



Policy and Performance - Transformation and Resources Committee

Date:	Tuesday, 22 March 2016
Time:	6.00 pm
Venue:	Committee Room 1 - Wallasey Town Hall

Contact Officer: Andrew Mossop
Tel: 0151 691 8501
e-mail: andrewmossop@wirral.gov.uk
Website: <http://www.wirral.gov.uk>

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 - 4)

To approve the accuracy of the minutes of the meeting held on 1 February 2016.

3. CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM UPDATE REPORT (Pages 5 - 20)

4. COMMUNITY SAFETY PARTNERSHIP (Pages 21 - 28)

5. 2015/16 QUARTER 3 DIRECTORATE PLAN PERFORMANCE REPORT (Pages 29 - 38)

- 6. FINANCIAL MONITORING 2015/16 QUARTER 3 (Pages 39 - 46)**
- 7. WORK PROGRAMME UPDATE REPORT (Pages 47 - 52)**
- 8. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 1)**
- 9. EXEMPT INFORMATION - EXCLUSION OF THE PRESS AND PUBLIC**

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

RECOMMENDED:

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

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

POLICY AND PERFORMANCE - TRANSFORMATION AND RESOURCES COMMITTEE

Monday, 1 February 2016

<u>Present:</u>	Councillor	J Williamson (Chair)	
	Councillors	P Doughty S Foulkes R Gregson M Patrick J Salter J Walsh	A Sykes T Anderson L Fraser T Pilgrim C Carubia
<u>Deputies:</u>	Councillors	I Williams (In place of B Kenny) G Ellis (In place of B Berry)	
<u>Apologies</u>	Councillor	C Muspratt	

30 **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.

31 **MINUTES**

Members were requested to receive the minutes of the Transformation and Resources Policy and Performance Committee meeting held on 3 December, 2015.

Resolved –That the minutes of the meeting of 3 December, 2015 be approved.

32 **PERFORMANCE APPRAISAL**

The Strategic Director of Transformation and Resources presented a report on the current position regarding the completion of Performance Appraisals

(PAs). The current outturn figure at January 2016 for Performance Appraisal 2015 -16 was 72.8%. There had been regular communication to Managers from the HR/OD function with the Chief Executive outlining the requirements to undertake performance appraisals. However, four months after the completion deadline there were a number of service areas where large numbers of performance appraisals had still not been completed.

The report gave details of the Performance Appraisal process, the timetable, the support in place for the process, the key issues preventing service areas achieving the target and the next steps. A table of the latest figures on PAs was circulated to the Committee which showed that 75.3% were now complete with just one Directorate not hitting the target of 80%.

In response to comments from Members, the Strategic Director of Transformation and Resources stated that 'appropriate action' against managers would include holding them to account in their performance management and may lead to formal or informal action being taken against them.

The Director of Children's Services stated that there was no way to excuse the figures for her department. With over 300 social workers Social Work Managers carried out regular 'supervision', for those newly qualified this was fortnightly and with hindsight the PAs should have been added on to this regular supervision.

With regard to the number of employees and the discrepancy in the figures of those employed by the Council between the figures circulated at the meeting and those attached originally to the report, now showing 68 more, the Acting Head of Human Resources and Organisational Development informed the Committee that there were would be a number of reasons for this including casual and concessional staff, a number of new starters and staff who were multiple job holders. The Council establishment did vary from week to week. With regard to the manager to staff ratio this did vary from service to service between 1:6 and 1:12.

Responding to further comments the Strategic Director expressed his disappointment with the figures. Over 1,000 staff in his directorate had now had their PA and this included some areas of dispersed workers, such as libraries, where there would be staff who just worked on a Saturday and in One Stop Shops. He acknowledged that the process had got off to a really slow start but over 3,000 staff had now received their PA and this was a significant improvement over the situation just a few months ago. The Chief Executive did continue to enforce the message. He accepted the challenge to improve performance next year and that next year the same reasons for poor performance would be unacceptable. There was no reason for those staff who were building based not to have had their PAs completed on time. The target for next year was yet to be determined. No action had been taken against a

manager solely on the issue of failing to complete a PA but April 2016 would see the start of a new PA cycle and all managers would be signing an accountability statement. The suggestion of targeting those people missed this year and ensuring they were at the start of the process in the new municipal year could be explored.

Resolved – That the report be noted.

33 **LOCAL WELFARE ASSISTANCE SCHEME**

The Committee considered a report from the Strategic Director of Transformation and Resources which set out the changes to the operation of Wirral's Local Welfare Assistance scheme and associated financial position to date, following the implementation of a number of the recommendations made by Cabinet on 29 June 2015 (minute 14 refers) following the Scrutiny Review.

Responding to comments from Members, Nicky Dixon's, Senior Benefits Manager, and Lisa Jamieson's, Transaction Centre Senior Manager, comments included, there were now far fewer applications for multiple items and the award of 'white goods' had reduced considerably. The projected residual funding of £414,820 might come in a little short of the projected spend, with one option being to review the scheme further and tighten up on awards. With regard to the Wirral Foodbank the possible donation of £65,000 was very much an estimate which would cover 3 days of food for 9,500 awards, with this being a one off donation. They explained the scheme administration costs and the reasons why payment cards for banks were more costly to use than card transactions.

The Chair suggested that the Task and Finish Group should be reconvened in the next six months to look beyond April 2017 when the current funding was expected to run out and to look at alternative strategies that might be put in place.

Resolved –

- (1) That this Committee acknowledges the progress made and recommends to Cabinet that the actions introduced in respect of 2015/2016 are continued and that Wirral's Local Welfare Assistance Support Scheme is therefore maintained, albeit on a moderated basis during 2016/2017 utilising the projected residual funding of £414,820.**
- (2) That the Task and Finish Group be reconvened in the next six months to look beyond April 2017 at alternative strategies that might be put in place when the current funding was expected to run out.**

34 **POLICY INFORM BRIEFING PAPER**

The Strategic Director of Transformation and Resources introduced a report on the January Policy Inform Briefing paper which outlined the key features of the Autumn Statement and the Spending Review, which was announced on 25th November 2015.

The Briefing paper also alluded to any potential implications for Wirral Council, and elaborated on any legislation or policy updates that had been implemented, or developed since the last policy briefing in September. It was expected that the March Briefing Paper would focus on the Chancellor of the Exchequer's Budget, which would be published on 16 March 2016. Due to Policy and Performance Committees taking place at the beginning of March it would not be possible to take the next Policy Inform papers to Committees, however, these papers would be circulated to Members for their reference.

Resolved – That the report be noted.

35 **WORK PROGRAMME UPDATE REPORT**

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

Councillor Sykes gave an update on the Disaster Recovery Task and Finish Scrutiny Review for which a date had been agreed for the evidence session.

Three Members, Councillors Foulkes, Fraser and Patrick had volunteered to sit on the Freedom of Information Task and Finish Scrutiny Review.

Resolved –That with the addition of a Task and Finish Review on the Local Welfare Assistance Scheme, the work programme for 2015/16 be approved.



Policy and Performance - Transformation and Resources Committee

Tuesday, 22 March 2016

REPORT TITLE:	Customer Relationship Management System Update Report
REPORT OF:	Strategic Director: Transformation and Resources

1.0 REPORT SUMMARY

This report provides a progress update on the work being undertaken to review the council's Customer Relationship Management (CRM) system and identify future requirements that will align with Wirral's 2020 Vision.

2.0 BACKGROUND AND KEY ISSUES

2.1 Implementation of Oracle E-Business Suite

In 2005, as part of the '1Business' programme, the council implemented Oracle's E-Business Suite (EBS) as an Enterprise Resource Planning (ERP) system which was intended to support key corporate functions including Financials; HR; Procurement and CRM.

Currently the council only uses elements of Oracle EBS (see Appendix 1 for full details):

- **Financials** (General Ledger; Accounts Receivable/Payable; Cash Management and Inventory)
- **Procurement** (iProcurement)
- **CRM** (mainly Environment and Regulation services; E-mail Centre and Integrated webforms)

2.2 Implementation of Oracle CRM

Within a public sector context, a CRM manages customer interactions across multiple contact channels, providing a 'single view of the customer' and ensuring disparate services are equitable; joined up and customer focused.

When implementing the CRM element of Oracle EBS, significant effort was made to utilise the extensive functionality offered by Oracle's local government version of CRM (LG45) which focused on 'locality based' interactions such as those associated with Environment and Regulation services.

This has created some best practice processes including 'up-front' service information; transactional self-service; automated acknowledgement and Service Level Agreement confirmation; integration to the back office and out to external contractors; pro-active progress tracking; fulfilment update and post-delivery feedback.

However, this focus on locality based processes has meant the current CRM has struggled to support services centred on 'people' such as Revenues; Benefits; Children and Adult social care etc. This has resulted in the CRM becoming more of a legacy system for Environment and Regulation services rather than the intended unified customer interface across multiple council services.

As a consequence, key strategic outcomes such as a delivering 'digital by default' council services and having a 'single view of the customer' alongside expected operational outputs including reductions in the cost of service delivery have not been fully achieved by the current CRM implementation.

Another driver for reviewing Oracle CRM (and Oracle EBS) is that the version currently deployed by the council (v11.5.10) is out of supplier support and although a third-party vendor support package has been procured for the interim there is a longer-term requirement to upgrade or replace.

3.0 WORK UNDERTAKEN TO IDENTIFY FUTURE REQUIREMENTS

3.1 Project mandate and scope

Using the mandate described in point 2.2, a project was authorised to begin reviewing the current implementation of Oracle CRM and identifying future requirements to align with Wirral's 2020 Vision, with a particular focus on the following functionality:

- Customer/staff/councillor/partner interfaces
- Single sign-on and authentication to multiple services
- Self-service/mediated customer journeys and customer engagement
- 'End to end' automated processes
- Integration to third-party portals/functionality and 'back office' systems
- Creation of a 'single view of the customer'
- Reporting and analytics to enable customer insight

3.2 Soft-market testing

As there was a need to engage with the CRM supplier market, this specification was drawn up into a 'soft-market testing' (SMT) template after contributions from key stakeholders including customer services; transaction centre and IT services (see Appendix 2).

The SMT template was made available on the NW procurement portal (The Chest) to encourage submissions from interested suppliers. A total of 24 submissions were received which were shortlisted by key stakeholders to 10 suppliers based on their stated ability to meet the specification and

representing market leading CRM solutions. These shortlisted suppliers were then invited for presentations to a wider panel of council stakeholders drawn from across all council directorates; digital strategy team and members.

All 10 shortlisted suppliers have since presented their solutions to 100+ stakeholders with the following intended outputs:

- View of what the current/future requirements are across council directorates; members and wider Wirral partnership
- Familiarity with best practice case studies and latest technological innovations available on the market
- Understanding of current infrastructure and likely implementation issues
- Refined and comprehensive specification for corporate approval prior to initiating any procurement process

3.3 Next steps

Core stakeholders are currently reviewing the information supplied during the presentations; feedback provided by wider stakeholders and engaging with other local authorities who have recently implemented a similar approach. This process is expected to be complete by the end of March 2016. This will then inform a revised and comprehensive specification that will be shared again with wider stakeholders for feedback before approval by senior leadership team and members.

The expectation is that, in order to fulfil this specification and meet future business needs, a procurement process will invite prospective suppliers (not limited to previously shortlisted SMT suppliers) to submit tenders stating how their solutions meet these clearly defined requirements. The invitation to tender document is expected to be ready for publishing on the NW procurement portal by April 2016.

The core panel will then be responsible for reviewing/shortlisting and selecting a successful bidder who will engage with the council to confirm an agreed implementation schedule, within the terms laid out in the specification.

4.0 RECOMMENDATION

- 4.1 That the contents of this progress report are noted.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 Report produced at the request of Transformation and Resources Policy & Performance Committee.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 The option to remain with the current version of Oracle CRM was considered but as described in the project mandate (point 2.2) the current version is at 'end of life' and does not support operational or strategic requirements.

3.0 BACKGROUND INFORMATION

- 3.1 As described in point 2.0 (main report); appendices and reference material.

4.0 FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications arising from this progress report.

5.0 LEGAL IMPLICATIONS

- 5.1 There are no legal implications arising from this progress report.

6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

- 6.1 There are no immediate resource implications arising from this progress report.

7.0 RELEVANT RISKS

- 7.1 There are no immediate risks arising from this progress report.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 As described in point 3.2 (main report) there has been extensive engagement with stakeholders across the council; members; third-party suppliers and other local authorities with recent experience of similar implementations.

9.0 EQUALITY IMPLICATIONS

- 9.1 There are no immediate equality implications arising from this progress report though equality requirements will inform the revised specification.

REPORT AUTHOR: Phil Russell
Change Programme Manager
Telephone: (0151) 666 3092
Email: philrussell@wirral.gov.uk

APPENDICES

Appendix 1 – Wirral’s implementation of Oracle E-Business Suite

Appendix 2 – CRM Soft Market Testing template

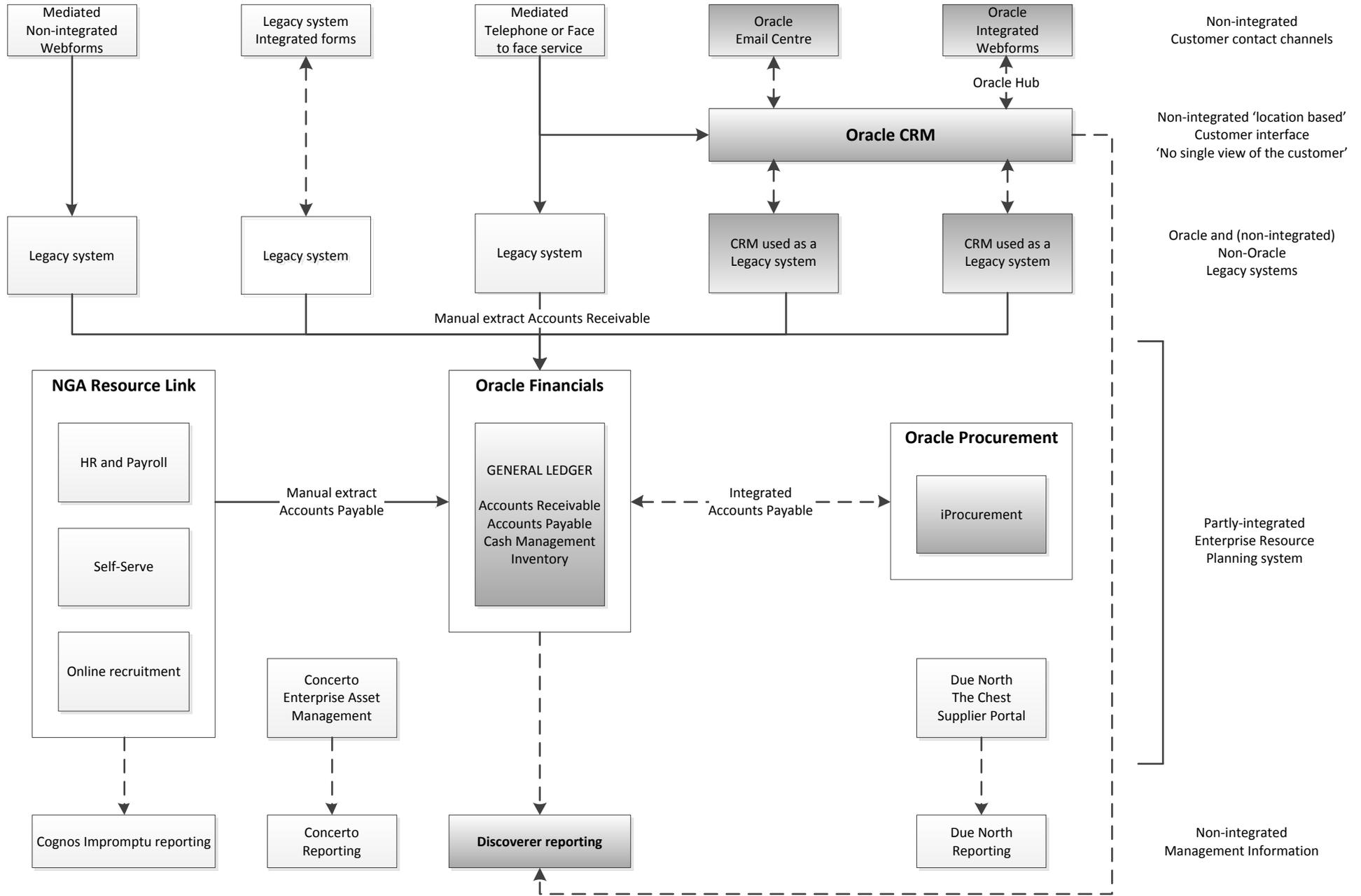
REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
TRANSFORMATION AND RESOURCES POLICY AND PERFORMANCE COMMITTEE	21ST SEPT 2015

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Appendix 1 - Wirral's implementation of Oracle EBS/Non-Oracle ERP functions



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**Corporate Procurement
SOFT MARKET TESTING (SMT):
ASSESSING MARKET INTEREST IN THE IMPLEMENTATION OF A
*Customer Relationship Management system***

RETURN OF SMT submissions

The closing date for the return of SMT submissions is 12 noon on: **15 JAN 2016**

<http://www.the-chest.org.uk>

CONTACT AND QUERIES

Please raise any queries which may have a bearing on the SMT or any specific questions regarding this process with Wirral Council Corporate Procurement **via The Chest** at the earliest opportunity, and in any case **not later than 12 noon, 3 working days prior to the closing date**. Questions raised after this time may not be responded to.

Interested parties are advised that where such enquiries have been made, and it is appropriate to do so, the Council will distribute a copy of the enquiry and the written reply, with anonymity preserved, via The Chest.

PLEASE DO NOT CONTACT OFFICERS VIA ANY OTHER METHOD AS A RESPONSE WILL NOT BE PROVIDED.

Please indicate those parts of your submission that you regard as commercially sensitive in the event that information requests are received from third parties.

USING THE CHEST

Supplier Guides on how to use The Chest can be found by clicking on the "Help" button at the top right hand side of the screen.

In the event of any TECHNICAL problems using The Chest, please contact:

nwsupport@due-north.com

Telephone: 0845 293 0459 (08:30 - 17:30)

Section 1 – Scope

1.1 Scope

This contract is primarily for delivery of goods or services to council establishments in Wirral. Wirral is a Metropolitan Borough of Merseyside in the North West of England with a population of approx 300,000 over 60 square miles. Further information about Wirral is available on our website (www.wirral.gov.uk).

As part of this SMT exercise Wirral Council is inviting submissions to assess the market in support of a potential procurement for a Customer Relationship Management (CRM) system or similar solution offering CRM functionality.

- 1. This is not a Pre-Qualification Questionnaire (PQQ), and your responses will be considered by officers to help to determine how the council wishes to proceed with the initiative to create a CRM in support of the Council's Digital First strategy/2020 Vision (see appendix).*
- 2. This exercise is intended to assess the level of interest from potential suppliers; and to solicit innovative ideas about options for the enhancement of the Council's customer, staff and partner interfaces to meet future business needs, realise its strategic objectives, and deliver improved functionality for the benefit of all users and the wider organisation. By issuing notices and publishing this document the council is not committing to progressing further.*
- 3. References to the form of agreement are for information and context only and may change.*
- 4. Your responses will not be "evaluated" and scored, as this exercise is distinct to any future procurement process. Any indication of commercial terms will not be binding on you, and will not be considered if the council proceeds further.*
- 5. The council accepts no responsibility for any associated financial costs, nor will it be liable for reimbursement of any costs related to this submission.*
- 6. The council is open to exploring innovative ways of structuring any prospective implementation that delivers the required benefits. Please do not feel constrained from making alternative proposals or suggesting different approaches that meet business requirements.*
- 7. The scope of this SMT Questionnaire is for the Council to gain an understanding of what potential solutions are available to inform its development plan and any related procurement exercise to maximise the value realised by the Council – additional, innovative ideas or solutions would be welcome in addition to a compliant response.*
- 8. The questions included in this SMT Questionnaire are informed by the Council's Digital First strategy and an internal review of current capabilities to meet these strategic objectives.*

The council has the following Vision Statement for its Customer Access Strategy, in support of the [Wirral Plan: a 2020 Vision](#)

Our customer services will enable Wirral residents and businesses to make informed choices. We will provide reliable, consistent and cost effective services to our customers; promoting self-sufficiency so that our resources can be focused on supporting the most vulnerable. The services provided to our staff will be guided by the same principles, promoting self-service and self-sufficiency, so that our expertise can be focused on supporting staff with more complex issues. This vision has led to the following design principles:

- *Our online services will be easy to find and use, effective, efficient and secure, and become the channel of choice for most of our customers*
- *Wirral residents, partners and staff will have the necessary access, skills confidence and support to enable them to interact with the council online*
- *Face to face services will be available at accessible neighbourhood hubs*
- *Enquiries will be resolved at the point of contact wherever possible*
- *Our services and processes will be clear and transparent*
- *We will have a 'single view of the customer' across disparate services to provide insight and enable informed decision-making about future service provision focused on customer requirements*
- *We will share information across the Wirral partnership wherever possible to avoid duplication and provide a joined up customer experience*
- *Wherever possible online service provision will be fully integrated into 'back office' systems providing a seamless customer experience and avoiding costly duplication/manual processes in the 'back office'*
- *That our services and communications will be easy to understand*

In order to meet this vision the council is currently reviewing its existing customer/staff/partner interfaces and drafting a scope for a new corporate CRM which will meet these future business requirements.

1.2 Wirral Council Strategic Review

Wirral Council is currently undergoing a strategic review and due to the uncertainty of services required in the future, there is no guarantee as to the level of business. Please note that should the strategic review deem that this service is no longer required or the service is not to be provided by Wirral Council, then Wirral Council reserve the right to terminate this contract.

1.3 Contract Duration

This is a soft market testing exercise. Contract information will be provided in any future procurement document.

Section 2 – Specification

2.1 Specification

The specification of a corporate CRM or alternative solution providing similar functionality is informed by the Customer Access Strategy vision/design principles as described in Scope (point 1.1); Appendix and specified below:

The council's CRM/similar solution will facilitate customer interactions including:

- Integration to 'back office' legacy applications
- Transactional functionality e.g. scheduling; mapping; payments etc.
- Service request progress tracking

Authenticated access via a single sign-on account to enable:

- Authenticated integration to 'back office' legacy applications
- Single sign-on account
- 'Tell us once' personal information updates
- Personalised customer information provision
- Booking/scheduling functionality
- Auto-fill form completion
- Document management
- Simple workflow
- Customer engagement and provision for feedback

Accessed via following media/channels:

- Self-service
- Mediated service e.g. via Call Centre; Council 'One Stop Shop'
- Partner service e.g. public sector partners across the 'Wirral Partnership'
- Community service e.g. access by community/other single-interest groups

Providing the following functionality for the Council:

- 'single view of the customer' across multiple services
- Channel; service; transaction; customer analytics/reporting tools enabling provision of customer insight

Section 3 – Questions

(max. 500 words per response (expand fields as appropriate) though supporting documentation will be accepted).

No	Description
1	<p>Does your organisation (and/or partners) have experience of recently implementing a CRM or similar solution to another unitary council? (Please provide case study evidence)</p>
2	<p>a. What were the proven (tangible/non-tangible) benefits identified from this recent implementation?</p> <p>b. Are you happy for Wirral Council representatives to contact the case study customer(s) for independent verification?</p>
3	<p>Please describe/be prepared to demonstrate how your solution(s) provides the following:</p> <p>a. Customer information provision</p> <p>b. Integration to ‘back office’ legacy applications</p> <p>c. Transactional functionality</p> <p>d. Service request progress tracking</p> <p>e. Scheduling functionality</p> <p>f. Mapping functionality e.g. locational issue reporting</p> <p>g. Secure payments</p>
4	<p>Please describe/be prepared to demonstrate how your solution(s) supports (authenticated) access across a seamless, intuitive interface to:</p> <p>a. Authenticated integration to ‘back office’ legacy applications</p> <p>b. Single sign-on account</p> <p>c. ‘Tell us once’ personal information updates</p>

	<ul style="list-style-type: none"> d. Personalised customer information provision e. Booking/scheduling functionality f. Auto-fill form completion g. Secure payments h. Document management i. Simple workflow j. Customer engagement and feedback
5	<p>Please describe/be prepared to demonstrate how your solution(s) supports access across a seamless, intuitive interface via the following channels:</p> <ul style="list-style-type: none"> a. Self-service b. Mediated service e.g. via Call Centre; Council ‘One Stop Shop’ c. Partner service e.g. other public/voluntary sector partner across the ‘Wirral Partnership’ d. Community service e.g. provision for access by community or other single-interest groups
6	<p>Please describe/be prepared to demonstrate how your solution(s) supports the generation of customer insight:</p> <ul style="list-style-type: none"> a. ‘Single view of the customer’ across disparate services i.e. creation and maintenance of single customer record to enable functionality described in question 4 b. Reporting/analytics tools enabling generation of customer insight
7	<p>Please provide evidence of which third-party applications your solution(s) have successfully integrated with to enable functionality described in questions 3 and 4.</p>

8	<p>Please describe/be prepared to demonstrate how your solution(s) support the provision of comprehensive management information e.g. measurement of Key Performance Indicators.</p>
9	<p>Please describe any other benefits/functionality that your solution(s) may offer the Council that are not described above.</p>
10	<p>Is your solution(s) configurable after initial implementation - can you describe your standard process for scoping/testing/implementing and on-going support (including indicative timescales)?</p> <p>Does the implementation include an element of skills transfer to enable future configuration by the council?</p>
11	<p>Are you able to provide any indicative costings for implementation of your solution e.g. scalable module/licence/configuration/integration costs?</p>
12	<p>It may be a requirement to make a presentation, should the Authority so wish – please confirm you are able to provide a demonstration if requested.</p> <p>If you require any further clarification from the Council please use the contact details provided below.</p>

Section 5 – Contact details

COMPANY NAME	
COMPANY REGISTERED ADDRESS (including postcode)	
CONTACT NAME	
POSITION	
TELEPHONE	
EMAIL	



**Policy and Performance - Transformation and Resources
Committee
Tuesday, 22 March 2016**

REPORT TITLE:	Community Safety Partnership
REPORT OF:	Strategic Director: Transformation and Resources

REPORT SUMMARY

This report seeks to outline Wirral's statutory requirement for a Community Safety Partnership (CSP) and to provide Members of this committee with an update on the arrangements and the priorities set by Wirral Community Safety Partnership for 2016/17.

The report also takes the opportunity to highlight to Members the progress made to date in the delivery of 2 of the 20 pledges with in Wirral's 2020 Vision, these being:

- Ensuring Wirral's neighbourhoods are safe.
- Zero tolerance to Domestic Abuse

RECOMMENDATION/S

That Members are requested to:

1. Note the content of this report and the progress made in the delivery of the two 2020 pledges; and
2. Recommend to Cabinet the 2016/17 priorities set by the Community Safety Partnership.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 Crime and anti-social behaviour and domestic abuse in all its forms are a plight on the victims and the communities where they occur. The two Wirral 2020 pledges - Ensuring Wirral's Neighbourhoods are Safe and Zero Tolerance to Domestic Abuse – set the future direction of how the Wirral partnership will tackle these matters and are key to the future wellbeing of Wirral's communities.
- 1.2 The Community Safety Partnership (CSP) is responsible for overseeing the delivery of these pledges.
- 1.3 To seek this committees approval to recommend to Cabinet the priorities for the CSP in 2016/17.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 No other options were considered.

3.0 BACKGROUND INFORMATION

Statutory Requirements for a Community Safety Partnership

- 3.1 Section 6 of the Crime & Disorder Act 1998 requires the Responsible Authorities, commonly referred to collectively as a Community Safety Partnership (CSP) within a local government footprint to work together in formulating and implementing strategies to tackle local crime and disorder in the area.
- 3.2 Amendments made to the Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007 required CSPs to share any partnership plans and community safety agreements with the Office of Police and Crime Commissioner (OPCC) and gave the OPCC powers to call together representatives of these authorities across their police area to attend a meeting – the Merseyside Community Safety Partnership.
- 3.3 OPCC are not a designated responsible authority under the Crime and Disorder Act 1998, however, the OPCC and the CSP must have regard to each other's priorities within their plans. This encourages joint working across each respective police force area and leads to mutually agreed priorities. It also ensures that the OPCC's priorities are tackled at the local level, and the CSP priorities are appropriately reflected and resourced.

Current Community Safety Partnership Arrangements

- 3.4 Currently the Wirral CSP operates under the brand of Safer Wirral and is attended by a wide representation from the following agencies and individuals:

- Merseyside Police – Area Commander
- Cabinet Member - Housing and Communities
- Party Group Spokesperson (Conservative & Lib Dems)
- Wirral Council
 - Community Safety Team
 - Wirral Anti-Social Behaviour Team
 - Family Safety Unit
 - Youth Offending Services

- Merseyside Fire & Rescue Service
- National Probation Service
- Merseyside Community Rehabilitation Company
- Wirral NHS
- Merseyside Office of Police and Crime Commissioner

3.5 The CSP meet on a quarterly basis to understand latest crime data and agree work priorities to protect local communities to help people feel safer. They work out how to deal with local issues like anti-social behaviour, drug or alcohol misuse and reoffending. They annually assess local crime priorities and consult partners and the local community about how to deal with them.

Community Safety Partnership Priorities

3.6 The CSP agree their priorities for a 2 year period and these are then reviewed on an annual basis. The priorities for 2014 – 2016 were:

- Reducing anti-social behaviour
- Reducing the amount of unlawful damage that occurs on Wirral
- Reducing the number of young people illegally drinking alcohol
- Reducing the impact of drug abuse
- Take effective action on all forms of hate crime
- Manage offenders who commit disproportionately high levels of crime
- Reduce shoplifting

3.7 These priorities are monitored and published on the internet to maintain accountability to the partnership and also to the communities of Wirral. The Performance Management Framework comprises the target rationale, baselines, projections, targets and reporting frequencies. Detailed below (Fig 1) are the target areas of focus throughout 2015 - 2016.

15 16 Targets set from 14 15 Achievements and 15 16 Projections						
Wirral Community Safety Partnership Performance Targets - 2015 / 2016	Reporting Frequency	Out Turn 2014/15	2015/16 Trend Projection	Proposed Target 2015/16	Target Rationale	Calculation Method
All Crime		19061	19794	19428		All recorded crime in Wirral
All crime within the 7 Beats Initiative	Monthly	2894	2900	2897	Average of 14/15 and 15/16 projection	All crime in Police Beats A342, A343, A344, A345, A346, A347, A348 (7 of 9 Beats in Birkenhead and Tranmere Ward)
Violence						
Violence With Injury	Monthly	1982	2268	2125	Average of out-tum and projection	Home Office definition
Alcohol Related Violence Youth		32	32	32		Recorded violence where alcohol flag is checked for 10-17 year olds or 18+
Alcohol Related Violence Adult		899	1044	972		National Indicator 28 definition
Senous knife crime		80	96	88		National Indicator 29 definition
Gun Crime		20	42	31		
Repeat Offending / Victimisation						
Repeat MARAC cases -	Quarterly	16.5	16.5	16.5	Maintain 2014/15	Average % repeats of high risk cases taken to MARAC in previous 12 months
Compass Decrease in offending rate		77.2	77.2	77.2		Rate 6 months before Compass Delivery/ rate 6 months after Compass Delivery
Compass Decrease in offending severity		78.5	78.5	78.5		This year's / last year's offending rate
PPO Offending Rate Reduction		41.2	41.2	41.2		
Acquisitive Crime						
Senous Acquisitive crime	Monthly	2920	3324	3122	Average of out-tum and projection	Former National Indicator definition
Primary deliberate fires		224	224	224		
Burglary		1026	1410	1218		
Taking of Motor Vehicle		548	690	619		
Theft From Motor Vehicle		1216	1056	1136		
Theft from Shop		2151	2256	2204		
Anti Social Behaviour						
Anti Social Behaviour Incidents	Monthly	11781	11250	11516	Average of target and projection	National Standard For Incident Recording
Criminal damage		3586	3420	3503	Out-tum	Former National Indicator definition
Secondary deliberate fires count		735		735	15% increase	Positive Futures - 15% increased funding for two of the measures
Young people attending sports sessions		847		528	Out-tum	
Young people reporting a reduction in alcohol/drug misuse		88		88	15% increase	
Young people referred to partner interventions		339		390		

Figure 1 – 2015/16 Performance Management Framework

3.8 The priorities for 2016/17 have been agreed by the CSP and were designed around the Wirral's 2020 Vision and one of its overarching principle's that no one single agency can deal with, or be responsible for dealing with complex community safety and criminal problems.

Therefore the CSP priorities for 2016 -2021 mirror those priorities set out in the two relevant pledges of Wirral's 2020 Vision specifically:

- Zero tolerance to Domestic Abuse (Pledge No. 7)
- Ensuring Wirral's neighbourhoods are safe. (Pledge No. 19)

3.9 These two pledges set the strategic direction for community safety in Wirral over the next five years. There will still be a requirement to measure the rates of specific crimes and anti-social behaviour, but the CSP will be far more outcome focussed with an agreed set of priorities, which when achieved will result in a safer Wirral.

**3.10 Ensuring Wirral's Neighbourhoods are Safe - Priorities
Build safer, stronger, more confident communities.**

- 3.11 Greater engagement and involvement with the communities of Wirral will be at the heart of the work programmes for the CSP. We must strive to eradicate the fear of unsafe from the reality of a place where crime is being reduced.
- 3.12 The CSP will prioritise working with our residents to support strong, active and inclusive communities, who are informed and involved in decision-making which will enable us to improve our services and create safer neighbourhoods.
- 3.13 All of the above priorities will have due regard to the OPCC plans and priorities, and the CSP will work with the OPCC to mitigate risks to our communities and achieve tangible outcomes towards both sets of priorities.

Improve Community Safety by Tackling the Cause and Impact of crime and ASB

- 3.14 The CSP will prioritise its resources towards tackling the causes and impact of crime with the aim of improving the lives of victims. In particular the partnership will seek to prioritise the eradication of the fear of crime and of feeling unsafe across the Borough.
- 3.15 The CSP will work with colleagues involved in the Early Years strategy to ensure that our young people are directed away from crime and anti-social behaviour to other activities and resources such as The Hive – Wirral's new £6 million Youth Zone which is due to open in 2016.
- 3.16 In addition to this, the CSP will seek to work with colleagues from youth offending services, to ensure that as much can be done in regards to those young offenders and ensure that any perpetrator programmes bring about change in behaviours and reduce reoffending.
- 3.17 New and more efficient ways of working to address anti-social behaviour will be a priority for the CPS such as Wirral's Neighbourhood Justice Scheme which aims to provide positive outcomes to those affected by crime, ASB or neighbour disputes by enabling people to work together to find some kind of meaningful resolution. This method can help prevent escalation, ultimately saving time and the costs associated with repeat interventions by the police and other agencies.

Protecting Vulnerable People

- 3.18 In this pledge the CSP will seek to eliminate all forms of Hate crime, domestic abuse, child sexual exploitation and other similar offences, often referred to as 'Harmful Practices'. These crimes are often committed against vulnerable adults and children. It will prioritise supporting victims at the earliest opportunity and working alongside all agencies and communities to ensure we protect against radicalisation to prevent vulnerable people from being drawn into terrorism.

- 3.19 The CSP will also work collectively to prioritise social isolation and all safeguarding issues by linking in with other existing work such as the Ageing Well strategy to and to Make Safeguarding Personal.
- 3.20 The Protecting Vulnerable People work stream will link directly to the Wirral 2020 Vision of Zero Tolerance to Domestic Abuse. The key priorities of this strategy are:
- Prevention - and Early Intervention;
 - Provision – Children and Young People at the Heart of our Domestic Abuse Response;
 - Partnership – A Strong Community Coordinated Response;
 - Perpetrators – Make Victims Safer and Reduce Re-offending.

Deliver greater integration with all relevant partner agencies

- 3.21 The CSP has a long history of working in collaboration and this can be demonstrated by 8 consecutive years of falling crime and ASB reports. However the current public sector austerity measures have meant that a number of partner organisations have undertaken restructuring of their services and this has resulted in the CSP needing to collaborate even further.
- 3.22 Therefore it will be a priority to identify and implement new delivery models where the Police have clear operational control for all the community safety resources across Wirral. This will result in the police having the authority to commit and deploy other agencies resources to areas of need.

New Community Safety Partnership Structure

- 3.23 To achieve and deliver these new priorities we will be presenting a new structure model for the CSP in April (Fig 2) and contained with the Wirral 2020 pledge. This new structure highlights the key thematic areas and looks to distribute the leaderships of these themes across a wider partnership.
- 3.24 In addition we believe a new Wirral Community Safety Partnership should have greater community representation and we will be striving to encourage community representation onto the partnership.

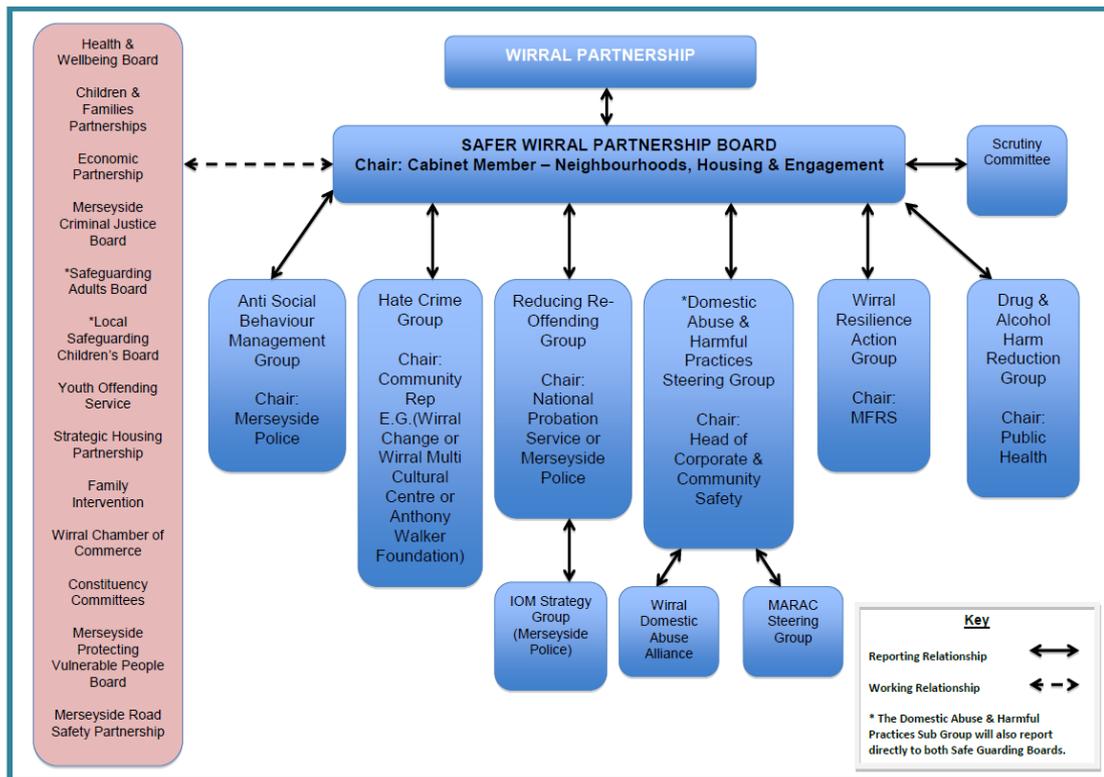


Figure 2 – New CSP Structure

4.0 FINANCIAL IMPLICATIONS

4.1 The work of the CSP is funded by contributions from 3 main sources and the levels of funding for 2016/17 are shown in brackets:

- Wirral Council (£334,000)
- Merseyside Police (£169,000 – BCU Fund)
- Office of Police and Crime Commissioner (£388,000)

4.2 The majority of this funding is attributed to staffing from across the agencies.

4.3 In addition to this the CSP bids for grants and other awards which become available and in 2016 this equated to £140,800.

5.0 LEGAL IMPLICATIONS

5.1 The provision of a Community safety Partnership is a statutory requirement under the Crime & Disorder Act 1998.

6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

7.0 RELEVANT RISKS

8.0 ENGAGEMENT/CONSULTATION

8.1 Comprehensive consultation was undertaken in the development of the two Wirral pledges.

9.0 EQUALITY IMPLICATIONS

9.1 This report is for information only, as such there are no equality implications but full EIA's were undertaken in support of both Wirral pledges:

<https://www.wirral.gov.uk/communities-and-neighbourhoods/equality-impact-assessments>

<https://www.wirral.gov.uk/communities-and-neighbourhoods/equality-impact-assessments>

REPORT AUTHOR: **Mark Camborne**
Head of Corporate & Community Safety
Telephone: (0151) 6062071
email: markcamborne@wirral.gov.uk

APPENDICES

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

Council Meeting	Date



Policy and Performance - Transformation and Resources Committee

Tuesday, 22 March 2016

REPORT TITLE:	2015/16 QUARTER 3 DIRECTORATE PLAN PERFORMANCE REPORT
REPORT OF:	Strategic Director: Transformation and Resources

REPORT SUMMARY

This report sets out Quarter 3 (October – December 2015) performance against delivery of the Transformation and Resources Directorate Plan. The Directorate Plan was reported to this committee on 30 March 2015. The performance report is attached as Appendix 1 and sets out progress against a suite of agreed indicators and key performance measures.

Whilst the Corporate Plan 2015/16 (and supporting Directorate Plans) has been superseded by the Wirral Plan: A 2020 Vision, they still form the basis of the in-year Performance Management Framework. A new Performance Management Framework will be developed for the Wirral Plan which will be effective from April 2016.

RECOMMENDATION/S

Members are requested to note the contents of this report and highlight any areas requiring further clarification or action.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

To ensure Members have the opportunity to review delivery of the Transformation and Resources Directorate Plan.

2.0 OTHER OPTIONS CONSIDERED

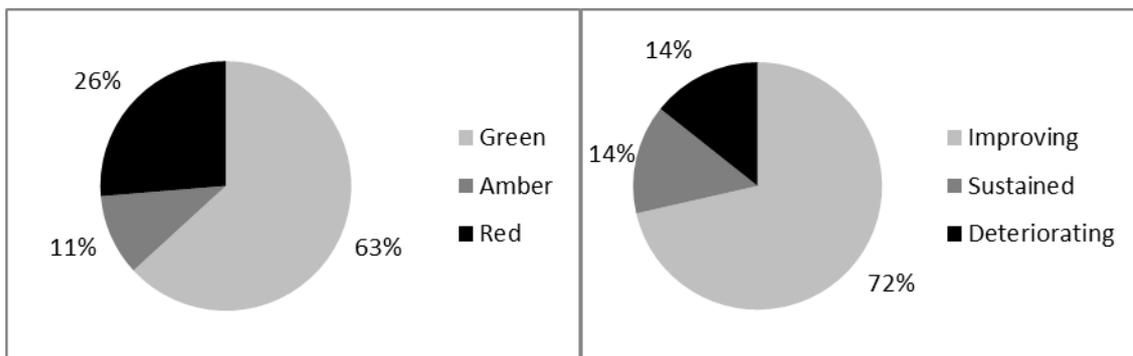
As this report follows the standard format, no other options considered.

3.0 BACKGROUND INFORMATION

The Transformation and Resources Directorate Plan performance is reported through a set of agreed performance measures aligned to priorities identified in the plan. Performance is monitored against the targets set at the start of the year.

For each measure, a Red, Amber or Green (RAG) rating is assigned depending on the performance level against the target. A number of measures are annual, and these will only be reported when the data is available. The report (Appendix 1) also shows the direction of travel for each measure to illustrate whether performance is improving, deteriorating or sustained.

Of the 19 reportable indicators, 12 are rated Green, 2 are rated Amber and 5 are rated Red. For indicators rated Amber and Red, the responsible officer has indicated the corrective action being put in place to get performance back on track. Of the 14 measures where it is possible to indicate the Direction of Travel, 10 are improving, 2 are deteriorating and 2 are showing performance being sustained. The charts below show the breakdown in terms of the RAG and Direction of Travel ratings:



RAG Rating Breakdown

Direction of Travel Breakdown

4.0 FINANCIAL IMPLICATIONS

There are none directly arising from this report itself. A number of the performance indicators however do have financial implications as the failure to reach targets may have an impact on the overall budgetary position.

5.0 LEGAL IMPLICATIONS

There are none arising from this report.

6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

There are none arising from this report.

7.0 RELEVANT RISKS

The performance management framework is aligned to the Council's risk management strategy and has been considered as part of the Directorate planning process.

8.0 ENGAGEMENT/CONSULTATION

N/A

9.0 EQUALITY IMPLICATIONS

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

REPORT AUTHOR: *(Carol Sharratt)*
(Performance Management Officer)
telephone: (0151 691 8032)
email: carolsharratt@wirral.gov.uk

APPENDICES

Appendix 1 – Directorate Plan Performance Report Quarter 3 (Oct – Dec) 2015/16

REFERENCE MATERIAL

N/A

SUBJECT HISTORY (last 3 years)

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

Transformation & Resources Policy & Performance Committee	30 March 2015
Transformation & Resources Policy & Performance Committee	15 July 2015
Transformation & Resources Policy & Performance Committee	21 September 2015
Transformation & Resources Policy & Performance Committee	3 December 2015

2015-16 T&R DP Performance Indicators		Year End Target 2015/16	Q3 (2015/16)				YE Forecast	DoT	Corrective Actions (Red or Amber) Context (Green/where provided)
PI Ref	PI Title		Target	Actual	Period	RAG			
TRCP02	Projected Delivery of Council budget savings	£29.273m	-	£21.125m	Apr 15 - Dec 15	Green	£29.273m	N/A	
TRCP03	Performance Appraisals completed by September 2015	80%	80%	51%	Apr 15 - Sep 15	Red	51%	↑ This PI has a target completion date of September, therefore the 2015/16 out turn of 51% remains, however as at 3 February 2016 performance appraisals have been completed for 76% of all staff and 89% of managers. Performance against this measure is being reviewed by the Strategic Leadership Team in advance of the 2016 appraisals cycle.	
TRCP04	Sickness Absence: The number of working days/shifts lost due to sickness absence (cumulative)	9.75	6.7	7.46	Apr 15 - Nov 15	Red	11.77	↓ It is forecast that the year-end sickness absence will be 2.02 days above the 9.75 day target. This is a reduction from the Q2 year-end forecast of 12.06 days. Management action continues to be taken to reduce the level of sickness absence across the Council. This includes changes to the Council's sickness policy and triggers from October 2015, Strategic Director-led sessions with managers to set expectations and the development of an employee wellbeing plan. On-going performance is being monitored closely on a monthly basis to ensure that these activities are having a positive impact.	
TRDP06	Suppliers paid within 30 days or payment terms	90.00%	90.00%	94.97%	Dec-15	Green	90.00%	↑ <i>The business process improvements and the project review undertaken at Q2 has led to an increase in electronic invoicing and payments, which are included in the calculation measure, significantly improving performance against this target.</i>	
TRDP07	Local SME suppliers paid within 10 days	60.00%	50.00%	N/A	N/A	N/A	N/A	N/A <i>Following business process review and improvement, a number of issues have been identified with this measure regarding data quality and the agreed methodology currently in place. It is not possible to report on this measure until these issues have been addressed.</i>	

2015-16 T&R DP Performance Indicators		Year End Target 2015/16	Q3 (2015/16)				YE Forecast	DoT	Corrective Actions (Red or Amber) Context (Green/where provided)
PI Ref	PI Title		Target	Actual	Period	RAG			
TRDP08	The total number of extraordinary Council, special cabinet and committee meetings	15	12	10	Apr 15 - Dec 15	Green	15	↑	
TRDP09	Reduction in the issuing of general exception notices under the Access to Information Rules	8	6	3	Apr 15 - Dec 15	Green	8	↑	
TRDP10	Reduction in the total number of published supplementary agendas for Cabinet and Committee meetings	25	17	13	Apr 15 - Dec 15	Green	20	↑	
TRDP13	Client finance recovered by end of month following billing	80.00%	75.00%	69.74%	Dec-15	Red	80.00%	↑	In year performance is progressively improving but has fallen slightly short of the quarter 3 target. This reflects, in part the fact that charges have been introduced for more services, in some cases this has been met with some resistance, impacting on recovery, staff resource and productivity. Progress continues to be made on dealing with historic debt, such as the establishment of a debt review group to consider other approaches that can be pursued to tackle this. It is forecast that, as a result of measures put in place, performance will continue to improve and the year-end target will be achieved.
TRDP14	Recovery of Council Tax	95.6%	82.4%	81.5%	Apr 15 - Dec 15	Amber	94.9%	↓	Staffing has been recruited to full capacity and targeted actions implemented leading to a reduction in outstanding transactions that are below those for the same time last year. As part of the Transaction Centre Review Project business process analysis for smarter working and increased collection is underway. It is forecast that the year-end target will be missed by 0.7%.

2015-16 T&R DP Performance Indicators		Year End Target 2015/16	Q3 (2015/16)				YE Forecast	DoT	Corrective Actions (Red or Amber) Context (Green/where provided)
PI Ref	PI Title		Target	Actual	Period	RAG			
TRDP15	Recovery of National Non Domestic Rates (NNDR)	98.3%	82.5%	81.8%	Apr 15 - Dec 15	Green	98.3%	↔	<i>Performance has dipped slightly due to normal collection fluctuation of Business Rates, and it is anticipated that the year-end target will be met.</i>
TRDP16	Spend allocation of Discretionary Housing Payment	100%	75% £777,427k	63% £653,039k	Apr 15 - Dec 15	Red	100%	↔	Operational issues coupled with the ongoing, high level of demand on this fund as a result of the Housing Benefit Reforms led to a backlog developing at the start of the year, which has now been cleared. £82,203 of the Department for Work and Pensions (DWP) grant funding remains, but an influx of renewal applications continues to be expected. There is a need to ensure a balanced allocation of funds across the year to ensure that the available funding and application process is administered in accordance with Wirral's Discretionary Housing Payment Policy and the wider DWP's 'Good Practice' recommendations.
TRDP17	Directorate Revenue Budget	£31.391m	-	£63.927m	Apr 15 - Dec 15	Green	£27.670m	N/A	<i>The year to date spend is high due to large recharge income not being received until the year end. The projection for the year is £30.004m. This is a £1.4m underspend mainly from Treasury Management activities.</i>
TRDP18	Directorate Capital Programme	£3.004m	-	£3.773m	Apr 15 - Dec 15	Green	£7.298m	N/A	<i>The spend profile is weighted towards the end of the year.</i>
TRDP19	Directorate Savings achieved	£3.918m	-	£3.507m	Apr 15 - Dec 15	Green	£3.918m	N/A	
TRDP20	Number of Information Governance Incidents (including reported vulnerabilities which could potentially result in a breach)	30	24	30	Apr 15 - Dec 15	Amber	38	N/A	There have been no breaches which require reporting to the Information Commissioner's Office. The Council encourages staff to report Information Governance incidents before they become reportable problems, so that any issues can be addressed and resolved to reduce the risk to the Council and its partners.

2015-16 T&R DP Performance Indicators		Year End Target 2015/16	Q3 (2015/16)				YE Forecast	DoT	Corrective Actions (Red or Amber) Context (Green/where provided)
PI Ref	PI Title		Target	Actual	Period	RAG			
TRDP22	Average number of days to accurately process new Benefit claims	24	25	21	Dec-15	Green	25	↑ <i>Performance continues to improve on an ongoing basis and processing is now 4 days below the target, demonstrating a significant improvement against Q1. However, overall performance may just fall short of the year end target as the previously reported backlog position will influence the final outcomes. The cumulative performance for October - December 2015 is 25 days, in line with national data extracts published by the Department for Work and Pensions (DWP). This is a provisional out turn as the DWP national data has not yet been published.</i>	
TRDP23	Average number of days to accurately process change in circumstance Benefit claims	14	17	15	Dec-15	Green	15	↑ <i>Performance is now within target, demonstrating a significant improvement against the previous quarter. However, the overall cumulative performance for 2015/16 may just fall short of the year end target as the previously reported backlog position will influence the final outcomes. The cumulative performance for October - December 2015 is 15 days, in line with national data extracts published by the Department for Work and Pensions (DWP). This is a provisional out turn as the DWP national data has not yet been published.</i>	
TRDP24	% grant income achieved	99.99%	99.99%	99.69%	Apr 15 - Dec 15	Red	99.67%	↑ <i>The total value of Local Authority overpayments is presently projected to fall below the thresholds which will incur a higher rate of subsidy loss, meaning that a 40%, as opposed to 0% subsidy award will be attracted. Claim activity during Q4 will further affect the position, which is continuing to improve as fewer older adjustments remain outstanding within the overall work to be processed. However it is not yet possible to anticipate whether or not the work required between now and year end will affect the operational position sufficiently to bring the level of Local Authority Error overpayments below baseline thresholds which means that full (100%) subsidy will be attracted against these amounts.</i>	

2015-16 T&R DP Performance Indicators		Year End Target 2015/16	Q3 (2015/16)				YE Forecast	DoT	Corrective Actions (Red or Amber) Context (Green/where provided)
PI Ref	PI Title		Target	Actual	Period	RAG			
TRDP25	£ Identification of Fraud and Error (FERIS)	£768K	£576k	£661,289	Apr 15 - Dec 15	Green	£768K	↑	<i>The Department for Work and Pensions national data extracts for December 2015 have not yet been published, therefore the out turn is provisional.</i>
Direction of Travel (DoT) Key		↑	Performance Improving			↓	Performance Deteriorating	↔	Performance Sustained

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Policy and Performance - Transformation and Resources Committee

Tuesday, 22 March 2016

REPORT TITLE:	FINANCIAL MONITORING 2015/16 QUARTER 3
REPORT OF:	Strategic Director: Transformation and Resources

REPORT SUMMARY

This report sets out the financial monitoring information for Transformation and Resources in a format consistent across the Policy and Performance Committees. The report aims to give Members the detail to scrutinise budget performance for the Directorate. The financial information is for Quarter 3 (October-December 2015) and was reported to Cabinet on 22 February 2016.

RECOMMENDATION/S

1. That the forecast year end underspend of £3.45 million in the Transformation and Resources 2015/16 Revenue Budget position and actions taken during quarter 3 be noted.
2. That the capital expenditure position at the close of quarter 3 totalling £3.6 million against a revised Capital Programme of £7.3 million be noted
3. 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.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

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

2.0 OTHER OPTIONS CONSIDERED

2.1 This is a monitoring report but any options to improve the monitoring and budget accuracy will be considered.

3.0 BACKGROUND INFORMATION

3.1 CHANGES TO THE AGREED BUDGET

3.1.1 The 2015/16 Budget was agreed by Council on 24 February 2015; any increase in the Budget has to be agreed by full Council. Changes to the Budget since it was set are summarised in Table 1.

Table 1: 2015/16 Original & Revised Net Budget by Directorate £000's

	Original Net Budget	Approved Budget Changes Prior Qtrs	Approved Budget Changes Qtr 3	Revised Net Budget
Transformation & Resources	31,947	-797	-110	31,040
Net Cost of Services	31,947	-797	-110	31,040

3.1.2 The main budget movements in quarter three relate to adjustments within the support services budget. These adjustments have no effect on the net bottom line of the council as a whole.

3.2 PROJECTIONS AND KEY ISSUES

3.2.1 The projected outturn position as at the end of December 2015, key issues emerging and Directorate updates are detailed in the following sections.

Table 2: 2015/16 Projected Budget variations by Directorate £000's

Directorates	Revised Budget	Forecast Outturn	(Under) Overspend Quarter 3	RAGBY Class	Change from prev
Transformation & Resources	31,040	27,590	-3,450	Y	-450
TOTAL	31,040	27,590	-3,450		-450

The report classifies the forecast under/overspends for the above areas using a colour RAGBY rating. The ratings are defined as follows:

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

3.3 DIRECTORATE UPDATES

Transformation & Resources

- 3.3.1 The projected saving has increased by £0.45 million in quarter 3 to £3.45 million. The increase is mainly due to increased vacancies within the directorate. The major element of the existing underspend (£2.5 million of the overall total) is within Treasury Management. This is from the continued use of internal cash flow to delay external borrowing and projected slippage within the Capital Programme (which delivers one-off in year savings). Other savings have arisen from continued vacancies during the year across a number of service areas.
- 3.3.2 In respect of Treasury Management, external borrowing to fund capital investment has been delayed through temporarily funding the 'borrowing' using cash flows derived from reserves and other balances. This policy whilst 'losing' investment interest receivable (average 0.5%), saves an average 3.5% on borrowing costs plus delays any principal repayment. External borrowing will need to take place eventually to fund past programmes either at the point when reserves/cash flow is utilised and/or to lock into lower rates before interest rates rise. Economic data and Bank of England Monetary Policy Committee announcements now make interest rate increases in 2015/16 unlikely. Therefore the timing of borrowing has been delayed to produce increased in year and one-off Treasury Management savings.

3.4 IMPLEMENTATION OF SAVINGS

- 3.4.1 The delivery of the agreed savings is key to the Council's financial health and is tracked at both Council and Directorate level. The Budget for 2015/16 originally included £38 million of efficiency measures and it was recognised that the delivery of the savings, particularly within Adults and Children's Services was challenging being more of a transformational / change nature. Cabinet in July agreed the reprofiling of £9.6 million of savings funded from earmarked reserves (£5.4 million) and General Fund Balances (£4.2 million) which was confirmed by Council 12 October.

Table 3: Budget Implementation Plan 2015/16 (£000's)

BRAG	Number of Options	Approved Budget Reduction	Amount Delivered at Dec 15	To be Delivered
B - delivered	8	2,578	2,578	0
G – on track	3	192	152	40
A - concerns	6	1,170	777	393
R - high risk/ not achieved	0	0	0	0
Total at Dec 2015-16	17	3,940	3,507	433

3.4.2 The savings tracker contains an assessment of the 2015/16 savings. Cabinet 27 July agreed that £9.6 million of savings be moved into 2016/17 with funding from earmarked reserves and General Fund balances.

3.5 INCOME AND DEBT

3.5.1 Revenue and Income falls into four broad areas for reporting purposes. Amounts raised and collected in the year are shown below.

Table 4: Amount to be collected in 2015/16

	2015/16	2015/16	
	Collectable	Collected	%
	£000	£000	
Council Tax	140,136	114,253	81.5%
Business Rates	71,349	58,385	81.8%
Fees and charges – Adults & Children	40,735	25,181	61.8%
Fees and charges – all other services	43,939	32,551	74.1%

COUNCIL TAX

3.5.2 Compared with December 2014 the collection performance is down by 0.9% and recovery action is well under way. Nationally collection is also down.

3.5.3 The major change this year relates to the full removal of the local Pensioner Discount for 2015/16. This affected 11,482 Band A-D, 70+ households who previously received a 5% discount. In 2014/15 the discount from Band E-H households was removed with a reduction in the discount from 7.76% to 5%.

BUSINESS RATES

3.5.4 Compared with December 2014 the collection performance is slightly down by 0.6%.

3.5.5 The Government has undertaken a fundamental review of Business Rates including consultation with interested parties. It indicated that any changes would need to raise the same amount as Business Rates does now, some £26 billion and the preference was for a property based tax. The outcome of the review is expected to feature in the Government Budget 2016.

3.5.6 The Provisional Local Government Finance Settlement announced in December 2015 confirmed that Revenue Support Grant will be phased out but from 2020 Councils will keep all the Business Rates they collect. Further detail is awaited and the CLG Committee has called for submission of evidence as to how proposals will impact on local authorities. Under the existing arrangements Wirral currently receives a 'top-up grant' from Government and receives more than is currently collected in Business Rates.

DEBTORS

3.5.7 At the end of December 2015 the arrears stood at £23.6 million which compares to £19.4 million at December 2014. A large element of this increase

(£1.7m) relates to a small number of large Merseyside Pension Fund invoices raised to Pension Fund employers at the end of the period and therefore showing as outstanding when the quarter closed. There has also been an increase in debt outstanding relating to Families and Wellbeing – however £1.1 million of this increase was debt which of less than 10 days old at the reporting date. Recovery action continues to be undertaken to minimise arrears and additional temporary staff will support this work.

3.6 PERFORMANCE AGAINST CAPITAL BUDGETS QUARTER 3

3.6.1 Capital Programme 2015/16 at end of Quarter 3 (31 December)

	Capital Strategy	Revisions Since Budget Cabinet	Revised Capital Programme	Actual Spend December 2015
	£000	£000	£000	£000
Transformation Resources	10,556	-3,258	7,298	3,663
Total expenditure	10,556	-3,258	7,298	3,663

3.6.2 Transformation and Resources

Solar Campus - work is complete;
 South Annexe - building works are almost complete;
 North Annexe – any work will be put on hold for now depending on the outcome of the overall office rationalisation review;
 Old Market House – lease terms with Land Registry have been renegotiated.

Parks Rationalisation - the review of Parks and Open Spaces has been completed. This together with the outcome of public consultation regarding the budget proposals will partly determine the level of capital expenditure required

The Secretary of State for Education has requested further information to support the application for the disposal and change of use of the former Rock Ferry High School.

The I.T. development programme is focused on modernising the Council's I.T. capability. The move to Windows 7 and upgrade of pcs is largely complete although there may be some residual costs incurred. Further development includes upgrading servers and the Council e- mail system which is currently in progress. Negotiations are also under way regarding the development and location of a data centre to provide enhanced coverage and reduce IT system and data risks.

4.0 FINANCIAL IMPLICATIONS

4.1 In respect of the Revenue Budget the Transformation and Resources Directorate is projecting a £3.45m underspend as at the 31 December 2015.

5.0 LEGAL IMPLICATIONS

5.1 There are no implications arising directly from this report.

6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

6.1 There are no IT, staffing or asset implications arising directly out of this report.

7.0 RELEVANT RISKS

7.1 There are none relating to this report.

8.0 ENGAGEMENT/CONSULTATION

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

9.0 EQUALITY IMPLICATIONS

9.1 This report is essentially a monitoring report which reports on financial performance.

REPORT AUTHOR: Peter Molyneux
Senior Manager
Telephone (0151) 666 3389
Email petemolyneux@wirral.gov.uk

APPENDICES

Annex 1 Revised Capital Programme and Funding 2015/16

REFERENCE MATERIAL

Not applicable.

SUBJECT HISTORY (last 3 years)

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

Annex 1 Revised Capital Programme

Transformation & Resources	Revised Programme £000	Spend to Date £000	Council Resources £000	Revenue/ Reserves £000	Grants £000	Total Funding £000
Building refurbishment to increase occupancy	2,000	1,662	2,000	-	-	2,000
Fund to assist land assembly and re-sale	587	165	587	-	-	587
Cleveland St. Transport Depot	315	127	315	-	-	315
Park depots rationalisation	520	145	520	-	-	520
Energy efficiency Initiatives	596	360	596	-	-	596
Demolish Stanley Special & external renovation work	150	150	150	-	-	150
Demolish Foxfield	126	103	126	-	-	126
CCTV Cameras and other equipment	100	-	100	-	-	100
I.T. development	2,904	891	2,904	-	-	2,904
	7,298	3,663	7,298	-	-	7,298

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Policy and Performance - Transformation and Resources Committee

Tuesday, 22 March 2016

REPORT TITLE:	Work Programme Update Report
REPORT OF:	Chair of Transformation & Resources Committee

REPORT SUMMARY

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

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.

In determining items for the Scrutiny Work Programme, good practice recommends the following criteria could be applied:

- Public Interest – topics should resonate with the local community
- Impact – there should be clear objectives and outcomes that make the work worthwhile
- Council Performance – the focus should be on improving performance
- Keeping in Context – should ensure best use of time and resources

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. The current work programme for the Committee is attached as **Appendix 1**.

RECOMMENDATION/S

Members are requested to approve the Transformation and Resources Policy & Performance Committee work programme for 2015/16 and to determine the prioritisation of Task & Finish Scrutiny Reviews.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 To ensure members of the Transformation & Resources Policy & Performance Committee have the opportunity to regularly review, update and give continuous approval to the annual work programme.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 N/A

3.0 BACKGROUND INFORMATION

3.1 SCRUTINY REVIEWS – UPDATE

3.2.1 Disaster Recovery Scrutiny Review

A single evidence session for the Task & Finish scrutiny review on the Council's disaster recovery arrangements took place on 22nd February 2016 and it is anticipated that a wrap-up session will be held in March 2016. A report on the outcome of this work will be brought back to committee in the new municipal year.

3.1.2 Freedom of Information Scrutiny Review

At its 3 December meeting, Committee agreed to undertake a review of Freedom of Information. A panel has been agreed and sessions will be scheduled as early as possible.

3.1.3 Libraries Scrutiny Review

The scheduled review of libraries was deferred until early 2016 to allow Panel members to receive a number of reports which would inform the scope of this work. The library service was included as part of the 2016/17 budget proposals and the Chair and Party Spokespersons agreed the review should be further deferred until budget decisions for 2016/17 had been taken and the implications for the library service were known.

On 3 March, Council agreed the 2016/17 budget. The budget proposal around libraries was withdrawn and it was proposed that a review of library service delivery options be conducted. This Committee should therefore consider how it could best engage with this review to provide effective scrutiny as part of the future work programme.

3.1.4 Local Welfare Assistance Scheme Scrutiny Review

At the last meeting of this committee, Members agreed a piece of work in the next six months to look at potential succession strategies that might be put in place when the current scheme's funding runs out. A panel will be convened to undertake this review early in the new municipal year.

3.3 PROGRESS IMPLEMENTING PREVIOUS RECOMMENDATIONS

There are no further progress reports at this time.

4.0 FINANCIAL IMPLICATIONS

4.1 N/A

5.0 LEGAL IMPLICATIONS

5.1 N/A

6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

6.1 N/A

7.0 RELEVANT RISKS

7.1 N/A

8.0 ENGAGEMENT/CONSULTATION

8.1 N/A

9.0 EQUALITY IMPLICATIONS

9.1 This report is for information to Members and there are no direct equality implications.

REPORT AUTHOR: *Patrick Torpey*
Scrutiny Support Officer
telephone: 0151 691 8381
email: patricktorpey@wirral.gov.uk

APPENDICES

Appendix 1 – Transformation & Resources Work Programme

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Transformation & Resources Committee	1 February 2016
Transformation & Resources Committee	03 December 2015
Transformation & Resources Committee	21 September 2015
Transformation & Resources Committee	15 July 2015

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2015-16 Transformation and Resources Policy & Performance Committee Work Programme

Key Activities	Lead Member / Officer	Reason for Review	May 2015	June 2015	July 2015	Aug 2015	Sept 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	April 2016	Outcome
Committee Dates					15th		21st		4th	3rd		1st	22nd		
Scheduled Reviews															
Libraries	Cllr Chris Meaden	Requested by Members													
Disaster Recovery arrangements	Cllr Phil Davies	Requested by Members													
Wirral Plan - Development of delivery plan	Cllr Moira McLaughlin	Proposed by Spokespersons													Complete - Referred to Coordinating Committee
Freedom of Information															
Local Welfare Assistance Scheme		Requested by Members													To Commence in 2016/17
Scrutiny of the 2016/17 Budget Proposals	Cllr Moira McLaughlin	Part of the Council's budget process													Workshop held in January 2016. Report to Coordinating Committee on 16th February
Potential Reviews															
Debt Recovery processes	Cllr Phil Davies	Requested by Members													
Impact of Implementation of Universal credit / Removal of Housing Benefit for under 25s	Cllr Phil Davies	Requested by Members													
Notice of Motion															
Freedom of Information															Task & Finish Review
Reports Requested															
Reconfiguration of library services	Joe Blott	Requested by Members													Complete
Asset management Strategy	Joe Blott	Requested by Members													Complete
Performance Appraisals	Joe Blott	Requested by Members													Task & Finish Review
Disaster Recovery Arrangements	Joe Blott	Requested by Members													Complete
Customer Relationship Management	Joe Blott	Requested by Members													Complete - update report requested for March
Security access to Council issued devices	Joe Blott	Requested by Members													Complete
Local Welfare Assistance Scheme Scrutiny Review - Update Report	Joe Blott	Requested by Members													Complete - Task & Finish Review
Community Safety Partnership	Joe Blott	Requested by Members													
Spotlight Sessions															
Standing Items															
Performance Dashboard															

Key Activities	Lead Member / Officer	Reason for Review	May 2015	June 2015	July 2015	Aug 2015	Sept 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	April 2016	Outcome
Financial Monitoring															
Policy Inform															