for purpose functions Maximise efficiencies and deliver savings through the establishment of a new 'transaction centre' Implement our asset management strategy to maximise savings and efficiencies 		
Directorate Project	Project Milestones	Delivery Dates	Responsible Officer
Continue to transform support services, including establishing new Transaction Centre	Implement new Transaction Centre structure	1 May 2015	Head of Business Processes - Malcolm Flanagan
Implement Strategic Asset Management Plan	Drive forward Office Rationalisation work stream of the Driving Value from Assets programme: <ul style="list-style-type: none"> Building upgrades to Cheshire Lines and Wallasey Town Hall to maximise occupancy by 30th June 2015 Disposal/sale of Acre Lane by 30th September 2015 	30 September 2015	Head of Infrastructure Services – David Armstrong
	Establish performance indicators to accurately report performance base data on condition in accordance with best practice: <ul style="list-style-type: none"> Migration of Council Asset data to new asset management system by 30th June 2015 Implement programme of condition surveys for all corporate and school assets by 30th September 2015 Analysis of first performance indicators for asset condition by 31st March 2016 	31 March 2016	Head of Infrastructure Services – David Armstrong

Related Performance Indicators

Performance Indicator		2014/15 Outturn Forecast	2015-16 Target	Reporting frequency	Responsible Officer
Ref	Title				
TRDP13	Client finance recovered by end of month following billing	74.00% (P)	80.00%	Monthly	Head of Business Processes - Malcolm Flanagan
TRDP14	Recovery of Council Tax	95.5% (P)	95.6%	Monthly	
TRDP15	Recovery of National Non Domestic Rates (NNDR)	96.4% (P)	96.5%	Monthly	
TRDP06	Suppliers paid within 30 days or payment terms	90.00% (P)	90.00%	Monthly	Head of Procurement and Payments Service - Ray Williams
TRDP07	Local SME suppliers paid within 10 days	50.00% (P)	60.00%	Monthly	

Link to Corporate Risk Register

Risk reference	
FI1	Failure to deliver within budgets
GO1	Failure to remodel the Council

Corporate Plan Activities	<ul style="list-style-type: none"> Implement our new approach to strategic commissioning and review our procurement processes to ensure that our contracts are best practice and deliver value for money Continue to improve our governance and compliance arrangements and programme of member development in order to strengthen the Council's decision making processes 		
Directorate Project	Project Milestones	Delivery Dates	Responsible Officer
Review and revise the Council's Contract Procedure Rules (CPRs)	Review CPRs to ensure that they are fit for purpose and conform with 2014 Public Contract Regulations	June 2015	Head of Legal and Member Services – Surjit Tour
	Revised CPR to be agreed by Council	July 2015	
	Full implementation of new procedures by Practitioners	September 2015	
Develop measures to provide evidence how or where Equality Impact Assessments (EIAs) have informed our policy and decision making and improved outcomes	Strategic Leadership Team to agree programme (including templates and PIs for 2016/17 onwards) to measure EIA outcomes based on case studies	30 June 2015	Strategic Director Transformation and Resources / Chair Workforce Equality Steering Group - Joe Blott
	Roll-out agreed EIA outcomes programme and pilot collection of PI data to enable 2016/17 target setting	30 July 2015	
Implementation of ModGov reports management function	Specification approved	June 2015	Head of Legal and Member Services – Surjit Tour
	Preparatory work for implementation (testing / training) completed	September 2015	
	Completion of roll out of ModGov	December 2015	
Audit & Risk Committee membership	Inclusion of independent members (subject to Secretary of State Directive)	December 2015	

Related Performance Indicators

Performance Indicator		2014/15 Outturn Forecast	2015-16 Target	Reporting frequency	Responsible Officer
Ref	Title				
TRDP20	Number of Information Governance Incidents (including reported vulnerabilities which could potentially result in a breach)	45 (P)	30	Monthly	Senior Information Risk Owner (SIRO), Mike Zammit
TRDP21	Number of Information Governance Breaches	1 (P)	0	Monthly	
TRDP08	Reduction in the total number of extraordinary Council meetings	15 (P)	15	Monthly	Head of Legal and Member Services – Surjit Tour
TRDP09	Reduction in the issuing of general exception notices under the Access to Information Rules	8 (P)	8	Monthly	
TRDP10	Reduction in the total number of published supplementary agendas for Council Cabinet and Committee meetings	25 (P)	25	Monthly	

Link to Corporate Risk Register

Risk reference	
DA2	A failure in information governance
GO2	Failure to establish governance arrangements that support change
GO3	Internal policies and procedures could delay change
PE6	Failure to ensure sufficient capacity and technical knowledge to deliver effective and compliant commissioning and procurement

Corporate Plan Activity	Develop a robust transformation programme to plan and deliver future savings and deal with our financial challenges in 2015-18				
Directorate Project	Project Milestones	Delivery Dates	Responsible Officer		
Support the implementation of the Transformation Programme	Staff impact of budget savings assessed and profiled	April 2015	Strategic Director Transformation and Resources - Joe Blott		
	Benefit realisation plans in place for key transformation projects	April 2015			
	Define and scope key projects for 2016/17	June 2015			
Support robust budget setting processes to deal with financial challenges	2016/17 Medium Term Financial Plan to be revised	November 2015	Interim Director of Resources - Tom Sault		
	Produce budget for 2016/17 and beyond	11 March 2016			
	Publish accounts with unqualified Audit Opinion	30 September 2015			
Related Performance Indicators					
Performance Indicator		2014/15 Outturn Forecast	2015-16 Target	Reporting frequency	Responsible Officer
Ref	Title				
TRCP02	Projected Delivery of Council budget savings	£32.883m (P)	£38.024m	Monthly	Strategic Director Transformation and Resources - Joe Blott
TRDP19	Directorate Savings achieved	£3.958m (P)	£3.808m	Monthly	
Link to Corporate Risk Register					
Risk reference					
FI1	Failure to deliver within budgets				
GO1	Failure to remodel the Council				
GO7	Use of untried / untested models				
PE1	Scale and pace of change could exceed organisational capacity				
PE3	Skills within the Council could be insufficient				

Corporate Plan Activity		Develop the ways in which residents access Council services to ensure they are cost efficient, effective and make the best use of technology		
Directorate Project	Project Milestones	Delivery Dates	Responsible Officer	
Implement the Council's Customer Access Strategy	Compile a baseline of all customer transactions across the Council	September 2015	Head of Business Processes - Malcolm Flanagan	
	Analyse Data, identify and investigate gaps in/ barriers to provision (including protected groups) and develop business cases to meet identified need	December 2015		
	Implement a customer relationship management solution and effective reporting tool that enables the Council to meet its equality duty	June 2016		
	Develop an efficient and effective online customer service that provides a robust monitoring capability	October 2016		
Link to Corporate Risk Register				
Risk reference				
FI1	Failure to deliver within budgets			
GO7	Use of untried / untested models			
DA1	Quality and availability of data and intelligence			
SO3	Failure to equip the community to be more self-reliant			

Corporate Plan Activity	Embed our organisational values and create a culture of leadership and accountability through the development of a new People strategy		
Directorate Project	Project Milestones	Delivery Dates	Responsible Officer
People Strategy	Approval of People Strategy	30 September 2015	Head of Human Resources and Organisational Development - Chris Hyams / Corporate Equality and Cohesion Manager - Jacqui Cross
	Implementation of action plan arising from the People Strategy	31 March 2016	
Equality Plan - Workforce Equality Objectives	Analyse and publish workforce equality profiling information	30 September 2015	Strategic Director Transformation and Resources / Chair Workforce Equality Steering Group - Joe Blott
	Publish workforce equality Best Practice Model	31 October 2015	
	Implement Job Evaluation and Equal Pay Plan by 31 st December 2015	31 December 2015	

Related Performance Indicators

Performance Indicator		2014/15 Outturn Forecast	2015-16 Target	Reporting frequency	Responsible Officer
Ref	Title				
TRCP03	Performance Appraisals completed by 30 th September 2015	48% (P)	80%	Monthly	Head of Human Resources and Organisational Development - Chris Hyams
TRCP04	Sickness Absence: The number of working days/shifts lost due to sickness absence (cumulative)	10.55 (P)	9.75	Monthly	

Link to Corporate Risk Register

Risk reference	
DA1	Quality and availability of data and intelligence
PE1	Scale and pace of change could exceed organisational capacity
PE3	Skills within the Council could be insufficient
PE4	Failure to ensure that the culture of the organisation supports the future operating model
PE6	Failure to ensure sufficient capacity and technical knowledge to deliver effective and compliant commissioning and procurement

Corporate Plan Activity	Continue to support our residents who are impacted by the changes in welfare reform and roll out of universal credit
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Related Performance Indicators

Performance Indicator		2014/15 Outturn Forecast	2015-16 Target	Reporting frequency	Responsible Officer
Ref	Title				
TRDP16	Spend allocation of Discretionary Housing Payment	114% (P)	100%	Monthly	Head of Business Processes - Malcolm Flanagan
TRDP22	Average number of days to accurately process new Benefit claims	27 (P)	25	Monthly	
TRDP23	Average number of days to accurately process change in circumstance Benefit claims	20 (P)	15	Monthly	
TRDP24	% grant income achieved	99.6% (Mid year estimate based on £145,211m)	99.9% (initial estimate based on submission £142,168m)	Monthly	
TRDP25	£ Identification of Fraud and Error (FERIS)	£200k (introduced for last 4 months in 14/15)	£768K (anticipated annual baseline expected to be achieved by DWP)	Monthly	

Link to Corporate Risk Register

Risk reference	
FI1	Failure to deliver within budgets
FI2	Major Fraud or corruption
GO4	Failure to identify potential changes to government policy early enough to influence and respond
EC2	Welfare Reforms

Directorate Plan Activity	To ensure the Council works effectively with partners to tackle crime and anti-social behaviour		
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Directorate Project	Project Milestones	Delivery Dates	Responsible Officer
To review Wirral's Community Safety Strategy, to ensure it meets local needs.	Review the Data and Analytical Support available across the Community Safety Partnership to ensure we have a coherent and joined up support service with clear Information Sharing Agreements.	30 September 2015	Head of Corporate & Community Safety – Mark Camborne
	Community Safety Strategy updated and approved by Council.	31 March 2016	

Link to Corporate Risk Register

Risk reference	
SO3	Failure to equip the community to be more self-reliant

4. Risk Register

Objective	Ref.	Risk Description	Risk Owner
All		<ul style="list-style-type: none"> Staff do not possess the required skills, knowledge and expertise to deliver the Directorate's full range of objectives and priorities 	J Blott
All		<ul style="list-style-type: none"> Insufficient capacity to deliver the Directorates full range of objectives and priorities (including response to demand changes and for new areas / projects) 	J Blott
All		<ul style="list-style-type: none"> Interruption to services e.g. a major incident / IT failure, loss of buildings or staff 	J Blott
All		<ul style="list-style-type: none"> Failure to identify and respond effectively to any changes in legislation 	S Tour
All		<ul style="list-style-type: none"> Failure to plan, resource or deliver agreed budget changes adversely affecting service delivery 	J Blott
Improving Corporate Governance		<ul style="list-style-type: none"> Failure to follow procedures and practices e.g. information is not adequate or lack of understanding of arrangements, obligations and duties 	S Tour
Information governance (including FOI and DPA)		<ul style="list-style-type: none"> Failure to comply with statutory obligations and duties. Could lead to enforcement action by ICO, financial penalty and reputational damage 	S Tour
Merseyside Pension Fund		<ul style="list-style-type: none"> Benchmark performance does not keep pace with liabilities 	P Wallach
All		<ul style="list-style-type: none"> Failure to provide adequate technical controls to protect the council's information and information systems 	M Zammit
Revenues Collection		<ul style="list-style-type: none"> Revenues Collection (Council Tax, Business Rates and Sundry Debtors, including client finance) significantly reduces, impacting on Council finances including Council Tax Support payers' non-payment of sum due, and increased charges on empty properties. 	M Flanagan
Benefits		<ul style="list-style-type: none"> Failure to maximise receipt of grant income in respect of benefits 	M Flanagan

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

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Tom Sault, Acting S151 Officer / Head of Service, Financial Services 0151 666 3407 tomsault@wirral.gov.uk

Michele Duerden, Senior Manager, Improvement & Transformation 0151 691 8440 micheleduerden@wirral.gov.uk

Surjit Tour, Head of Service, Legal & Member Services 0151 691 8569 surjittour@wirral.gov.uk

Chris Hyams, Head of Service, Human Resources and Organisational Development 0151 691 8590 chrishyams@wirral.gov.uk

Nancy Clarkson, Head of Strategy, Policy, Performance and Scrutiny 0151 666 4329 nancyclarkson@wirral.gov.uk

Malcolm Flanagan, Head of Service, Business Processes 0151 666 3260 malcolmflanagan@wirral.gov.uk

Peter Wallach, Head of Pensions 0151 242 1309 peterwallach@wirral.gov.uk

Mark Niblock, Chief Internal Auditor 0151 666 3432 markniblock@wirral.gov.uk

Mike Zammit, Chief Information Officer / SIRO 0151 666 3029 mikezammit@wirral.gov.uk

Ray Williams, Procurement and Payments Service 0151 666 3377 raywilliams@wirral.gov.uk

Mark Camborne, Senior Manager - Health, Safety and Resilience 0151 606 2071 markcamborne@wirral.gov.uk

This directorate plan has been endorsed by:

Joe Blott, Strategic Director- Transformation and Resources

Councillor Phil Davies, Leader of the Council

Councillor Ann McLachlan, Cabinet Member for Governance, Commissioning and Improvement

Councillor Adrian Jones, Cabinet Member for Support Services

Councillor Chris Meaden, Cabinet Member for Leisure, Sport & Culture

WIRRAL COUNCIL

TRANSFORMATION AND RESOURCES POLICY AND PERFORMANCE COMMITTEE

30TH MARCH 2015

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

1.0 EXECUTIVE SUMMARY

- 1.1 The aim of this report (Appendix 1) is to outline the current performance of the Transformation and Resources (as at 31st January 2015) against its Directorate Plan for 2014/15.

2.0 BACKGROUND AND KEY ISSUES

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

- 2014/16 Transformation and Resources Directorate Plan
 - 2014/15 Plan trajectory
 - 2014/15 Performance tolerance levels (determine RAG [Red, Amber, Green] status)
 - Head of Service responsible for delivery of target
- 2.2 Directorate Plan performance (includes Corporate Plan targets) is monitored on a monthly basis against the parameters agreed as part of the business planning process (e.g. RAG tolerance levels). Some indicators are only available on a quarterly basis, in line with the availability of data. Heads of Service responsible for the delivery of targets must complete an exception report and delivery plan for all indicators which are under performing (e.g. red RAG rated indicators).
- 2.3 Monthly Directorate Plan performance reports will be produced and made available, to support corporate and directorate challenge via:
- Monthly DMTs
 - Monthly Portfolio Lead briefings
 - Quarterly Audit, Risk, Governance and Performance meetings
 - Quarterly Policy and Performance Committees

3.0 SUMMARY

- 3.1 The Directorate Plan Performance Report (Appendix 1) sets out performance against 19 outcome measures
- 3.2 Of the 19 indicators for 2014/15, 9 are rated green, 3 are rated amber and 7 are rated red. The 7 indicators rated red have action plans (included as Appendices 2 - 8) which refer to:
2. TRCP01: % Implementation of Windows 7 & Office 2010
 3. TRCP03: % Performance Appraisals completed
 4. TRDP06: % Suppliers paid (or payment terms) within 30 days
 5. TRDP07: % Local SME Suppliers paid within 10 days
 6. TRDP10: Reduction in the total number of published supplementary agendas for Council Cabinet and Committee meetings
 7. TRDP11: % Leadership Development Programme completed
 8. TRDP12: % Management Development Programme modules completed

4.0 RELEVANT RISKS

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

5.0 OTHER OPTIONS CONSIDERED

- 5.1 N/A

6.0 CONSULTATION

6.1 N/A

7.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

7.1 N/A

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

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

9.0 LEGAL IMPLICATIONS

9.1 N/A

10.0 EQUALITIES IMPLICATIONS

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

(c) No because equalities implications relating to the actions set out in the Directorate Plan will be addressed by departments as appropriate, and details set out in individual departmental plans.

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

11.0 CARBON REDUCTION IMPLICATIONS

11.1 N/A

12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

12.1 N/A

13.0 RECOMMENDATION/S

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

14.0 REASON/S FOR RECOMMENDATION/S

14.1 To ensure that the report provides elected members with the information required to evaluate the delivery of the key priorities identified by the Directorate Plan.

REPORT AUTHOR: **Carol Sharratt**
Performance Management Officer
Business Partner to Transformation & Resources Directorate
Telephone: 0151 691 8032
Email: carolsharratt@wirral.gov.uk

APPENDICES

Appendix 1 – Directorate Plan Performance Report (January 2015)

Appendix 2 - % Implementation of Windows 7 & Office 2010 (exception report)

Appendix 3 - % Performance Appraisals completed (exception report)

Appendix 4 - % Suppliers paid (or payment terms) within 30 days (exception report)

Appendix 5 - % Local SME Suppliers paid within 10 days (exception report)

Appendix 6 - Reduction in the total number of published supplementary agendas for Council Cabinet and Committee meetings (exception report)

Appendix 7 - % Leadership Development Programme completed (exception report)

Appendix 8 - % Management Development Programme modules completed (exception report)

REFERENCE MATERIAL

N/A

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Transformation and Resources Policy and Performance Committee	30th July 2013
	23rd September 2013
	29th January 2014
	14th April 2014
	15th July 2014
	16th September 2014
	4th February 2015

Transformation & Resources Directorate Performance, Finance and Risk Report as at 31st January 2015



No.	Description	Data Source	Performance 2013/14	North West 2013/14	Target / Plan 2014/15	YTD Target 2014/15	YTD Performance	Forecast Outturn	Overall Status	Monthly Trend	Reporting Period	Accountable Officer (Head of Service)	Comments
PERFORMANCE													
DOMAIN 3: TRANSFORMATION AND RESOURCES													
Resources													
TRCP01	Implementation of Windows 7 & Office 2010 across the Council	Silver Project reports	N/A	N/A	100%	100%	70%	100%	R	↑	Apr - Dec 14	M Zammit	92% of all known Phase 1 deployments have now been completed with an estimated 172 remaining. Phase 2 deployments to Leisure, Merseyside Pensions Fund and Members are going ahead as planned, with planning progressing well for the deployments to the extended scope areas of Children's Centres and Adult Learning. Scheduling appointments continues to be an issue. An increasing concern is the volume of Service Desk calls that continue to be logged for Windows XP machines. The project team is currently focusing on these windows XP calls to determine whether there are still XP machines in use, which have not been declared.
TRCP02	£(m) Projected Delivery of Council budget savings	General Ledger, revenue monitor and Concerto	£46.900	N/A	£36.259	-	£23.079	NYA	A		Dec-14	T Sault	£23.1m delivered with remaining savings rated as green £2.8m (on track), £9.2m amber (concerns) and £1.1m red (high risk/not achieved). Additional mitigation has been achieved which means that the revenue monitor is forecasting an overspend of £0.8 million at 31st December 2014. January 2015 figures will be available when 12th March 2015 Cabinet agenda is published.
TRDP05	Delivery of Strategic Internal Audit plan 2014/15	IA Performance Management Spreadsheet / APACE	100%	N/A	100%	65%	65%	100%	G	↑	Apr - Dec 14	T Sault	Delivery of the Audit Plan is on target.
TRDP06	Suppliers paid (or payment terms) within 30 days	Accounts Payable System	83.02%	N/A	90.00%	90.00%	74.79%	90.00%	R	↓	Jan-15	T Sault	January 2015 performance, due to the Christmas closure in December 2014, has been affected dramatically, with a 12.37% drop in performance from December. The 11 day period of closure of the Council and the 'none activity' of BACS sign off has created a back log of invoices. It is fully expected that, with a concerted corporate effort, performance will be back on target next month and the year end target will be met.
TRDP07	Local SME suppliers paid within 10 days	Accounts Payable System	N/A (new PI for 2014/15)	N/A	60.00%	55.00%	34.50%	50.00%	R	↓	Jan-15	T Sault	January 2015 performance, due to the Christmas closure in December 2014, has been affected dramatically, with a 12.59% drop in performance. The 11 day period of closure of the Council and the 'none activity' of BACS sign off has created a back log of invoices. It is fully expected that, with a concerted corporate effort, performance will improve next month and that the year end forecast of 50.00% will be met.
Legal & Member Services													
TRDP08	Reduction in the total number of Extraordinary Council and Special Meetings of Cabinet and Committees	Mod.Gov System	18	N/A	15	13	13	15	G		Apr - Dec 14	S Tour	No additional meetings took place in January 2015.
TRDP09	Reduction in the issuing of general exception notices under the Access to Information Rules	Mod.Gov System	10	N/A	8	6	6	8	G		Apr - Dec 14	S Tour	No additional exception notices were issued in January 2015.

No.	Description	Data Source	Performance 2013/14	North West 2013/14	Target / Plan 2014/15	YTD Target 2014/15	YTD Performance	Forecast Outturn	Overall Status	Monthly Trend	Reporting Period	Accountable Officer (Head of Service)	Comments
TRDP10	Reduction in the total number of published supplementary agendas for Council Cabinet and Committee meetings	Mod.Gov System	32	N/A	25	18	23	25	R		Apr - Dec 14	S Tour	One further supplementary agenda was published in January 2015.
Human Resources & Organisational Development													
TRCP03	Performance Appraisals completed	Intranet	27% (employee KIEs) 65% (senior manager PAs)	N/A	80%	80%	47%	48%	R	↑	Apr - Dec 14	C Hyams	This is the first year that Performance Appraisal has been delivered across the Council. Where there have been delays, the remodelling programme has impacted on delivery. The programme timescales are complete for 2014/15. The final outturn figure will be confirmed in February 2015. • For 2015/16 a new programme of delivery will be developed. This will include a bespoke programme for each strategic Directorate, led by each Strategic Director. • Bespoke arrangements will be put in place for the large groups of staff who work on a part time/ dispersed basis to enable them to participate in performance appraisals.
TRCP04	Sickness Absence: The number of working days / shifts lost due to sickness (cumulative)	Data collected via HR SelfServe	10.47	N/A	9.75	7.43	7.71	10.20	G	↓	Apr - Dec 14	C Hyams	The sickness absence rate of 7.71 days for April - December 2014 is verified. It is 0.27 below the 7.98 rate for April - December 2013. However, due to a rise in the December absence figures the year forecast is now 10.20 at 2014/15 year end, missing the 9.75 day target by 0.45. All Strategic Directors are meeting with every Head of Service on an individual basis to go through all employee absence on a case by case basis. Further work on the Council's Self-Serve system, to incorporate records of warning against absence has begun, and is due to be completed within three months.
TRDP11	Leadership Development Programme completed	Programme Attendance Sheets	50%	N/A	90%	80%	68%	68%	R	↔	Apr 13 - Dec 14	C Hyams	68% of Senior Managers have completed the programme. However, due to the pressures placed on Senior Managers as a result of the Future Council programme, a fourth Cohort is scheduled to run from February - May 2015 to allow the remaining 26 Senior Managers to attend. Therefore the 90% 2014/15 year end target is not forecast to be achieved until May 2015.
TRDP12	Management Development Programme modules completed	Attendance Sheets & E-Learning Reports	5%	N/A	90%	60%	16%	20%	R	↑	Apr 13 - Dec 14	C Hyams	There has been considerable attendance on Management Development Programmes during January 2015, and numerous programmes are scheduled to be run through February and March 2015. The number of modules completed is currently at 17%, the low percentage is due to the addition of a further module (Dignity at Work) for all managers to complete by the end of January 2015.
Business Processes													
TRDP13	Client finance recovered by end of month following billing	Oracle , Accounts Receivable systems	67.51%	N/A	75.00%	59.99%	65.02%	74.00%	G	↓	Dec-14	M Flanagan	The diversion of resources to Benefits grant claim, charging and assessment work, together with the operational difficulties with invoicing process at Core system conversion, is having an impact on billing/collection, which has fallen by 2.65% compared to November 2014. It is forecast that the year-end collection target will be missed by 1%, but the situation will continue to be monitored closely.
TRDP14	Recovery of Council Tax	Rev Ben System	95.4%	96.2% 15th of 36 Met Councils (12/13)	95.5%	92.0%	91.4%	95.5%	A	↓	Apr 14 - Jan 15	M Flanagan	Performance is below target and 0.1% below the recovery rate for April 2013 - January 2014.
TRDP15	Recovery of National Non Domestic Rates (NNDR)	Rev Ben System	96.3%	96.7% 31st of 36 Mets (12/13)	96.4%	82.2%	88.7%	96.4%	G	↓	Apr 14 - Jan 15	M Flanagan	Performance is ahead of target but is 5.5% down on April 2013 - January 2014, reflecting lower collection due to 25% of customers paying over new 12 monthly instalments offer (rather than 10) set up from 1 April 2014. It will be impossible to accurately estimate how the current economic climate impacts on collection until the end of March 2015.

No.	Description	Data Source	Performance 2013/14	North West 2013/14	Target / Plan 2014/15	YTD Target 2014/15	YTD Performance	Forecast Outturn	Overall Status	Monthly Trend	Reporting Period	Accountable Officer (Head of Service)	Comments
TRDP16	Spend maximised of Discretionary Housing Payment	Core Benefits Processing system – Capita, Academy	95.0%	87.1% (Statistical Peers)	95.0%	95.0%	999.0%	118.0%	G	↔	Jan-15	M Flanagan	At the end of January 2015 the fund was 103% spent, however an LA contribution of £70k reduced the fund spend to 97%. It is forecast that there will be a projected year-end overspend, unless there is further LA contribution, or claim consideration ends at or around the end of February 2015. Officers review the spend/demand position on a weekly basis and continue to apply stringent criteria with consideration now only being given to cases where the risk of hardship is evident, with no alternative capacity to remedy.
Directorate Financial position													
TRDP17	Directorate Revenue Budget (£m)	General Ledger, revenue monitor and Concerto	£16.579	N/A	£19.978	-	£52.348	£19.306	G		Apr - Dec 14	T Sault	Budget has increased due to recalculated depreciation charges and allocation of pay award budget. Actual spend to date appears high due to recharge income only being received at year end. There has been an improvement of £33k in the month. January 2015 figures will be available when 12th March 2015 Cabinet agenda is published.
TRDP18	Directorate Capital Programme (£m)	General Ledger, revenue monitor and Concerto	£1.777	N/A	£2.500	-	£2.700	£3.000	G		Apr - Dec 14	T Sault	Spend is now ahead of revised in year budget but within programme total. Originally was £4 million with £1.5million re-profiled to 2015/16. Re-profiling can now be revised accordingly. Relates to corporate wide IT refresh programme. January 2015 figures will be available when 12th March 2015 Cabinet agenda is published.
TRDP19	Directorate Savings achieved (£m)	General Ledger, revenue monitor and Concerto	£29.000	N/A	£3.908	-	£2.417	£3.908	A		Apr - Dec 14	T Sault	Movement in month reflects achievement of number of savings incl service restructures, supplies and services and Discretionary relief revised scheme arrangements. A number of options are back loaded with savings released at year end once exact savings are calculated. January 2015 figures will be available when 12th March 2015 Cabinet agenda is published.

Risk



Performance is improving
Lower is better



Performance is improving
Higher is better



Performance is deteriorating
Lower is better



Performance is deteriorating
Higher is better



Performance sustained
in line with targets set

G
A
R

Performance within tolerance for target set.

Performance target slightly missed (outside of tolerance).

Performance not on track, action plan required.

Lik = Likelihood

Imp = Impact

Total = Risk score

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

The evaluated effect or result of a particular risk happening.

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

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PERFORMANCE ACTION PLAN TEMPLATE

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

INDICATOR OVERVIEW			
Indicator Title	TRCP01 - Implementation of Windows 7 & Office 2010 across the Council		
Strategic Director Lead	Joe Blott		
Departmental Lead	Mike Zammit		
Year End Target	100%	Year End Forecast	100%
CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance			
Performance this Period	70%	+ / - Target : -30%	
Non-compliance reason	92% of all known Phase 1 deployments have now been completed, with an estimated 172 remaining. Phase 2 deployments to Leisure, Merseyside Pensions Fund and Members are going ahead as planned, with planning progressing well for the deployments to the extended scope areas of Children's Centres and Adult Learning. Scheduling appointments continues to be an issue. An increasing concern is the volume of Service Desk calls that continue to be logged for Windows XP machines. The project team is currently focusing on these windows XP calls to determine whether there are still XP machines in use, which have not been declared.		
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)	Phase 2 of the project has been initiated to deliver devices to areas that were previously out of scope and also to deliver the shortfall from Phase 1. The project team continues to focus on completing deployments to the known population of users and is increasingly focusing on the calls received by the Service Desk, from users of Windows XP computers to ensure that none slip through the net.		
How (will it be achieved)	This will be through the delivery of Phase 2 of the project and the efforts outlined above.		
Who (will be responsible)	Mike Zammit		
When (will results be realised)	March 2015		

PERFORMANCE ACTION PLAN TEMPLATE

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

INDICATOR OVERVIEW			
Indicator Title	TRCP03 - Performance Appraisals completed		
Strategic Director Lead	Joe Blott		
Departmental Lead	Chris Hyams/ Diane Cottrell		
Year End Target	80%	Year End Forecast	48%

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	48% (as at January 2015)	+ / - Target - 32% (Q3)
Non-compliance reason	This is the first year that Performance Appraisal has been delivered across the Council. Where there have been delays, the remodelling programme has impacted on delivery.	

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 programme timescales are complete for 2014/15. The final outturn figure will be confirmed in February 2015.
How (will it be achieved)	<p>The programme ran from April to September 2014. 48% is the provisional outturn position for 2014/15. To ensure that targets are met for 2015/16 the following will be put in place:</p> <ul style="list-style-type: none"> • A new programme of delivery. This will include a bespoke programme for each strategic Directorate, led by each Strategic Director. • Bespoke arrangements for the large groups of staff who work on a part time/ dispersed basis to enable them to participate in performance appraisals
Who (will be responsible)	Senior Leadership Team
When (will results be realised)	The programme ran from April to September 2014. The outturn position for 2014/15 will be confirmed in February 2015.

PERFORMANCE ACTION PLAN TEMPLATE

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

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

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	74.79%	+ / - Target : -15.21%
Non-compliance reason	January 2015 performance, due to the Christmas closure in December 2014, has been affected dramatically, with a 12.37% drop in performance from December. The 11 day period of closure of the Council and the 'none activity' of BACS sign off has created a back log of invoices. It is fully expected that, with a concerted corporate effort, performance will be back on target next month and the year end target will be met.	

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)	Implementation of No PO, No Pay needs to be accelerated. Departments must take ownership and responsibility for ensuring that all orders are raised and all goods and services are receipted. All invoices must be sent to Corporate Payments Team and not received by departments, this is causing delays. All invoices must be date stamped when received, and not recorded by date of invoice. If there is a dispute regarding an invoice with the supplier then it must be marked disputed and not recorded as a late payment.
How (will it be achieved)	There needs to be a concerted approach by Heads of Service to ensure staff are acting on receipting, approvals and ensuring invoices are directly sent to Corporate Payments to avoid delays and, deliver payment targets. In January all Heads of Service will be contacted for support and will be given their own performance figures to act upon accordingly.
Who (will be responsible)	Heads of Service / Head of Procurement
When (will results be realised)	Improvement in performance is expected in February 2015 and, the year-end target can be achieved with a concerted corporate effort.

PERFORMANCE ACTION PLAN TEMPLATE

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

INDICATOR OVERVIEW			
Indicator Title	TRDP07 - Local SME suppliers paid within 10 days		
Strategic Director Lead	Joe Blott		
Departmental Lead	Tom Sault		
Year End Target	60.00%	Year End Forecast	50.00%

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	34.50%	+ / - Target : -20.50%
Non-compliance reason	January 2015 performance, due to the Christmas closure in December 2014, has been affected dramatically, with a 12.59% drop in performance. The 11 day period of closure of the Council and the 'none activity' of BACS sign off has created a back log of invoices. It is fully expected that, with a concerted corporate effort, performance will improve next month and that the year end forecast of 50.00% will be met.	

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>Implementation of No PO, No Pay needs to be accelerated.</p> <p>Departments must take ownership and responsibility for ensuring that all orders are raised and all goods and services are receipted.</p> <p>All invoices must be sent to Corporate Payments Team and not received by departments, this is causing delays.</p> <p>All invoices must be date stamped when received, and not recorded by date of invoice.</p> <p>If there is a dispute regarding an invoice with the supplier then it must be marked disputed and not recorded as a late payment.</p>
How (will it be achieved)	There still needs to be a concerted approach by Heads of Service to ensure staff are acting upon receipting, approvals and ensuring invoices are directly sent to Corporate Payments to avoid delays and deliver payment targets. In January 2015 all Heads of Service will again be contacted to ensure continued improvement towards the year end forecast.
Who (will be responsible)	Heads of Service / Head of Procurement
When (will results be realised)	Improvement in performance is expected in February 2015 performance and, the year end forecast can be achieved with a concerted corporate effort.

PERFORMANCE ACTION PLAN TEMPLATE

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

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

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	24 (As at January 2015)	+ / - Target : +6 (Q3)
Non-compliance reason	Performance was below target for the first quarter of 2014/15, but has been exceeded as 12 supplementary agendas were published during the second quarter of 2014/15 and a further 8 have been published in the third quarter. A further one was published in January, 2015.	

ACTIONS: This describes what's necessary or how to achieve a 'green' score. This way everyone is clear on what is required and when; knows the expected outcome and how to achieve it.	
What (is required)	Reduction in the number of published supplementary agendas during the final quarter of 2014/15 to reduce the level of performance over the target.
How (will it be achieved)	If officers responsible for submitting reports to Committee Services can keep to the deadlines set for receipt of reports then the need for supplementary agendas will be kept to a minimum.
Who (will be responsible)	Surjit Tour
When (will results be realised)	March 2015, it is forecast that the 2014/15 year end target will be met.

PERFORMANCE ACTION PLAN TEMPLATE

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

INDICATOR OVERVIEW			
Indicator Title	TRDP11 - Leadership Development Programme		
Strategic Director Lead	Joe Blott		
Departmental Lead	Chris Hyams/ Diane Cottrell		
Year End Target	90%	Year End Forecast	68%

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	68%	+ / - Target - 12%
Non-compliance reason	This programme was intended for all Senior Managers. Due to a number of them being heavily involved in Future Council projects, there has not been the capacity to attend the programme. Therefore the number of managers who have been able to attend is under the target.	

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)	A fourth cohort of the programme is required to allow the remaining Senior Managers to attend. This is scheduled to run from February - May 2015 to allow the remaining 26 Senior Managers to attend. Therefore the 90% 2014/15 year end target is not forecast to be achieved until May 2015.
How (will it be achieved)	Invitations were sent to those managers still needing to attend the programme in December of 2014 in readiness for the programme starting in February 2015. The programme takes 4 months in total.
Who (will be responsible)	Diane Cottrell, Organisational Development Officer
When (will results be realised)	May 2015

PERFORMANCE ACTION PLAN TEMPLATE

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

INDICATOR OVERVIEW			
Indicator Title	TRDP 12 - Management Development Programme		
Strategic Director Lead	Joe Blott		
Departmental Lead	Chris Hyams/ Angela Daly		
Year End Target	90%	Year End Forecast	20%*

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	17% (as at January 2015)	+ / - Target - 43% (Q3)
Non-compliance reason	<p>There has been considerable increase in attendance on Management Development Programmes during January 2015, but the number of modules completed is at 17%*.</p> <p>The impact of an additional module (Dignity at Work) for all managers to complete by the end of January 2015 has impacted on the total percentage completed.</p> <p>Additional pressure include:-</p> <ul style="list-style-type: none"> • Reprioritisation of managers work due to Future Council • Restructure of OD Team and capacity to deliver courses internally to meet the number of applications currently being received. • A high volume of late applications have now been received and waiting lists are at a premium. 	

ACTIONS: This describes what's necessary or how to achieve a 'green' score. This way everyone is clear on what is required and when; knows the expected outcome and how to achieve it.	
What (is required)	Further communication and support to allow attendance from Senior Managers.
How (will it be achieved)	Further targeted e-mails and communication via One Brief will be sent to encourage attendance.
Who (will be responsible)	Angela Daly, Organisational Development Officer (Lead Officer for MDP Programme)
When (will results be realised)	March 2015 However, it is forecast, based on current performance to date, that only 20% of the required modules will have been completed.

*This overall percentage figure is based on of 588 managers completing 20 modules each.
 $588 * 20 = 11760 / 1961$ (total number of modules completed to date) = 17%

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WIRRAL COUNCIL

TRANSFORMATION & RESOURCES POLICY & PERFORMANCE COMMITTEE

30 MARCH 2015

SUBJECT	FINANCIAL MONITORING 2014/15 MONTH 10 (JANUARY 2015)
WARD/S AFFECTED	ALL
REPORT OF	ACTING SECTION 151 OFFICER

1 EXECUTIVE SUMMARY

- 1.1 This report sets out the financial monitoring information for this Committee in a format consistent across the Policy and Performance Committees. The report aims to give Members sufficient detail to scrutinise budget performance for the Directorate. Financial information for Month 10 (January 2015) which was reported to Cabinet on 12 March is included.

2 BACKGROUND AND KEY ISSUES

- 2.1 Members of the Policy and Performance Committees have previously requested that financial monitoring information is provided as a standard item at each Committee.
- 2.2 Since September 2012 monthly revenue and capital monitoring reports have been submitted to Cabinet as a means of providing regular, detailed updates on budget performance.
- 2.3 The Coordinating Committee has agreed that in order to fulfil its corporate and strategic scrutiny role, it will continue to review the full versions of the most up to date monitor reports at its future scheduled meetings.

3 REPORTING TO POLICY & PERFORMANCE COMMITTEES

- 3.1 The relevant sections from the most recent revenue and capital monitoring reports reported to Cabinet are summarised into a bespoke report for each Policy and Performance Committee. This will include the following:
- Performance against revenue budget
 - Performance against in year efficiency targets
 - Performance against capital budget
- 3.2 The following sections have been extracted from the Financial Monitoring reports presented to Cabinet on 12 March 2015.

PERFORMANCE AGAINST REVENUE BUDGETS MONTH 10 (JANUARY 2015)

3.3 CHANGES TO THE AGREED BUDGET

3.3.1 2014/15 Original & Revised Net Budget

	Original Net Budget £000's	Approved Budget Changes Prior Mths £000's	Approved Budget Changes Month 10 £000's	Revised Net Budget £000's
Transformation & Resources	20,199	-221	-439	19,539
Net Cost of Services	20,199	-221	-439	19,539

3.4 VARIATIONS

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

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

3.4.2 2014/15 Projected Budget variations

Directorates	Revised Budget £000's	Forecast Outturn £000's	(Under) Overspend Month 8 £000's	RAGBY Classification £000's	Change from prev mnth £000's
Transformation & Resources	19,539	18,780	-759	Y	-87
TOTAL	19,539	18,780	-759		-87

The month 10 movement reflects the outcome of an in year review undertaken by all directorates to identify areas to assist, contain and reduce the overall projected authority 2014/15 overspend.

3.4.3 RAGBY full details

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

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

- Resources within Transformation & Resources - Increased Treasury Management savings have been generated from the re-profiling of expenditure following a capital programme review and the use of internal resources to temporarily fund spend. This results in a reduction in investment income which is outweighed by a greater saving on borrowing costs, the net saving being approximately £410,000. There are also some underspends within salary budgets and running costs within business processes.

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

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

3.4.5 An underspend of £759,000 is currently forecast for the directorate. The main reason being a predicted reduction in revenue funding costs following the review and re-profiling of the 2014/15 Capital Programme, plus savings on directorate staffing and running costs within business processes. The increased saving in Month 10 reflects full year savings arising from the merged Coroner service and further capital programme financing costs.

For libraries and One Stop Shops a saving of £500,000 was based upon revised opening hours. This is being achieved in the current year through the temporary management of vacancies with the original decision to reduce hours being implemented from early 2015.

3.5 IMPLEMENTATION OF 2014/15 SAVINGS

3.5.1 Budget Implementation Plan 2014/15

BRAG	Number of Options	Approved Budget Reduction £000's	Amount	To be Delivered £000's
			Delivered at Jan £000's	
B - delivered	4	351	351	0
G – on track	6	1,366	999	367
A - concerns	5	1,393	898	495
R - high risk/ not achieved	3	798	0	478
P – replacements for Red	0	0	320	
Total at M10 Jan	18	3,908	2,568	1,340

3.5.2 The Red rated options relates to the following:

- Libraries and One Stop Shops - Savings were initially predicated on revising opening hours, introducing lone working with support from volunteers and / or agile workers. These measures have yet to be introduced, but compensatory savings, primarily from vacant posts have been found in the year. Cabinet and Council in December agreed further proposals for future service provision and the undelivered savings will be implemented alongside these.
- **Discretionary Relief** - Cabinet 6th November agreed to fund a Discretionary Relief scheme from the Business Rates Equalisation Reserve releasing budget. This is shown as red but mitigated (purple rated).
- **Credit Charge Charges** - Implementation of this charge on credit card transactions has been delayed.

3.6 PERFORMANCE AGAINST CAPITAL BUDGETS MONTH 10 (JANUARY 2015)

3.6.1 Table 1: Capital Budget

	Capital Strategy	Changes approved by Cabinet	Changes not yet approved/ noted	Revised Capital Programme	Actual Spend Jan 2015
Transformation & Resources	4,000	-1,500	0	2,500	2,700
Total expenditure	4,000	-1,500	0	2,500	2,700

3.6.2 Transformation & Resources

The substantial programme of investment into Information Technology is underway. This includes investment in both hardware and software with the new equipment having been piloted and is being 'rolled-out' across the Council from September. Further developments include elements to support the delivery of the Future Council project and upgrading the ORACLE financial system which is likely to occur in 2015/16. The actual spend for 2014/15 is greater than the programme amount for 2014/15. Re profiling of the budget will take place following the year end and will see the re-profiling of budget to match expenditure that has taken place. This will match spend with the budget for 2014/15 and revise the programme amount for 2015/16 downwards.

4 RELEVANT RISKS

4.1 There are none relating to this report.

5 OTHER OPTIONS CONSIDERED

5.1 Any option to improve the monitoring and budget accuracy will be considered.

6 CONSULTATION

6.1 No consultation has been carried out in relation to this report.

7 OUTSTANDING PREVIOUSLY APPROVED ACTIONS

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

8 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 There are no implications arising directly from this report.

9 RESOURCE IMPLICATIONS: FINANCIAL, IT, STAFFING AND ASSETS

9.1 In respect of the Revenue Budget the Transformation and Resources Directorate is projecting a £759,000 under spend as at the 31 January 2015.

10 LEGAL IMPLICATIONS

10.1 There are no implications arising directly from this report.

11 EQUALITIES IMPLICATIONS

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

12 CARBON REDUCTION IMPLICATIONS

12.1 There are no implications arising directly from this report.

13 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are no implications arising directly from this report.

14 RECOMMENDATIONS

14.1 Members are requested to review the information presented to determine if they have any specific questions relating to the budget for the Transformation and Resources Directorate.

15 REASONS FOR THE RECOMMENDATIONS

15.1 To ensure Members have the appropriate information to review the budget performance of the directorate.

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APPENDICES

Extracted from the Capital Monitoring report to Cabinet on 12 January 2015:-
Annex 1 Revised Capital Programme and Funding 2014/15 and Programme 2015/16

SUBJECT HISTORY

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

Annex 1 Revised Capital Programme 2014/15

	Revised Programme £000	Actual £000	Council Resources £000	Grants £000	Revenue/ Reserves £000	Total £000	Programme 2015/16
Transformation & Resources							
I.T Development	2,500	2,700	2,500			2,700	1,500 Delivery
	2,500	2,700	2,500	0	0	2,700	1,500

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WIRRAL COUNCIL

TRANSFORMATION AND RESOURCES POLICY & PERFORMANCE COMMITTEE

30 MARCH 2015

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

1.0 EXECUTIVE SUMMARY

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

2.0 BACKGROUND AND KEY ISSUES

2.1 The Transformation and Resources Policy & Performance Committee is responsible for proposing and delivering an annual work programme. This work programme should align with the corporate priorities of the Council and be informed by service priorities and performance, risk management information, public or service user feedback and referrals from Cabinet or Council.

2.2 The work programme is made up of a combination of scrutiny reviews, standing items and requested officer reports. This provides the committee with an opportunity to plan and regularly review its work across the municipal year.

3.0 TRANSFORMATION AND RESOURCES POLICY & PERFORMANCE COMMITTEE WORK PROGRAMME

3.1 The work programme was presented to the Transformation and Resources Policy and Performance Committee held on 16 September 2014. The work programme was subsequently approved and is attached as Appendix 2.

4.0 PREVIOUS / CURRENT SCRUTINY REVIEWS – UPDATE

4.1 Local Welfare Assistance Scheme

At the previous Transformation and Resources Policy & Performance Committee held on 4th February, it was agreed the Task & Finish Review should recommence. Furthermore, Cabinet agreed the following budget resolution on the 10th February:

“This fund provides financial assistance to people in dire need. The government transferred responsibility for administering this from DWP to the Council together with a grant of £1.1m. The government announced that this grant was being cut with effect from March 2015. The Council has £600,000 in a reserve for this fund. Cabinet intends to

make this available together with the anticipated underspend in 2014/15 of £300,000 to create a fund totalling £900,000 available in 2015/16. This will provide a local scheme to fill the gap left by the government's unwillingness to assist the most vulnerable in our communities. It is proposed that the 2014/15 policy be continued until the end of July 2015. In the interim, Cabinet asks the Scrutiny Review Group which has been set up to look at this fund to meet in order to make recommendations as to how this resource should be allocated."

- 4.2 On 25th February, the Panel convened for the scoping meeting for the review. One of the outcomes from this meeting was that the review would be carried out in a single evidence session over the course of a full day. It was also agreed that representatives from a small number of organisations would be requested to attend the evidence session to enable the Review Panel to arrive at its findings and recommendations.
- 4.3 The Panel's final report is to be referred to Cabinet in June for consideration of the recommendations made. To avoid an additional committee meeting being scheduled for the purpose of approving the final report, the Chair, Party Spokespersons and Members of the Review Panel agreed that this Committee should be requested to delegate authority to the Review Panel to refer the final agreed report to Cabinet.

5.0 PROGRESS IMPLEMENTING PREVIOUS RECOMMENDATIONS

5.1 Freedom of Information Scrutiny Review

At the agenda setting meeting held on 13 November 2014, it was agreed that a report providing an update to all recommendations made in the Freedom of Information Scrutiny Review that was completed in April 2014 would be presented to this Committee. The Chair, Party Spokespersons and officers agreed that the update would be presented to the Committee in a table and included as part of this Work Programme report (Appendix 1).

6.0 RECOMMENDATIONS

- 6.1 Members are requested to approve the Transformation and Resources Policy & Performance Committee work programme for 2014/15 as shown in the appendix, making any necessary amendments.
- 6.2 Members are requested to vary the Terms of Reference of the Local Welfare Assistance Task and Finish Review Panel to give delegated authority to refer the final report directly to Cabinet.

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APPENDIX 1

Freedom of Information Scrutiny Review – Recommendations Progress Update

Recommendation	Update	Recommendation Status
<p><u>Recommendation 1</u> Council Directorates should appoint and develop Freedom of Information Champions and Deputies to cover all Council services and to act as a single point of contact between those services and the Freedom of Information Team. The implementation of Champions should be driven by Legal and Member Services, including the provision of the appropriate training and support for the role to be fulfilled effectively and consistently across the Council. Council Directorates should, however, determine which officers should carry out these roles based on staffing resources, number of requests received and of services provided. It is expected that this recommendation should be fully implemented by December 2014.</p>	<p>A request for nominations for FOI champions was circulated with a summary of what is expected of the champions. Nominations have been received and once Future Council/remodelling is completed; the list can be revisited to ensure the Posts nominated remain within the Council structure.</p>	<p>Complete</p>
<p><u>Recommendation 2</u> If departmental Champions are to be introduced, they should be provided with appropriate access to CRM. It should then be ensured that all departmental actions / processes are fully recorded within CRM, including acknowledging the receipt of the request within 2 working days to allow the Freedom of Information Team to monitor all requests received effectively.</p>	<p>Departmental champions will all be trained and the training programme will include an introduction and appropriate training on the use of the CRM system. Documentation is available for the lifecycle of an FOI enquiry using the CRM system and this will form the basis for training.</p>	<p>Complete</p>
<p><u>Recommendation 3</u> Legal and Member Services should investigate whether there is an existing technical solution for the CRM to be automatically populated with all requests made via the What Do They Know website and email. If a technical solution is identified, this should be fully tested to ensure all requests are captured before being implemented</p>	<p>This was raised by Jane Corrin and investigated by Wirral IT section. There is no technical solution available to allow CRM to be automatically populated with requests made from the “Whatdotheyknow” website.</p>	<p>Complete</p>

<p><u>Recommendation 4</u> Legal and Member Services should determine the desired functionality of the IT software / workflow management system for the Council moving forward in managing Freedom of Information. If the existing CRM system is deemed not fit for purpose or too costly to configure, the feasibility of procuring a new case management system should be investigated. If the Council intends to acquire a new case management system, it should be ensured that a business case, supported by a cost-benefit analysis, is developed accordingly.</p>	<p>The functionality of CRM is being investigated for various roles it facilitates across the Council as part of the windows 7 migration project. The Council invested heavily in CRM and it is a key vehicle for many core council functions which utilise customer details. Future Council and remodelling meant there was some delay in fully exploring the suitability for CRM to continue to be the vehicle of choice for FOI. However, it has been established that there are several technical solutions on the market to deliver FOI. Several IT solutions providers have offered to visit Wirral and demonstrate their systems. It is anticipated that relevant interested parties, including an IT presence would be available after Future Council project is concluded.</p>	<p>Complete</p>
<p><u>Recommendation 5</u> In order to enhance performance management of compliance against Freedom of Information legislation, Legal and Member Services should:</p> <p>i) Ensure that the percentage of Freedom of Information requests responded to within 20 working days is reported to the Chief Executive's Strategy Group as part of the monitoring reports submitted, with the performance figure broken down at Council directorate and departmental level; and</p> <p>ii) Liaise with the Performance & Business Intelligence Team to develop a solution for providing exception reporting on directorate and departmental performance where an appropriate threshold tolerance has not been met. This recommendation should be implemented in line with the commencement of the new municipal year.</p>	<p>i) This is now in place and reported to the Strategic Leadership Team.</p> <p>ii) This is now in place and reported to the Strategic Leadership Team.</p>	<p>Complete</p>

<p><u>Recommendation 6</u> Legal and Member Services should implement a process for identifying emerging trends and themes of all Freedom of Information requests received by the Council and to then ensure that the Council's Publication Scheme is appropriately updated with the relevant information.</p>	<p>This is currently in place and is reported by the FOI team as part of the weekly report.</p>	<p>Complete</p>
<p><u>Recommendation 7</u> Legal and Member Services should engage with the Corporate Marketing Team to implement a strategy on using the Council's internet website in order to:</p> <p>i) Publish the Council's performance on managing Freedom of Information requests on a periodic basis, including all relevant statistics such as volume of requests received.</p> <p>ii) Categorise and publish commonly asked Freedom of Information requests received with their respective responses.</p>	<p>i) The FOI team produce this information and have spent some time fine tuning the data to ensure it is in an easy to read/understand format. A meeting will be scheduled in the near future with Corporate Marketing to make final determinations on frequency and format of the data to be published and then the information can go live.</p> <p>ii) The FOI team now categorise and analyse themes and emerging trends. A meeting will be scheduled in the near future with Corporate Marketing to make final determinations on format of the data to be published.</p>	<p>In progress</p>
<p><u>Recommendation 8</u> Legal and Member Services is requested to note the views of the Panel on the search functionality of the Council's website, when using detailed search criteria. These views should be forwarded to the Corporate Marketing Team to ensure that they can be considered as part of the Council's ongoing development of the Council's website.</p>	<p>The functionality of the Council's website and the difficulties of using the search criteria were raised with the Corporate Marketing Team. These views were taken on board and formed part of the review of the website and many improvements have now been made with regard the functionality of the website.</p>	<p>Complete</p>

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

Key Activities	Lead Member / Officer	Reason for Review	May 2014	June 2014	July 2014	Aug 2014	Sept 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	April 2015	Outcome
Committee Dates					15th		16th		5th	4th		4th	30th		
Scheduled Reviews															
Local Welfare Assistance Scheme	Cllr Ann McLachlan / Malcolm Flanagan	Requested by Members													Review recommenced
Budget Options	Joe Blott	Part of Future Council Process													Completed - Referred to Cabinet November 2014
Potential Reviews															
Council's Approach to filming	Cllr Ann McLachlan														
Notice of Motion															
Reports Requested															
ICT Strategy	Mike Zammitt	Requested by Members													
Council Tax / Sundry Debtors	Malcolm Flannagan	Requested by Members													
Evolving process of Future Council	Joe Blott	Requested by Members													
Freedom of Information - Follow up report		Requested by Members													
Office Accommodation (New Municipal Year)		Requested by Members													
Standing Items															
Performance Dashboard															
Financial Monitoring															
Special Budget meeting															

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