



Business Overview and Scrutiny Committee

Date: Wednesday, 29 March 2017

Time: 6.00 pm

Venue: Committee Room 1 - Wallasey Town Hall

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AGENDA

1. APOLOGIES FOR ABSENCE

2. 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.

3. MINUTES (Pages 1 - 12)

To approve the accuracy of the minutes of the meetings held on 24 January and on 13 March, 2017 (to follow).

4. COUNCIL'S COMMERCIAL APPROACH

A presentation will be given on this item.

5. ACCESS WIRRAL SERVICE DEVELOPMENT PROPOSALS (Pages 13 - 42)

6. **UPDATE ON LIVERPOOL CITY REGION DEVELOPMENTS (Pages 43 - 46)**
7. **LIVERPOOL CITY REGION COMBINED AUTHORITY SCRUTINY PANEL - UPDATE (Pages 47 - 60)**
8. **2016/17 QUARTER 3 WIRRAL PLAN PERFORMANCE - BUSINESS THEME (Pages 61 - 72)**
9. **FINANCIAL MONITORING 2016/17 QUARTER 3 (Pages 73 - 104)**
10. **POLICY INFORM: BUSINESS (Pages 105 - 140)**
11. **BUSINESS OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMME (Pages 141 - 146)**
12. **ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 1)**
13. **EXEMPT INFORMATION - EXCLUSION OF MEMBERS 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.

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

BUSINESS OVERVIEW AND SCRUTINY COMMITTEE

Tuesday, 24 January 2017

Present: Councillor M Sullivan (Chair)

Councillors C Spriggs S Williams
RL Abbey W Ward
A Leech C Blakeley
J McManus G Ellis
D Realey T Pilgrim
J Stapleton D Mitchell
KJ Williams

Deputy: Councillors T Anderson (In place of J Hale)

46 **APOLOGIES FOR ABSENCE**

The Chair welcomed everyone to the meeting and noted that no further apologies had been received other than for Councillor John Hale who had a deputy standing in for him.

47 **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.

Councillor Blakeley declared that he had attended the workshop meeting earlier that month at which he and other Members had made their opposition known to proposals for parking charges.

48 **MINUTES**

Members were requested to receive the minutes of the Business Overview and Scrutiny Committee meetings held on 29 November and 7 December, 2016.

Resolved – That the minutes of the meetings of 29 November and 7 December, 2016, be approved.

49 **UPDATE ON LIVERPOOL CITY REGION DEVELOPMENTS**

The Chair agreed to vary the order of business and to take this item next.

Rose Boylan, Policy and Strategy Manager, introduced a report and gave a presentation setting out a brief overview of latest developments at the Liverpool City Region (LCR), including the outcome of the recent Governance review and activity underway to implement the City Region devolution deal.

A review of the LCR CA constitution was underway, and a revised constitution would be circulated imminently to fully reflect the powers and functions contained within the LCR Order and other generic Orders applicable to the CA, together with how they would be implemented. Details and timescales for the Mayoral Elections were currently being finalised and would be circulated to Members shortly. The report also gave examples of an extensive range of activity on delivering projects, including: Business Rates Pilot; Single Investment Fund; Skills and Transport.

Responding to comments from Members Rose Boylan stated that ongoing discussions were being held with the Government on the Business Rates Pilot so no further details were available yet.

Resolved – That the report be noted.

50 **BUDGET PROPOSALS WORKSHOP**

In view of the presence of a large number of public, the Chair agreed to vary the order of business and take this item next.

A report from the Chair presented the work of Business Overview & Scrutiny Committee in relation to scrutinising the 2017/18 budget proposals. A workshop had been held on 9 January for Members to explore in more detail the various budget proposals being put forward that fell under the remit of this committee. A report on the workshop was included as an appendix to the report. The Committee was requested to acknowledge this report as its response to the 2017/18 budget proposals to be referred on to Cabinet as part of its considerations in developing any budget recommendation to Council.

The Chair reiterated for the benefit of the public present that this Committee would only be discussing these proposals put forward by officers and no decisions were being taken.

Rob Clifford, Senior Manager – Commissioning, gave a presentation to the Committee on the details of the budget savings proposals for car parking charges. This included the proposals:

- To increase parking charges by 50p on all existing tariffs.

- To introduce a flat rate daily tariff of £4 for parking at Country Parks – Arrowe Country Park, Eastham Country Park, Royden Country Park, Wirral Country Park with charges at Birkenhead Park being introduced in 2018/19.
- To introduce charging at locations where parking was currently free including some locations in New Brighton, West Kirby, Hoylake, Heswall, Liscard, Bromborough, Bebington, Irby, Upton and Moreton.

The total savings generated by these proposals would amount to £1.3m over 2017/18 and 2018/19.

The Chair then opened the matter up for debate by the Committee.

Councillor Blakeley expressed his disappointment that Members didn't have the details on the proposals until last Wednesday, whereas it was made available to the press on the Friday before that. He suggested that officers had been secretive with the information. He remarked that the presentation had referred to the factoring in of drops in usage of car parks but had any assessment been made of the impact on side streets if parking charges were introduced in shopping areas and commented that it would do nothing to enhance the shopping experience.

The Chair stated that what was happening now was pre-decision scrutiny and it was ludicrous to suggest any secretiveness on the part of officers. No decisions had been made whatsoever and the proposals were out for public consultation.

The Assistant Chief Executive informed the meeting that the proposals formed part of a £33m package of measures put forward to go towards savings of £42m which were needed for 2017/18. He elaborated on the issue of information appearing in the press and stated that two entirely separate processes had been followed, one in which at the closed workshop Members had asked for a presentation to this Committee and secondly an enquiry made to the press office which the press officer was able to answer using information from the Statutory Notice which was being prepared for publication in the local press.

Responding to comments, Rob Clifford stated that an estimate had been made of a 30 per cent reduction in the use of the country parks' car parks if the proposals were introduced but no detailed assessment had been made with regard to side streets around shopping centres. The proposals were purely about addressing the budget gap.

Councillor Ellis commented that Cabinet had made a serious error and that there would be very serious repercussions for shopping centres within the borough with many smaller shops having to close down.

The Chair stated that the Council was losing a further £42m from its 2017/18 budget and because of Government cuts the Council would cease to exist as it was known now by 2020. The Council had been forced into a corner since 2010.

Councillor Mitchell as well as raising the issue of Section 55 of the Road Traffic Regulation Act 1984 and the issue of local authorities raising revenue through car parking, also referred to the impact on surrounding areas to where parking charges could be introduced and the fact that two country parks, Eastham and Wirral, had two of the longest cul-de-sacs on Wirral.

In response Rob Clifford stated that there were two streams of parking income, one from off-street parking (Section 32 and 33) which could be used for any traffic related budgetary purposes and the other from on street parking (Section 55) in which the income was restricted to the costs incurred by the Council in policing or the provision or maintenance of off-street parking.

Councillor Abbey reminded the Committee that officers were the authors of this document and that they were proposals with no decisions having yet been taken. There was a need for more evidence as to the impacts these proposals could have.

Responding to further comments from Members, Rob Clifford stated that there was no other consultation proposed other than through the Traffic Regulation Order notices in the press and the consultation with this Committee. The proposals had been copied to the four Constituency Managers who would have greater awareness of groups within their respective areas to consult with. All parking revenue data was published each year and enforcement of parking charges was not used as a revenue raising tool.

The Chair commented that no pay and display machines had been procured but that officers had been given authority to find out the costs if it was needed. He agreed that the matter should be looked at by the Committee from a public health point of view.

Councillor Ward referred to the huge cuts in funding from the Government which had led to officers having to put forward unpalatable proposals such as this. The report, however, was seriously lacking in vital information to enable the Committee to scrutinise the positive and negative impacts of the proposals.

Responding to further comments the Assistant Chief Executive commented that procurement processes had commenced and officers did carry out preliminary discussions as they had to plan as if the proposals were adopted to ensure a full year's income from the proposals. Rob Clifford confirmed that the Cabinet Member had signed off the commencement of a procurement process and the Chair stated that this was due process.

The Chair, in response to a suggestion from Councillor Blakeley, stated that he would not allow any members of the public to speak.

It was then moved by Councillor Ward, and seconded by Councillor Abbey –

“That this Committee requests officers to develop a full report which considers the impact on small businesses, traffic and the wider community to enable Councillors to fully scrutinise all aspects of the affects which may occur in an increase or implementation of parking charges.”

It was then moved as an amendment by Councillor Blakeley and seconded by Councillor Steve Williams, that –

- “1. Committee notes the numerous petitions of objection, totalling over 15,000 signatures to date.
2. Committee notes the level of public anger and opposition to these proposals.
3. Committee recognises the potential damage the introduction of car parking charges will do to the already struggling town centre shopping areas.
4. Committee also recognises that charging for parking in Country Parks, with an estimated drop in usage of 30% of users will have a detrimental effect on public health.”

It was then moved as a further amendment by Councillor Mitchell and seconded by Councillor Blakeley, that –

“The option not be taken up by Cabinet.”

The amendment moved by Councillor Mitchell was put and lost (6:9).

The amendment moved by Councillor Blakeley was put and lost (6:9)

The motion was then put and carried (10:5).

Resolved (10:5) - That this Committee requests officers to develop a full report which considers the impact on small businesses, traffic and the wider community to enable Councillors to fully scrutinise all aspects of the affects which may occur in an increase or implementation of parking charges.

The Chair then adjourned the meeting for 5 minutes at 7.20pm whilst the majority of the public left the room.

The meeting reconvened at 7.30pm.

51 **NOTICE OF MOTION: INWARD INVESTMENT**

Further to minute 35 (29/11/16), the Committee were requested to consider the following Notice of Motion proposed by Councillor Phil Davies and seconded by Councillor Ann McLachlan which had been referred by the Mayor at the Council meeting on 17 October, 2016 (minute 67 (3) refers) to this Committee for consideration –

INWARD INVESTMENT

“This council recognises economic growth is key to realising the Wirral Plan and delivering a better life for Wirral’s residents.

Council also notes, despite the government’s lack of enthusiasm for their former Chancellor’s flagship regeneration policy The Northern Powerhouse, this authority remains committed to working closely with other authorities in the region to drive economic success.

Council acknowledges the success to date of the Liverpool City Region in growing the economy – currently worth nearly £29billion with output increasing by 8.4% in the five years up to 2014 - and recognises Wirral’s economic future is tied to the continued success of the City region.

Council further notes the benefit of having Wirral Council’s Leader serve as the portfolio holder for Economic Development across the City Region and the added profile and opportunity this brings forward for Wirral.

Council is proud of the work being done by Liverpool City Region firms who have secured the 2nd highest incidence of high-growth firms in the UK, and by trade and business networks supported by this authority to attract new investment to the Wirral, including Wirral Chamber of Commerce, Liverpool Local Enterprise Partnership and the Council’s Economic Development and Growth unit.

Council supports any opportunity to continue to develop Wirral and the City Region’s maturing relationship with China and Chinese businesses, especially in the key strategic growth industries of Advanced Manufacturing, Marine and Logistics and Clean Energy and Civil Nuclear Engineering.

Council welcomes the decision to partner with Liverpool Vision, Invest Liverpool, Wirral-based businesses and the local Chambers of Commerce to promote the borough and the wider City Region during a forthcoming joint trade mission to Kunming, Guiyang, Qingdao, Shanghai and Wirral’s twin city, Tianjin.

Council supports every effort to drive economic growth, foster stronger relationships with investors, and promote Wirral and the wider City Region as the most attractive investment partners for Chinese and South East Asian investors.”

In accordance with Standing Order 7 (6), Councillor Davies had been invited to attend the meeting in order for him to be given an opportunity to explain the Motion.

Councillor Davies elaborated on the content of the motion and the work being undertaken to increase inward investment. He had now been a number of times to China, including previously with the Leader of the Conservative Group and former leader of the Liberal Democrat Group. The latest delegation last October, of which he was a part, was the largest yet as it was undertaken as a Liverpool City Region visit, with other Leaders, nine or ten businesses, three from the Wirral, the local Chamber of Commerce and Liverpool Vision.

The delegation had visited six cities in China, Kunming, Guiyang, Qingdao, Shanghai, Beijing and Wirral’s twin city Tianjin. The scale of these cities was enormous, all with populations in the millions. Presentations were made by the LCR in all six cities and ‘match making’ sessions were also held with a variety of businesses. About 102 leads were being proactively followed up with a high proportion of interest in Wirral particularly in low carbon and offshore wind businesses.

Specific companies, such as a cable manufacturing company had expressed an interest in the opportunities regarding offshore wind and were in fact sending a delegation to Wirral in April / May as they were keen to set up a manufacturing operation. The government in Qingdao were keen to develop direct flights to Liverpool and were in discussions with the Operations Director of Liverpool John Lennon Airport. The three Wirral businesses had thought the visit had been a very useful investment of their time and twelve additional businesses had signed up to participate in a future delegation.

The Leader commented on the fact that the delegation had been a City Region wide one which had raised the profile of Wirral and the British Consulate had received good feedback following the visit.

In response to questions from the Committee, Councillor Davies’ comments included the following:

- With regard to timescales for investment, this varied with one company hopeful of investing in the next year and others which would take longer.
- Whilst acknowledging that the City Region had some of the best talent in the creative industries he was not aware of any proposed investment on this side but the delegation had visited an interesting creative industries

quarter in Beijing. With regard to tourism the Liverpool John Lennon airport was exploring the possibility of a direct air route.

- Given the scale and size of the cities in China there was a need to promote Wirral as a part of the LCR as it needed to be seen in the context of a wider conurbation.
- With regard to recent funding announcements he welcomed any additional funding from the Government for the LCR but commented on the pace of devolution which the Government needed to speed up. There was a need to lobby for more power to the LCR and he found it frustrating that the Government did not appear to be giving it a higher priority. He had himself met Andrew Percy MP, Minister for the Northern Powerhouse, twice and also with Sajid David, Secretary of State for Communities and Local Government on his recent visit to the Wirral.
- There was a need for more ‘big ticket’ items such as HS2 into Liverpool and a HS3 from Liverpool to Hull.

Committee Members thanked the Leader for his comprehensive report and for all the work he was doing to try and bring investment into the borough.

It was moved by Councillor Mitchell and seconded by Councillor Abbey, that –

“The motion be supported.”

It was then moved as an amendment by Councillor Blakeley and seconded by Councillor Anderson, that –

“Paragraph 2 of the motion be amended to read:

‘Council also welcomes the Government’s commitment to its flagship regeneration policy, the Northern Powerhouse and would encourage the Council, along with all other authorities in the region to meet with the Minister for the Northern Powerhouse, Andrew Percy MP in order to explore all options to drive economic success.’”

The amendment was put and lost (5:10).

The motion was put and carried (10:5).

Resolved (10:5) – That the motion be supported.

52 THE ROLE OF COUNCILLORS IN WIRRAL'S ASSET STRATEGY

Further to minute 38 (29/11/16), Jeanette Royle, Senior Manager, Asset Management, submitted a report with proposals to support the recognition that Members act to ensure that any new developments deliver the greatest benefits for their communities and help to shape major schemes.

The Assets and Capital Group provided the forum for early discussions on any asset proposals and a representative from each Council department was present. This membership allowed a thorough discussion to take place on any issues which could arise out of a proposed disposal, change of use, co-location opportunities and future service needs which had asset implications including housing and extra care needs.

A template was used at these meetings to assess any proposals brought forward and referred to as the Asset Challenge document; this allowed the officers to assess the proposal to achieve the best outcome for the asset. Considerations were based around delivering the Wirral Plan, financial, service requirements, growth etc. It was proposed that this was shared more widely with ward members, portfolio holders and specific member interest groups prior to a Cabinet or delegated report being written. This would provide members with the background information to the assets under consideration.

The report went on to describe the different means of approval for an asset disposal. There were also a number of existing arrangements by which Members were informed of changes to assets within their constituency areas. It was proposed that some additional information sharing stages were introduced which would better inform Members of the suggested changes.

Responding to a comment from a Member, the Assistant Chief Executive stated that the minutes of the Wirral Property Board, Growth and Property Board, Assets Transformation Programme Board and Assets and Capital Group could be made available to Members although sometimes proposals were put forward which, for commercial purposes, needed to remain confidential and these minutes could be made available in a redacted form.

The Chair, on behalf of the Committee thanked Jeanette Royle for her thorough report.

Resolved - That the proposed new arrangements for Member engagement when considering proposed asset changes, be agreed and Jeanette Royle be thanked for her thorough report.

53 **TOURISM TASK AND FINISH SCRUTINY REVIEW**

The Chair asked Councillor Jerry Williams to introduce the report on the findings and recommendations of the Tourism Scrutiny Review completed in November 2016, which he had chaired. The Review was commissioned as part of the former Regeneration and Environment Policy & Performance Committee's 2015/16 work programme and had been undertaken by four members of that former Committee, Councillors Chris Spriggs, Jean Stapleton and Adam Sykes.

The review was conducted over a number of question and answer evidence sessions with Council officers and external stakeholders. The Panel had evaluated Wirral's marketing activity and how it worked with the Liverpool City Region Local Enterprise Partnership for support in marketing Wirral's offer and a number of recommendations had been made as a result of the review.

Councillor Spriggs referred to the significant increase in visitor numbers and overnight stays in New Brighton which had also meant a large increase in the visitor economy, now the fastest growing visitor economy in the Liverpool city region. She asked that these statistics and supporting information be included in the Scrutiny Review document. The Chair agreed that the amended Scrutiny Review document be circulated to the Committee prior to its consideration by the Cabinet.

Members also expressed concerns regarding the excellent facility, the Floral Pavilion and the need for it to generate more income. Councillor Jerry Williams commented that one of the recommendations within the Scrutiny Review referred to 'the importance of Wirral's cultural offer' and he fully supported the idea that more promotion was needed for the Floral Pavilion. Members expressed support for the tourism team, which with just a small number of employees and through working closely with the private sector, generated a lot of income for the Wirral.

Resolved –

- (1) That the findings and recommendations of the review, be endorsed with the addition of the wording regarding New Brighton being incorporated into the report.**
- (2) That the report and recommendations be referred to Cabinet for its endorsement.**
- (3) That the thanks of this Committee be accorded to the Council's Visitor Economy Team for the fantastic work they did for Wirral.**

54 **LIVERPOOL CITY REGION COMBINED AUTHORITY SCRUTINY PANEL - VERBAL UPDATE**

The Chair reported that the Liverpool City Region Combined Authority Scrutiny Panel was next due to meet the following day (25 January) at which the apprenticeships review would be completed and he would update the Committee on this important piece of work at the next meeting.

Resolved – That the report be noted.

55 **POLICY INFORM: BUSINESS**

The Chair introduced a report on the January Policy Inform Briefing paper which provided an overview of ongoing and recent national legislation, bills presented to Parliament and emerging policies.

Resolved – That the report be noted.

56 **HIGHWAYS AND TRAFFIC REPRESENTATION PANEL MINUTES**

Councillor Steve Williams introduced the minutes of the Highways and Traffic Representation Panel meeting held on 17 January, 2017, and it was –

Resolved –

(1) That the recommendations of the Highways and Traffic Representation Panel as detailed in the minutes of the meeting held on 17 January, 2017, be endorsed; and

(2) The Cabinet Member for Transport and Infrastructure be recommended to take appropriate action in respect of a proposal to provide off-road / on-road cycleway facilities and signalised crossing improvements along Duke Street, Birkenhead between Park Road North and Duke Street Bridge as shown on plans DC/0247/100 and DC/0248/100.

57 **BUSINESS OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMME**

The Committee considered a report from the Chair which provided an update regarding progress made since the last Committee on 29 November on the scrutiny work programme.

The Chair referred to the Customer Contact update report to the Committee on 13 September 2016 (minute 22 refers), the timescales for the Access Wirral project had been expedited to support the savings required by the Council. The service development proposals for Access Wirral would go to Cabinet for approval on the 27 March 2017.

In line with the pre-decision scrutiny approach agreed by Committee on 12 July, 2016 (minute 6 refers) it was proposed that the Committee convened a bespoke session in early February to review proposals for the Access Wirral Project prior to Cabinet taking a decision on 27 March. The session would be open to all Members of the Committee. With the next scheduled Committee meeting being on 29 March, it was therefore also proposed that Committee gives delegated authority for the Chair and Party Spokespersons to approve and refer any report arising from the session directly to Cabinet.

Resolved -

- (1) That the proposed Committee Work Programme for 2016/17, be approved.**
- (2) That the proposal to convene a dedicated session in February to review the service development proposals for Access Wirral be approved and delegated authority be given to the Chair and Party Spokespersons to approve and refer any report arising from this session directly to Cabinet.**



Business Overview and Scrutiny Committee Wednesday, 29 March 2017

REPORT TITLE:	Transforming Wirral - Access Wirral
REPORT OF:	The Chair of the Committee

REPORT SUMMARY

At the meeting of the Business Overview & Scrutiny Committee held on 12th July 2016, the interim Director of Transformation presented a report relating to the involvement of scrutiny in reviewing new service models as they are developed. As a result, a workshop was held on 14th February 2017 for Members of the Business Overview & Scrutiny Committee to scrutinise the service development proposals relating to Access Wirral in further detail. The outcomes from the workshop are detailed in this report which has been referred to Cabinet for consideration.

RECOMMENDATION/S

- 1) Members are requested to note the contents of the report.

1.0 REASON/S FOR RECOMMENDATION/S

1.1 This report has been referred to Cabinet and is for noting only.

2.0 OTHER OPTIONS CONSIDERED

Not applicable

3.0 BACKGROUND INFORMATION

3.1 A workshop was held on 14th February 2017 to review the Access Wirral service development proposals. All Members of the Business Overview & Scrutiny Committee were invited to attend.

3.2 The session was led by Councillor Matthew Patrick who delivered a presentation and was supported by Fiona Johnstone, Director for Health and Wellbeing, Lisa Jamieson, Head of Customer Services and Peter Walker, Project Manager. The presentation is attached as Appendix 2. Following the presentation, a question and answer session was held and Members had the opportunity to comment on the proposals.

3.3 The final report, attached as Appendix 1, reflects the comments made by Members at the workshop. Following agreement by the Chair and Party Spokespersons, the report has now been referred to the Cabinet meeting scheduled for 27th March 2017 for a decision to be made on the proposals.

4.0 FINANCIAL IMPLICATIONS

There are no financial implications arising from this scrutiny process.

5.0 LEGAL IMPLICATIONS

There are no legal implications arising from this scrutiny process.

6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

There are no resource implications arising from this scrutiny process.

7.0 RELEVANT RISKS

Not applicable

8.0 ENGAGEMENT/CONSULTATION

Not applicable

9.0 EQUALITY IMPLICATIONS

Not applicable

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APPENDICES

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

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**ACCESS WIRRAL
SERVICE DEVELOPMENT PROPOSALS**

Scrutiny Report of the Business Overview & Scrutiny Committee

FEBRUARY 2017

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1. INTRODUCTION

At the meeting of the Business Overview & Scrutiny Committee held on 12th July 2016, the interim Director of Transformation presented a report relating to the involvement of scrutiny in reviewing new service models as they are developed. As a result, a workshop was held on 14th February 2017 for Members of the Business Overview & Scrutiny Committee to scrutinise the approach to the Access Wirral service development proposals in further detail. The session was led by Councillor Matthew Patrick through delivery of a presentation and supported by Fiona Johnstone, Director for Health and Wellbeing, Lisa Jamieson, Head of Customer Services and Pete Walker, Project Manager. The outcomes from the workshop are detailed in this report.

2. CONTEXT OF SERVICE DEVELOPMENT PROPOSALS

The Wirral Plan offers a clear direction for the Council's Customer Contact and Transactional Services, committing the authority to a programme of change through which:

- "Our services must be accessible, delivered sometimes entirely online, to reduce costs and to improve speed and efficiency"
- "We must transform how we work with residents; driving integration and being as efficient as possible, with one point of contact able to solve every resident need".
- "We will invest in the organisation to ensure we have the right attitudes, skills and abilities in place to deliver on the promises in this plan. We will be a responsible employer who values our staff and their commitment to their work. Our staff will be clear about their roles, take responsibility, and be highly motivated and very effective in what they do".

The Access Wirral project was established to deliver this vision and forms part of the Council's Customer Experience Programme.

The Access Wirral project looks to create a customer focussed organisation that puts the customer at the heart of everything the Council does and supports them to do more for themselves. It looks to deliver a better, faster and more efficient customer services.

3. MEMBER COMMENTS

Online accessibility

In response to a query regarding the percentage of those living in Wirral who are not online, customer insight has shown that that around 82% of those living in Wirral had online access. It was suggested by officers that the increase in smartphone usage has improved online access.

A Member commented that although this project is around online access for services, many residents still prefer face-to-face contact. Statistics presented to Members as part of the presentation showed a higher percentage of residents using One Stop Shops over the Call Centre (Telephone and email) for dealing with Housing Benefit, indicating this was still the preferential method. It was suggested that this could also result in significant work to transition residents to the new way of operating. Officers acknowledged the statistical data but assured Members that contact through One Stop Shops is high primarily due to the Council requiring a lot of evidence for claims, resulting in a high number of visits being required. The implementation of Risk-Based Verification for claims and the new customer access solution should provide seamless access, removing the need for people having to make visits. Those that do visit should be the more vulnerable in Wirral who would require more support on a one to one basis.

Although assurances were received regarding the increasing number of people accessing services online, a Member commented that there needs to be some thinking around those that do not as well as the digitally excluded. The Cabinet Member informed Members of the developing Digital Strategy which aims to get 100% of all residents across Wirral to have online access. Digital champions will be created but these will emerge through community hubs and engagement with both the Volunteer Strategy and Digital Strategy. Although welcomed by Members, it was commented that streamlining processes for online users should mean that existing processes should not become or remain difficult for other groups.

CRM / Website interface

A number of comments were made around the current Customer Relationship Management system and the interface not being user friendly which the customer access solution would need to address. Members gave a number of examples, including the difficulty of trying to report street lighting. Members were informed that a Digital Manager is to be recruited as concerns around the user experience of the website are shared by officers. There are also plans to address the online facility through the implementation of the new customer access solution. Officers stated that work is already being carried now to address those issues that can be dealt with immediately with existing models, such as the website, and that positive changes will be seen very soon.

An observation was made in relation to the online sign-up to Council Tax to receive electronic billing instead of a postal delivery. Upon clicking the initial link for this service, the automated process completed the activation. It was suggested that an additional page should be incorporated into the process for the user to be provided with an understanding of what signing up will mean before committing. Officers acknowledged this and following the meeting, the suggestion has been implemented. Members also noted that the online Council Tax and Housing Benefit verification process will be launched as part of the Channel Shift work. For Council Tax, this will allow various processes, such as change of address and multi-occupancy details, to be entered online.

A number of Members commented that the Council's website was poor in terms of general navigation and the overall quality of the user experience. A number of suggestions were made for improvement and these were welcomed by officers to consider how they could be integrated into the new system. The suggestions included:

- Incorporating a simple 'key word' search function on the main home page to navigate directly to the relevant page;
- The functionality to save progress on an application as the requirement to complete it in its entirety may be too time consuming;
- A checklist function to allow the information / evidence required at the end of the process to be reviewed;
- A 'Live Chat' facility to support those who may struggle through illiteracy;
- Tutorials for uploading photographic documents; and
- Text alerts / real time online updates on the progress of an application.

Members raised issues around the number and the complexity of forms to be completed and if the transfer to online processes would result in simplification of these. Officers stated that there would be intelligence behind the forms which would only require the data it needs to process each claim. This would be based on information entered and the specific circumstances of the resident. Additionally, if users are registered for other services, forms will be prepopulated with known details, such as name and address and this will enhance the user experience. Officers acknowledged that there may be some customers who could find seeing prepopulated personal information disconcerting.

Vulnerable residents

Members emphasised the need to ensure that the most vulnerable people in Wirral would still be able to access services and that the appropriate support would be provided. Members sought assurances that the right staff to provide this support would be identified, the appropriate training would be delivered and the wellbeing of staff who would provide support would be maintained as supporting vulnerable residents can be stressful. Members also queried whether contact has been made to the various associations, such as those working with stroke and dementia, to understand how staff should be trained rather than making assumptions as to what is needed.

In response to these issues, Members were informed that a performance framework is in the process of being implemented and is centred around ensuring staff understanding what they are there to deliver, what value they add and how these would be measured. A skills gap analysis will be conducted within customer services to identify training needs. Members were informed that this will not just be around technical skills aspect but also the softer skills needed for working with vulnerable people. A Partnership Day has also been held with the involvement of a number of key stakeholders, including Public Health, the Police, Adult Social Services and other community groups to capture their views through customer scenario testing. Although Members were informed that there isn't a 'one size fits all' solution to providing additional support, officers acknowledged Members initial concerns as part of delivering the Access Wirral project.

Access Wirral roll-out

A member commented that it is important to ensure that the outcomes of the project are monitored to deliver an effective and efficient service for all residents. It was recognised that there is a risk with any major transformation project involving changes to systems and services of systems failing. It was intended that the current system would be available as a contingency so that residents do not experience any loss of service during the transition. Officers added that a sustained and measured period of performance of the new system would be required to provide assurance prior to full migration to the new system.

Members noted that research visits have been carried out to other local authorities to see how various delivery models have been implemented. Officers stated that the positive outcome from the visits was that these similar projects demonstrated that they worked. Officers also added that there was no preferred approach identified at this time for Wirral.

Members were informed that the main customer contact to the Council was for Housing Benefit and Council Tax. These would be tested as part of phase one of the roll-out of the project to demonstrate proof of concept and to identify what other forms and services could be managed through online functionality as part of a second phase.

With regard to the project's potential vehicles to deliver, a Member commented that the significant number of advantages for the 'in-house' delivery model could be perceived as being the clear preference. However, it was explained that the advantages and disadvantages are not given equal weighting and the number of these would not be a factor in the final decision as to which delivery model to adopt.

Members commented that the decision on which proposal would be taken forward should clearly demonstrate value for money and would need to be successful.

In terms of the project timescales, Members were informed that a decision will be made by Cabinet on 27th March on which option would be taken and an Implementation Plan would be developed with targets and timescales built in. The Implementation Partner, who will be employed to build the preferred system, will work with staff at each stage of implementation to ensure that the knowledge and skills to operate the system were transferred to Council staff.

Conclusions

The key messages identified from the workshop session were:

- To ensure that there is continued emphasis on those residents who are digitally excluded. Support arrangements and services for this group must be robust.
- A requirement to re-set the customer relationship and improve the reputation of the Council website and CRM system.
- To ensure front line staff receive appropriate training to provide them with skills to identify and support vulnerable residents.
- A list of specific website recommendations which would improve functionality and enhance the user experience.

Appendix 1 – Workshop Attendance

Members of the Business Overview & Scrutiny Committee:

Mike Sullivan (Chair)

Chris Blakeley

Anita Leech

Julie McManus

Denise Realey

Christine Spriggs

Jean Stapleton

Steve Williams

Officers

Lisa Jamieson – Head of Customer Services

Fiona Johnstone - Director for Health and Wellbeing

Peter Walker – Project Manager

Mike Lester – Scrutiny Officer

Patrick Torpey – Scrutiny Officer

Cabinet Members

Matthew Patrick - (Cabinet Member for Community Engagement and Communications)

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ACCESS WIRRAL

*BETTER, FASTER & MORE EFFICIENT
CUSTOMER SERVICES*

ACCESS WIRRAL

OUR APPROACH

20 PLEDGES FOR 2020

"We are setting out a plan to bring about real change - not just about what can be achieved, but in the manner in which we will deliver it."

Phil Davies
Cllr Phil Davies, Leader of Wirral Council

Strategic Intent



In scope

- Council Tax automation
- Housing Benefit automation

Out of scope

- Partner services
- Business Services
- Buildings

Services affected

- One Stop Shops and Call Centre
- Back office-Council Tax & Housing Ben.
- Business Support-Scanning

ACCESS WIRRAL

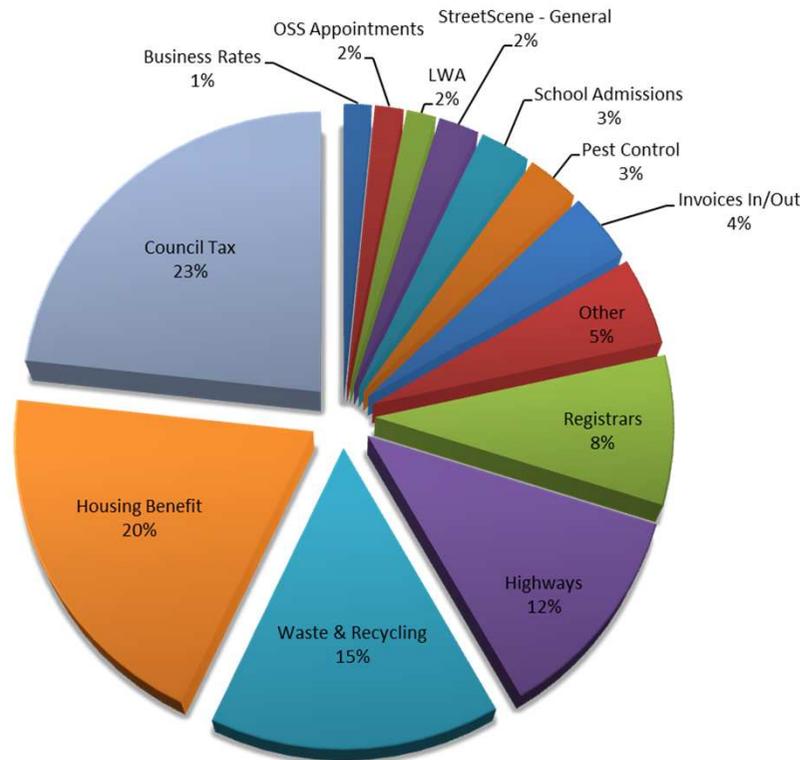
WHY PEOPLE CONTACT OSS & CALL CENTRE

20 PLEDGES FOR 2020

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Call Centre - Telephone & Email



ACCESS WIRRAL

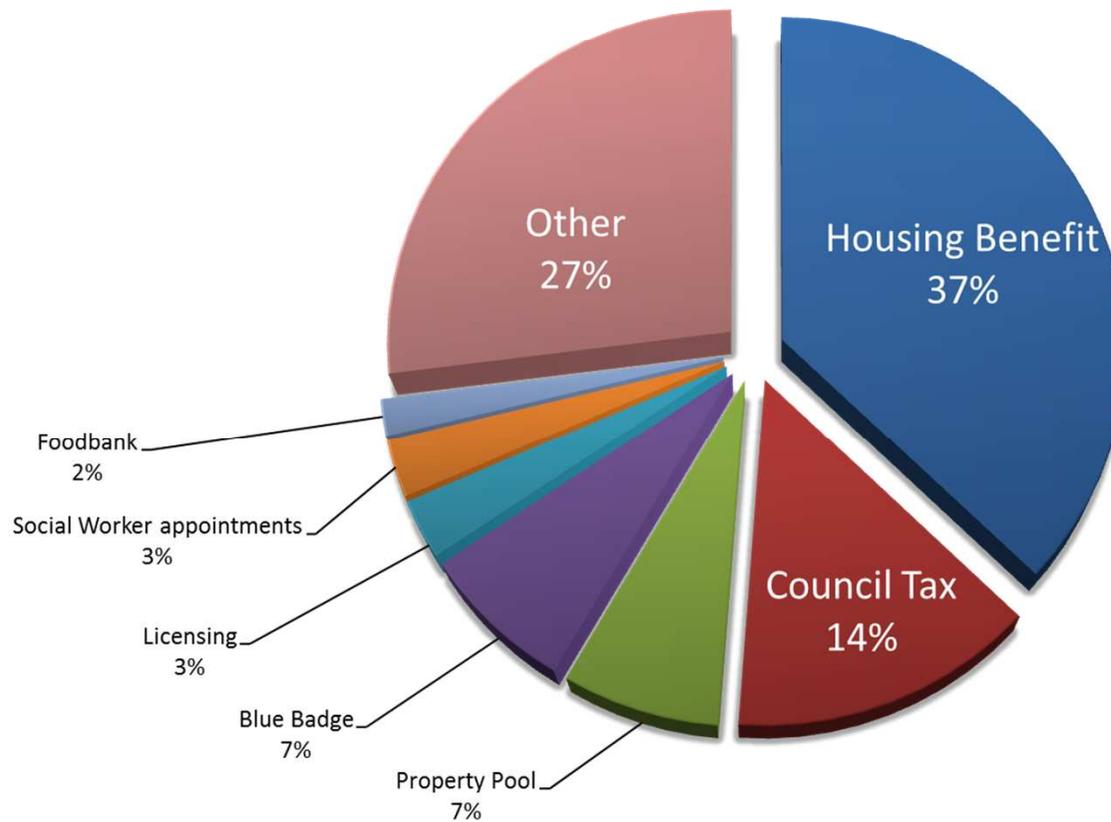
WHY PEOPLE CONTACT OSS & CALL CENTRE

20 PLEDGES FOR 2020

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One Stop Shop



ACCESS WIRRAL

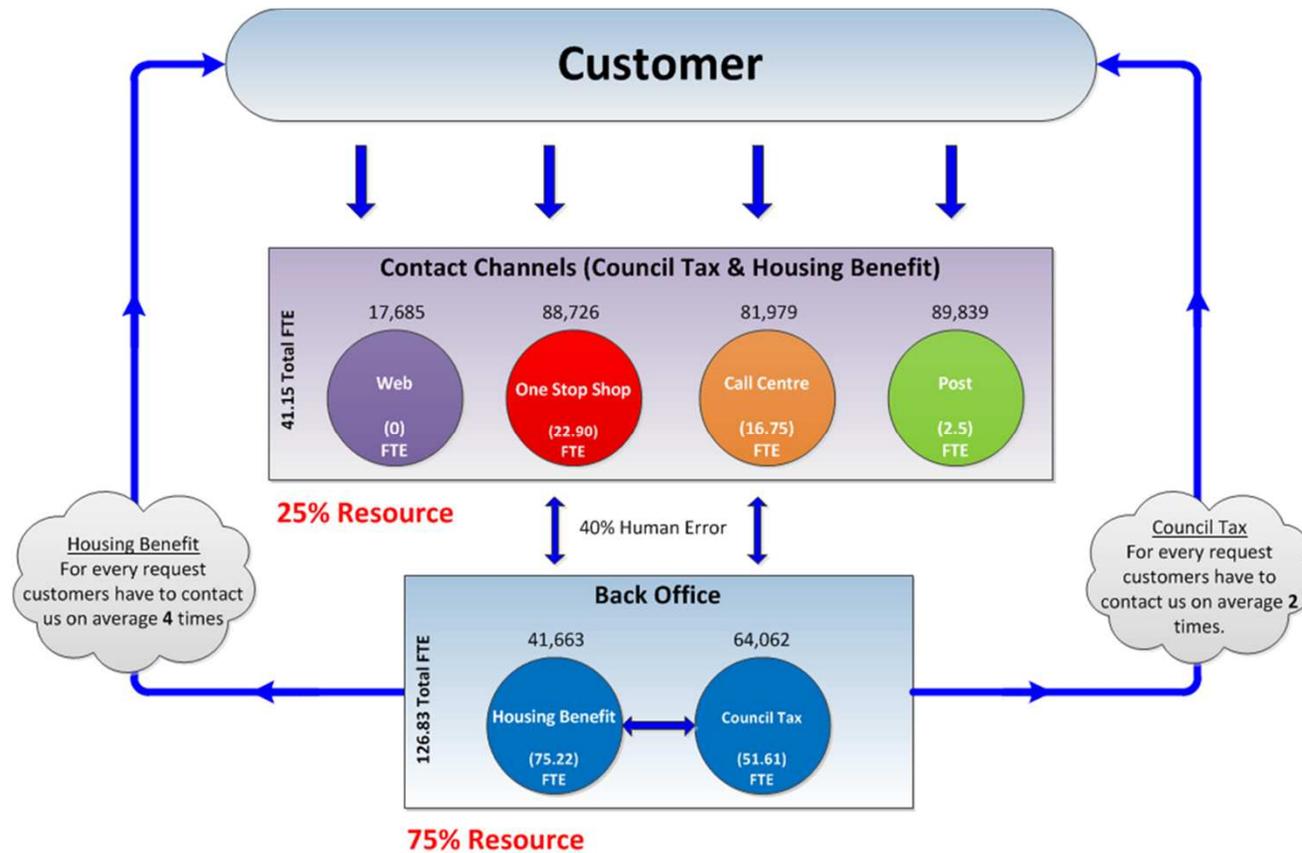
WHAT IT FEELS LIKE TO BE A CUSTOMER

20 PLEDGES FOR 2020

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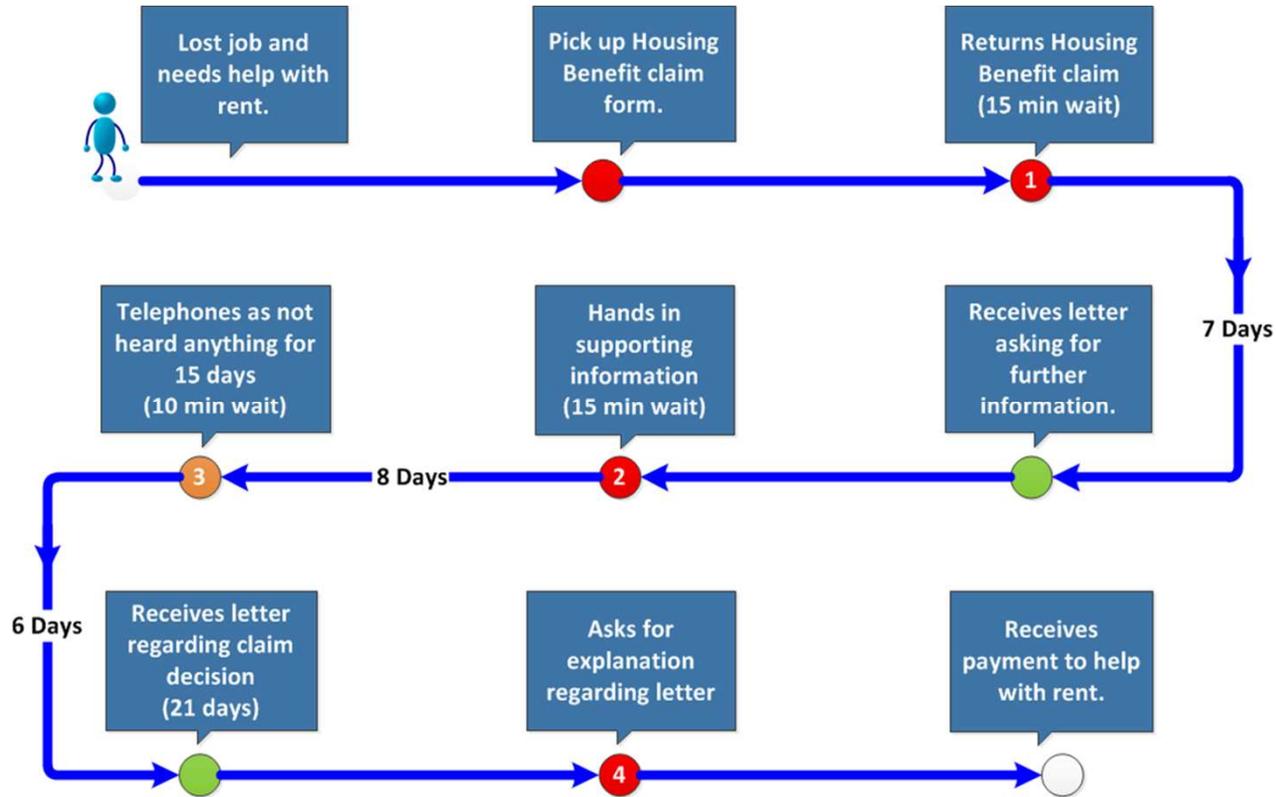
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'BILLY'S' HOUSING BENEFIT JOURNEY

20 PLEDGES FOR 2020

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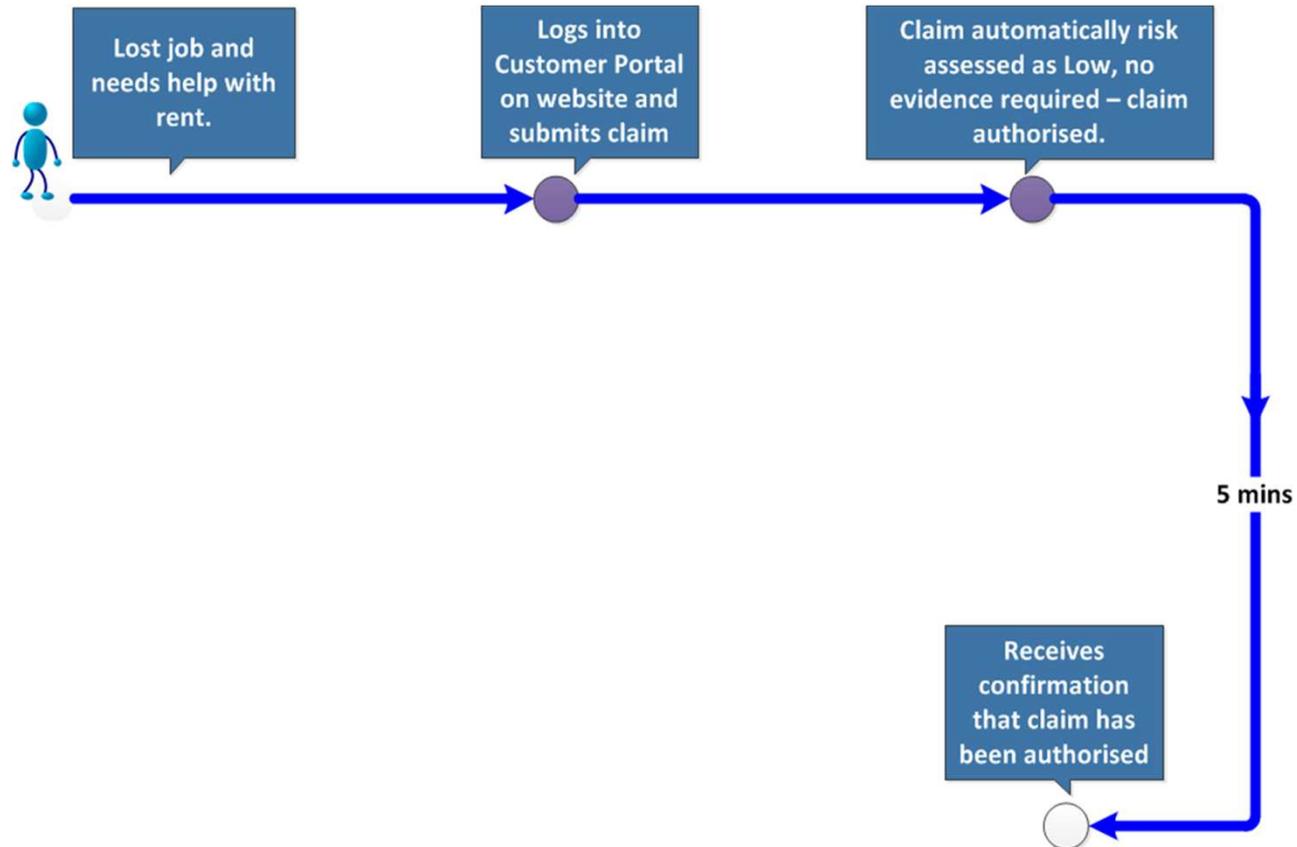
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'BILLY'S' NEW JOURNEY

20 PLEDGES FOR 2020

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RISKS & REWARDS

20 PLEDGES FOR 2020

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Benefits

- Better experience for our customers.
- Return on investment in Year 2 with cumulative savings rising year-on-year.
- Reduction in call time, waiting, abandonment and customer complaints.
- Process and service efficiencies realised.
- Targeted external support used where appropriate.
- Council's transformation principles adhered to.
- Evidence based decision making.
- Timeframe for change aligned with digital developments.
- Facilitate the enhancement of internal skills and capacity.
- Increased accuracy will maximise subsidy grant.

Risks

- New solution does not provide the savings anticipated.
- Staff retention.
- Customer experience/satisfaction levels worsen due to staff morale.

Opportunities

- Service request is resolved first time, on time.
- Simplified processes for accessing services.
- Communication with customers is clear and unambiguous.
- Solution can be rolled out across other Council and Partner services.
- Immediate increase in customer data capture to aid demand management.
- Increase customer insight to aid decision making.

ACCESS WIRRAL

POTENTIAL VEHICLES TO DELIVER

20 PLEDGES FOR 2020

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Option	Advantages	Disadvantages
Do nothing	<ul style="list-style-type: none"> ➤ Minimal Investment. 	<ul style="list-style-type: none"> ➤ No savings achieved. ➤ Continued increase in customer dissatisfaction.
Re-design in-house	<ul style="list-style-type: none"> ➤ Simplified processes for accessing services. ➤ Convenience of accessing services 24/7. ➤ Ability to manage the reputation of the Council. ➤ Supports the commercial strategy by providing an ability to generate. ➤ Ownership of customer insight data. ➤ Appropriate access channels that suits customer needs and lifestyles. ➤ Service request is resolved first time, on time. ➤ Expectations are managed where first time resolution is not possible. ➤ ROI Year 2 - savings Y2. 	<ul style="list-style-type: none"> ➤ Requires internal investment. ➤ Insufficient skills in-house, requires implementation partner.
Joint Venture	<ul style="list-style-type: none"> ➤ Shared investment/risk. ➤ Provides expertise & pace. 	<ul style="list-style-type: none"> ➤ Take longer to realise savings. ➤ Councils are bringing services back in-house. ➤ 50% of savings absorbed by partner.
Outsource	<ul style="list-style-type: none"> ➤ Already established markets for elements e.g. HR & Call Centre. ➤ External capital investment. 	<ul style="list-style-type: none"> ➤ Take longer to realise savings . ➤ No successful marketplace that will deliver all areas. ➤ Distanced from the service to manage complaints to Members. ➤ Efficiency savings absorbed by contractor.

ACCESS WIRRAL

MAKING IT HAPPEN

20 PLEDGES FOR 2020

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Major Deliverables

Resources

Integrated Digital Services for Housing Benefit and Council Tax

- Best-in-class systems implementer with extensive Local Government and Public Sector experience.
- Dedicated, external CRM project manager with Local Government and Public Sector.
- Staff released to support project.
- 3 dedicated Business Analysts.
- Knowledge transfer from Systems Implementer to Wirral staff.
- Overseen by the Transformation Office.
- Robust sponsorship and governance.
- Senior level support to drive continuous service improvements.
- Solution owned by the Business.

ACCESS WIRRAL

MAKING IT HAPPEN

20 PLEDGES FOR 2020

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Major Deliverables

Resources

Change Management Customers/Staff

- Dedicated Change Management resource to facilitate change.
- In-house Communications Team to provide support and guidance
- Communications plan developed and delivered.

Consultation with staff

- Unions.
- Senior Managers.
- HR support.

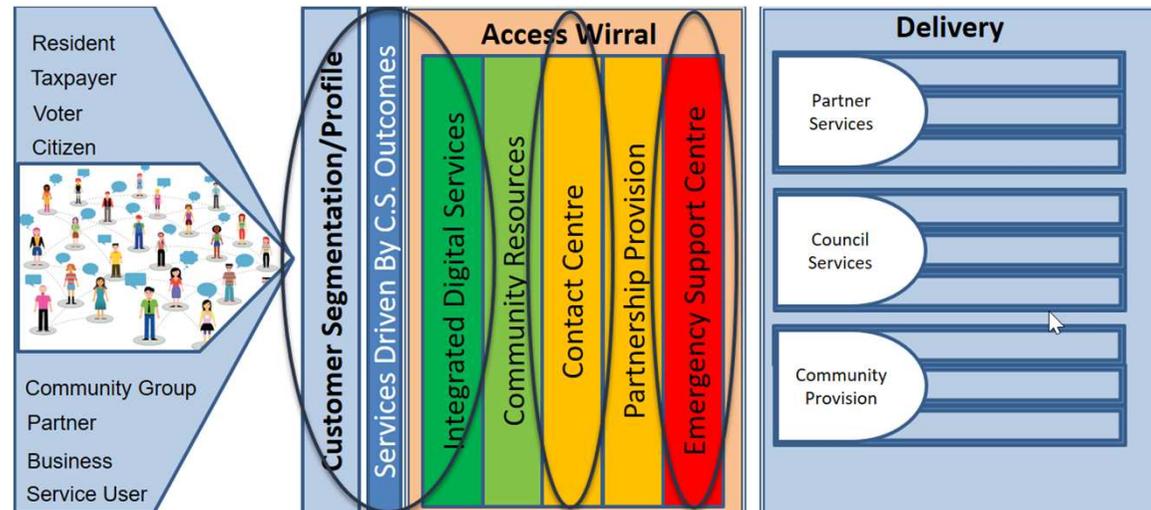
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UNDERSTANDING THE JOURNEY

20 PLEDGES FOR 2020

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- ❑ In June 2016 an Outline Business Case that set out the vision for Access Wirral was agreed at Cabinet.
- ❑ This phase of the project will deliver outcomes which will address Customer segmentation; Customer Access Solution for Council Tax and Housing Benefit; and Contact Centre improvements and efficiencies.
- ❑ As this project is implemented work will continue to further define the delivery of the wider Access Wirral Vision, which will include engagement of communities and partners to inform this.

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BUSINESS OVERVIEW & SCRUTINY COMMITTEE

29TH MARCH 2017

REPORT TITLE	<i>Update on Liverpool City Region developments</i>
REPORT OF	<i>Rose Boylan, Policy & Strategy Manager</i>

REPORT SUMMARY

This report sets out a brief overview of latest developments at the Liverpool City Region (LCR), including activity underway to implement the City Region devolution deal.

This matter affects all Wards within the Borough.

This is not a key decision.

RECOMMENDATION/S

Committee is requested to note and comment on latest developments.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

Committee have requested regular updates and consideration of City Region developments.

2.0 OTHER OPTIONS CONSIDERED

2.1 N/a

3.0 LATEST DEVELOPMENTS

A wide range of ongoing activity continues to be delivered. Latest developments include:

3.1. LCR Mayoral Elections

The LCR Combined Authority Mayoral Election will be launched on 24th March, with the election to take place on 4th May 2017. Final details of the arrangements and process for the LCR Mayoral elections will shortly be published, and members will receive the latest update at the Business Overview & Scrutiny meeting.

The Combined Authority have agreed a budget allocation of £2.5m for the conduct of this election which is based upon the “maximum recoverable amounts” allocated to the various voting areas in respect of the Police and Crime Commissioner election and EU referendum held in 2016.

The local campaign to raise awareness of the Liverpool City Region Mayoral Elections commenced on Friday 10 March 2017. A communications toolkit has been sent to communications leads from the six local authorities, the Local Enterprise Partnership and Merseytravel to enable them to cascade messages via their internal and external channels. The toolkit includes information on the date for the Elections, the closing date for registering to vote, the role of the Liverpool City Region, and frequently asked questions and answers and a link to the information website – www.liverpoolcityregion-ca.gov.uk/election

3.2. Single Investment Fund (SIF)

The SIF Prospectus was launched in September 2016 and extensive activity is underway to progress funding and implementation of projects and initiatives. Recent developments include a specific call for skills capital investment projects; these are currently being appraised using a robust process set of principles to deliver the best returns and economic outcomes for the City Region. All projects which are approved will be publicised appropriately and in line with the Combined Authority/LEP communications plan.

3.3. Review of Apprenticeships across the LCR

The Combined Authority Scrutiny Panel has included a focus on Employment and Skills, and as part of that, carried out a review into Apprenticeships provision within the City Region. The review acknowledges that:

- A skilled workforce and resident population are essential in raising employment and productivity levels across the Liverpool City Region. The CA recognises that it must respond to skills needs of businesses within its knowledge economy and other key growth sectors. Apprenticeship provision is key to tackling skills gaps and ensuring employers are able to develop the skills they need to increase their competitiveness;

- Current skills levels in the LCR are amongst the highest they have ever been. The proportion of working age residents with recognised qualifications has consistently increased over the last 10 years;
- The LCR has established a successful approach to apprenticeship activity - eg through the Apprenticeship Hub - enabling the LCR to create excellent numbers and quality of apprenticeships. The impending apprenticeship reforms provide the opportunity for the City Region to take this to the next level, supporting employers to create focused apprenticeships which meet the needs of their sectors.
- There are an increasing number of starts for advanced and higher level apprenticeships, and there are now degree level apprenticeships being offered. These options need to be communicated more widely.
- The review highlights the importance for the CA to build on this successful approach and further increase awareness and promote apprenticeships with employers, schools, partners and young people.

The review also points out the need to consider the implications of the imminent changes to Government apprentice policy and reforms to apprentices – in particular the Apprentice Levy. Wirral and the City Region are exploring a twin track approach to developing a longer term vision for apprentices by focusing actions on what Local Authorities can do as a collective group of employers, and what the LCR can influence across the wider public sector e.g. Health, Education, Fire and Police.

Wirral is currently reviewing its apprentice programmes, and will continue to work with LCR partners to ensure a strategic approach that helps to achieve the Wirral Plan and Pledge priorities.

4.0 FINANCIAL IMPLICATIONS

The Devolution arrangements propose the devolution of resources to City Region.

5.0 LEGAL IMPLICATIONS

Council agreed the LCR Order in December 2016. The Constitution of the Combined Authority now requires amendment to reflect the new governance arrangements and the powers and functions set out in the LCR Order. Amendments to the Combined Authority constitution need the unanimous agreement of the CA Constituent members.

6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

At this time, no additional cost is expected to be incurred by LCR local authorities as a result of the new arrangements to deliver the devolution deal.

7.0 ENGAGEMENT/CONSULTATION

Wirral, along with City Region partners, continues to circulate information and raise awareness of the devolution developments and forthcoming mayoral elections through a range of methods.

8.0 EQUALITY IMPLICATIONS

There are no direct equality implications associated with this report as it deals with the issue of devolution at a strategic level. Equality analysis will be carried out as part of the detailed implementation as appropriate.

REPORT AUTHOR: Rose Boylan, **Policy and Strategy Manager**
0151 691 8037
rosemaryboylan@wirral.gov.uk

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet	12 July 2013
Cabinet	8 August 2013
Cabinet and Council	19 September 2013
Cabinet and Council	10 March 2014
Council	19 November 2015
P&P Regeneration & Environment Committee	18 January 2016
P&P Regeneration & Environment Committee	2 March 2016
Business Overview & Scrutiny Committee	13 September 2016
Business Overview & Scrutiny Committee	24 January 2017
Council	14 November 2016
Cabinet	8 December 2017
Council	6 December 2016



BUSINESS OVERVIEW & SCRUTINY COMMITTEE **Wednesday 29th March 2017**

REPORT TITLE:	LIVERPOOL CITY REGION COMBINED AUTHORITY SCRUTINY PANEL UPDATE
REPORT OF:	THE CHAIR OF THE COMMITTEE

REPORT SUMMARY

This report is to give Members an update of the work of the Liverpool City Region Combined Authority Scrutiny Panel.

RECOMMENDATION/S

1. Members are requested to note the contents of the report which provides an update on the developments of the Liverpool City Region Combined Authority Scrutiny Panel.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

To ensure members of the Business Overview & Scrutiny Committee are updated on the developments of the Liverpool City Region Combined Authority Scrutiny Panel

2.0 OTHER OPTIONS CONSIDERED

Not Applicable

3.0 BACKGROUND INFORMATION

3.1 The Liverpool City Region consists of the six local authority areas covering Halton, Knowsley, St Helens, Sefton, Liverpool and Wirral. The Combined Authority is made up of the Mayor of Liverpool and Leaders of Halton, Knowsley, St Helens, Sefton and Wirral local authorities, along with the Chair of the Local Enterprise Partnership. The LCRA is a strategic authority with powers over transport, economic development and regeneration. Transport policy of the Combined Authority is delivered by the Merseytravel functional body.

3.2 To support the Combined Authority, a Scrutiny Panel has been established to:

- Provide 'critical friend' challenge to policy and strategy development;
- Undertake scrutiny reviews into areas of strategic importance for the people of the Liverpool City Region; and
- Monitor the delivery of the Authority's strategic plan.

4.0 SCRUTINY PANEL MEETINGS

4.1 The Scrutiny Panel last met on Wednesday 25th January 2017 and the following key items were discussed:

4.2 Review into Apprenticeships in the Liverpool City Region

The Scrutiny Panel considered the final report from the Lead Officer – Scrutiny in relation to the Apprenticeships in the Liverpool City Region Scrutiny Review. The final report (**Appendix 1**) was endorsed by the Scrutiny Panel and was subsequently referred to the Combined Authority for consideration of the recommendations made and for a report to be presented at a future meeting of the Scrutiny Panel.

4.3 The Liverpool City Region Combined Authority Order

A report was presented by the Lead Officer – Scrutiny on the Liverpool City Region Combined Authority Order to establish the office of Mayor and to make arrangements for the election of a Liverpool City Region Mayor in May 2017. The Scrutiny Panel was informed of a further generic Overview and Scrutiny order which would apply to all Mayoral Combined Authorities.

The principles by which the Combined Authority would operate the scrutiny function were consistent with the draft Order and incorporated into the Combined Authority Constitution. It was agreed that the Scrutiny Panel would be given an opportunity to examine a copy of the revised Constitution through a special meeting of the Scrutiny Panel. This meeting has yet to be convened.

4.4 Scrutiny Work Programme

Three pieces of work have now been completed by the Scrutiny Panel since it originally formed in 2014. These are:

- European Funding;
- Short-hop Bus Fares in the City Region; and
- Apprenticeships in the City Region

A review on 'Housing and Planning' is on hold as the work being carried out by the Combined Authority is still in its early stages.

The Scrutiny Panel added a further review to be carried out during the municipal year and prior to the new governance arrangements coming into force in May 2017. This review is focussed on how the Combined Authority can promote its role and responsibilities to the public and stakeholders with the City Region and encourage engagement with those groups.

5.0 FINANCIAL IMPLICATIONS

Not Applicable

6.0 LEGAL IMPLICATIONS

Not Applicable

7.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

The delivery of the scrutiny work programme will be met from within existing resources.

8.0 RELEVANT RISKS

Not Applicable

9.0 ENGAGEMENT/CONSULTATION

Not Applicable

10.0 EQUALITY IMPLICATIONS

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

REPORT AUTHOR: Michael Lester
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APPENDICES.

1. Apprenticeships in the City Region Scrutiny Review

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

LIVERPOOL CITY REGION COMBINED AUTHORITY SCRUTINY PANEL

REVIEW INTO APPRENTICESHIPS IN LIVERPOOL CITY REGION

1 Chair's Introduction

This has been the third piece of in depth scrutiny work undertaken by the Liverpool City Region Combined Authority Scrutiny Panel and I would like to thank Panel members for their commitment and input in this review. All members of the Panel have learned a lot whilst considering apprenticeships, which has proven to be a more complex system than we anticipated. This is a timely review with the reforms being introduced from April 2017 and the opportunities afforded by devolution discussions. There is some excellent practice in place across employers and providers in the City Region, and we were encouraged to see a small part of this.

There is more that we can all be doing to champion and promote apprenticeships, and there is a role for Elected Members here too. The perceptions of apprenticeships are changing too, with the introduction of degree apprenticeships, and this will help to combat the stigma that many apprenticeships currently face.

There are a number of practical suggestions that we have made in Section 7 of this report which the Panel feel would improve apprenticeship provision and publicity in the City Region. On behalf of the Panel, I commend this report to you.

Cllr Kevan Wainwright
Chair, Liverpool City Region Combined Authority Scrutiny Panel

2 Background to the Review

Following the successful completion of the reviews into European Funding and Short Hop Bus Fares, the Panel identified that it wished to undertake a review in the Employment and Skills Portfolio area. Following an initial session on Employment and Skills in the City Region, the Panel agreed to focus this review on apprenticeship provision.

3 Developing the Scoping Document

An initial scoping meeting took place when the Panel were briefed on the role of the Combined Authority in relation to employment and skills, as well as the current work and developments underway. From this, the Panel considered two areas of focus for a review, from which it was agreed to focus on Apprenticeships.

Following these discussions, a scoping document was produced, which is attached at Appendix A to this report.

4 What we did and who we spoke to

As noted in the scoping document, the review consisted of four evidence sessions as follows:

- a) The first session covered an overview of the evidence relating to apprenticeships in Liverpool City Region, together with an outline of the work of the City Region's Apprenticeship Hub. This helped to identify further areas for focus in subsequent sessions. In addition, Merseytravel outlined their approach to preparation for the implementation of the Apprenticeship Levy.
- b) The second session focused on hearing from employers, with presentations from Getrag Ford and Peel Ports outlining how they strategically used apprenticeships as part of their workforce strategy.
- c) The views of providers of apprenticeship training were heard at the third session with input from Greater Merseyside Learning Providers Federation and Riverside College.
- d) The final evidence session looked at what learners thought of their apprenticeships with evidence heard from an apprentice ambassador and from 400 current and former apprentices who completed an online survey.

5 Context

The Liverpool City Region has a population of approximately 1.5 million residents, with approximately 969,000 (around 64%) of whom are of working age. The economy is £29bn and has a mixture of small, medium and large employers in a range of sectors, which build on the City Region's historic strengths and potential opportunities.

Liverpool City Region is ranked as the most deprived of 39 LEP areas on the Income, Employment, and Health & Disability domains of the IMD 2015. On the individual Indices of Deprivation domains, Liverpool City Region is ranked:

- 1st (i.e. most deprived) on the Income Deprivation domain;
- 1st on the Employment Deprivation domain;
- 1st on the Health Deprivation and Disability domain;
- 6th on the Education, Skills and Training domain;
- 7th on the Crime domain;
- 8th on the Living Environment Deprivation domain; and
- 38th on the Barriers to Housing and Services domain.

The City Region has 310 Lower Super Output Areas in the most deprived 10% nationally: this is 9.4% of the overall total. It also sees 58 Lower Super Output Areas in the 1% most deprived nationally, representing 18% of the overall total.

A skilled workforce and resident population are essential in raising employment and productivity levels across the Liverpool City Region. In particular, the City Region needs to ensure it responds to skills needs of businesses within its knowledge economy and other key growth sectors.

Current skills levels in the City Region are amongst the highest they have ever been. The proportion of working age residents with recognised qualifications has consistently increased over the last 10 years, with the rate of residents with higher level qualifications (i.e. NVQ 3, 4 and above) both rising significantly in that period.

Apprenticeship provision is key to tackling skills gaps and ensuring employers are able to develop the skills they need to increase their competitiveness. Government's ongoing reforms to Apprenticeship provision will place Apprenticeship provision at the heart of driving economic growth. Across the City Region there are a number of high quality providers who consistently deliver above national levels of completion and satisfaction.

The City Region has long been a hotbed for apprenticeship activity, punching above its weight on the numbers and quality of apprenticeships created. The impending apprenticeship reforms provide the opportunity for the City Region to take this to the next level, supporting employers to create focused apprenticeships which meet the needs of their sectors. In 2015/16, around 18,000 Liverpool City Region residents began an Apprenticeship: this is in keeping with the previous year but shows a 12% increase from 2013/14, driven by growth in Advanced and Higher level provision. This has contributed to the Liverpool City Region's high level target for 2020 of increasing the take-up of Higher / Advanced Apprenticeships by 40% in the next four years.

6 What did we hear and from whom?

a) Evidence session one

The first evidence session started with an outline of the current state of apprenticeships within Liverpool City Region. This outlined that the City Region has a higher rate of apprenticeship starts than nationally. The majority of apprenticeship starts are for Level 2 qualifications (i.e. GCSE equivalent) and are started by over 25s: this reflects the shift away from apprenticeships being for new starters to them being used for workforce development. However, the latest figures for apprenticeship starts show an increase in the number of under 19s starting apprenticeships. From the data available to the Combined Authority, it is difficult to track through the completion rates of specific courses and cohorts, and the Panel were concerned with this.

The level of apprenticeships is expected to increase over the next few years with the introduction of the apprenticeship levy. This 0.5% charge will be applied to all businesses who have an annual payroll of more than £3m. This funding will be held in a specific digital employer account and can only be used to fund the training and end point assessment of an apprenticeship. The detailed information available to support employers is still being developed by Government.

The majority of apprenticeship starts in the City Region cover a small number of curriculum areas (business administration, health and care) and these had not changed significantly over recent years. There are an increasing number of starts for advanced and higher level apprenticeships, and there are now degree level apprenticeships being offered. These options need to be communicated more

widely. The training for apprenticeships is delivered in the main by independent training providers or FE colleges: the Panel were surprised to note that only 26% of apprenticeship starts in the City Region were delivered by FE colleges.

Siobhan Saunders (Divisional Manager: Employment and Skills at Halton Council) outlined the work of the City Region's Apprenticeship Hub, which she chairs. The Hub coordinates the promotion of apprenticeships in the City Region, organising a number of public events. This work was welcomed, noting that it focused on potential learners.

The Hub worked with a number of employers to encourage them to either consider using apprenticeships or increase the number of apprenticeships starts. There was strong support from a core group of employers in the use of apprenticeships but there was a significant number of employers who did not use apprenticeships. It was noted that the Hub's network of Apprentice Ambassadors was a useful tool in engaging with both employers and young people on the apprenticeship agenda.

Alastair Ramsay (Head of People and Customer Development, Merseytravel) outlined their approach to preparing for the introduction of the apprenticeship levy. This follows a detailed post by post review of their establishment, noting areas of potential skills deficiencies which provided an opportunity to consider the deployment of an apprenticeship. This required a clear structural and cultural approach to be put in place, supported by Human Resources capacity. This has led to the development of a clear workforce development plan, linked to financial and business planning processes, which features apprenticeships within it.

b) Evidence session two

The second evidence session heard from Alan Seeley of Getrag Ford and Howard Sloane of Peel Ports on their approaches to apprenticeships. The Panel were hearted to learn of these more 'traditional style' apprenticeship programmes, which met the needs of the businesses in terms of developing skills which ensuring a supply of young people into their workforce: this was shown in the number of applications that both received for apprenticeships (Getrag had 96 applications for 4 positions, Peel Ports and 1,000 applications for 6 positions). The skills and experience developed by the apprentices were seen as essential for the future of both businesses.

The approach that both businesses take is rigorous and intensive, and both felt that it was worth their while to do so: the Panel considered that this was a blue chip approach which might not be replicated in all organisations. Both Getrag and Peel Ports worked closely with their training providers to develop approaches which were specific and meet their particular needs.

Getrag and Peel had developed plans to use their apprenticeship levy, and both would welcome the opportunity to invest more of it in their supply chain. This is currently limited to 10% and both indicated that removal of this threshold would give them more flexibility in ensuring that their suppliers had the requisite skills in place.

There were concerns expressed about the work readiness of the young people who were applying for apprenticeships, and whether young people had the required work ethic or not. There were also issues about how schools were engaged in

promoting apprenticeships as opportunities, rather than focusing on other routes of progression such as University. Engaging with schools and teachers in particular was seen to be essential in developing a more robust and responsive approach.

c) Evidence session three

The focus of the third session was to hear from colleges and independent providers of training. The Panel first heard from James Glendenning and Gareth Jones from the Greater Merseyside Learning Providers Federation who explained how independent training providers worked with businesses. Providers needed to continue to meet the needs of businesses in order to attract business and income themselves. There were a number of providers who focused on the repeat business of existing employers rather than looking to increase the number of employers using apprenticeships: this will change with the introduction of the apprenticeship levy.

The Panel were concerned about the quality levels within independent providers but it was noted that providers were subject to regular Ofsted inspection: any inspections resulting in a Grade 4 inadequate finding led to the cessation of publicly funded contracts. Providers were preparing for the introduction of the levy and other reforms that are being introduced at the same time. Work was taking place with employers to design provision for the emerging needs of business, particularly in growth sectors which contained new opportunities.

The requirement for learners to undertake GCSE in English and Maths if they did not already have it was leading to a number of issues in providers. An alternative approach would be for such learners to undertake a functional qualification which is equivalent to GCSE but not have the full range of the GCSE curriculum.

The Panel also heard from Mary Murphy and Jayne Smith from Riverside College (Principal and Head of Skills and Enterprise respectively). The College works with 727 employees locally and designs curriculum and courses to meet their needs: this results in a strong STEM focus within the college. There is a specific employer services team who work with employers to ensure that this is the case. This includes providing tailored support to employers who are taking on an apprentice to ensure that they have the processes and system in place as well as helping with recruitment. Employers tended to go with the highest quality provider when offered a choice, and additional impartial support would be encouraged from an independent body to work with employers who are new to apprenticeships.

Future course design is informed by the high quality Labour Market Information provided by the City Region, and which has informed developments, such as the recently opened IDEA Centre at the Cronton Campus which focus on the STEM provision.

The College has links in with 50 schools locally which enables the promotion of courses and the communication of opportunities. The view that the views of schools, parents and learners were changing, to be more likely to consider apprenticeships as an options for 16 and 18 year olds.

d) Evidence session four

The final evidence session heard from Jordan Coulton, a paralegal at Weightmans Solicitors, who was also an apprentice ambassador. He made an active choice not to go to University and successfully gained and completed a Higher Level Apprenticeship in Legal Services. This now enables Jordan to work as a Legal Associate and hold cases as solicitors do. The support he received from his employer was exemplary and enabled him to fully complete his training and experience.

The communication of apprenticeship opportunities could be improved as he happened upon his vacancy by chance. The Panel reviewed the apprenticeship finder website and noted that it would benefit from a redesign to be more in line with sites utilised by young people.

The views on apprenticeships are changing, especially higher level and degree apprenticeships. This is particularly the case with the recent increase in tuition fees for students going to University: the contrast was that young people who were completing apprenticeships did not have those levels of debt and this was likely to change their views on the balance between University study and apprenticeships.

The Panel then reviewed the key findings of a survey of 400 current and former apprentices. This found a satisfaction rating of 88% with their apprenticeship, and 92% likely to recommend apprenticeships to others. 91% of respondents completed their apprenticeship, with personal circumstances and changes being the main reason for non completion.

6 What conclusions did we reach?

From the evidence sessions the following conclusions were reached:

a) Overall

1. There are many different types of apprenticeship available, from the 'traditional' 4 year engineering apprentice to the flexible degree apprenticeships being designed. This is heartening and a hidden gem of the labour market and the City Region.
2. The support for apprenticeships from civic, employer and provider leaders remains strong and this is welcome.
3. The focus on apprenticeship starts is helpful but there must be a focus on the completion of quality apprenticeships
4. The progression of individuals from apprenticeships to good quality sustainable jobs is difficult to track with the current data availability.
5. More performance information on apprenticeships numbers and quality should be published by the Combined Authority to celebrate progress and good practice

b) Support for apprentices

1. Many young people require additional support to enable them to undertake an apprenticeship and this mentoring role within employers and training providers should not be underestimated. The best training providers are providing this additional mentoring role.
2. Too many young people are not prepared for the world of work, and schools in particular should be doing more to ensure that they are: the position of employability programmes needs to be considered

c) Support for employers

1. Whilst a number of employers are clear about what they will do with their apprenticeship levy, many still need quality advice and support.
2. There is an opportunity for employers to use more avenues and routes to encourage the creation of apprenticeships.
3. Employers who are at the top of a supply chain may not be able to use all of their apprenticeship levy for their own staff, and they would find it beneficial to use this funding to support their supply chain.
4. There is a risk that employers focus on converting existing staff to apprentices at the expense of new recruits

d) Providers of training

1. Many young people require additional support to enable them to undertake an apprenticeship and this mentoring role within employers and training providers should not be underestimated
2. The level of uncompleted apprenticeships was concerning, and whilst these may be for a variety of reasons, learners should be provided with as much support as possible to complete their studies
3. The apprenticeships being studied by learners are largely the subject areas that have been studied over recent years and have not changed significantly.
4. There is some excellent practice in the City Region with private training providers and colleges but it is unclear how this is shared with other training providers and colleges
5. The quality of training provision is inconsistent across the City Region with different training providers having differing quality levels
6. Training providers have strong support and relationships with existing businesses which is leading to high levels of repeat business but there needs to be a focus on increasing the number of employers coming through and creating apprenticeships
7. Concerns were raised that training might not be taking place on the most relevant and up to date equipment that is currently being used by employers

e) Promotion and advocacy

1. The promotion of apprenticeships as a viable career option must be improved, and the stigma surrounding them must be removed
2. All organisations involved in apprenticeships should be taking every opportunity to promote their worth
3. The large scale City Region promotional and celebration apprenticeship events are welcome but these must be accessible to all across the City Region
4. Apprentice ambassadors are a valuable resource and should be used more strategically to promote the benefits of apprenticeships

7 What recommendations are we making?

a) Overall

1. The Combined Authority, through the Apprenticeship Hub, should consider different ways to publicise the different apprenticeships available locally
2. The Combined Authority should work with Government and local training providers to improve the reporting of completion data.

3. The Combined Authority should consider setting a target on the proportion of completed apprenticeships.
4. The Combined Authority should publish annual performance information on the apprenticeships numbers and uptake in an accessible manner and format

b) Support for apprentices

1. All employers and training providers should review their approach to supporting young people as they start an apprenticeship.
2. Through the planned Careers Hub, the Combined Authority should encourage schools to consider further employability support and preparation as part of their curriculum

c) Support for employers

1. The Combined Authority should ensure that quality advice and support is available to employers locally through the Growth Hub and the Apprenticeship Hub. It is noted that this will be constrained by the limited funding available for this and it is disappointing to see the reduction of support from the National Apprenticeship Service.
2. The Combined Authority should ask employers to consider asking their supply chain to deliver a certain number of apprentices through their procurement activity.
3. The Combined Authority should work with Government to ensure that employers can be able to allocate more of their unspent levy to their supply chain than the 10% currently allowed by Government.
4. Employers should balance the use of apprenticeships for workforce development with that for new recruits, as there is a risk that the focus shifts to workforce development to ensure that employers can spend their levy funding

d) Providers of training

1. Employers and training providers should set out a clear support offer for new apprenticeships within their apprenticeship training agreement
2. Training providers should strain every sinew to ensure that they support learners to complete apprenticeships
3. Training providers should focus their curriculum and training offer on apprenticeships that will add value and make the economic difference for learners and employers
4. Training providers need to work with employers more to develop new standards and approaches to training which meet their needs
5. Training providers should be more open to share their good practice and learn from other providers
6. Training providers must deliver the highest possible quality of training provision
7. Training providers should work hard to increase the number of employers involved in delivering apprenticeships, rather than just focusing on repeat business of existing employers
8. Training providers should ensure that up to date equipment is available for learning to take place on

e) Promotion and advocacy

1. There needs to be improved promotion of apprenticeships as a career option for young people, and the Combined Authority must ensure that the Apprenticeship Hub is delivering this
2. The Combined Authority should request the Apprenticeship Hub to develop and implement a targeted campaign to promote apprenticeships to young people which takes full account of the social media channels which they consume information through
3. The Combined Authority should request the Apprenticeship Hub to develop and implement a targeted campaign to promote apprenticeships to parents and families
4. As part of a wider apprenticeship campaign, the Combined Authority should ask the Apprenticeship Hub to encourage employers to promote their approach to apprenticeships
5. Focused apprenticeship events should be held around the City Region and not just in the City Centre
6. The Combined Authority should request the Apprenticeship Hub develop a clear plan for the deployment of Apprentice Ambassadors and to increase the number of Ambassadors in the City Region

Liverpool City Region Combined Authority Scrutiny Panel

Review of Apprenticeships in the Liverpool City Region

Aims and Objectives

Aim and Objectives

The aim of the review is to ensure there are arrangements in place across the Liverpool City Region that make best use of available resources to deliver first class apprenticeships that are most likely to lead to permanent full-time employment.

Context/Background

Since its establishment, the Scrutiny Panel has identified “Employment and Skills” as an area of interest that it might wish to examine in more detail in its role of supporting/ challenging the Combined Authority and its constituent parts. At an introductory session in September 2016, the Panel considered a report and presentation which provided an overview of this broad topic. In considering this information, the Panel agreed “Apprenticeships” as a specific aspect that it felt would benefit from closer examination as part of a relatively brief review that could feed its findings into the Panel’s formal meeting scheduled for 25 January 2017.

Methodology

Timescale

It is proposed that this review will be conducted during the period October to December 2016 with a view to submitting a report/ recommendations to the formal meeting of the Panel on 25 January 2017.

It is proposed that the review will comprise 4 evidence sessions.

Following endorsement by the formal Panel meeting, it is anticipated that the report and recommendations will be submitted to a meeting of the Combined Authority in March 2017.



Business Overview and Scrutiny Committee Monday, 29 March 2017

REPORT TITLE:	2016/17 Quarter 3 Wirral Plan Performance - Business Theme
REPORT OF:	Executive Director for Strategy Director for Business Services (Assistant Chief Executive),

REPORT SUMMARY

This report provides the 2016/17 Quarter 3 (October – December 2016) performance report for Wirral Plan pledges under the Business theme. The report, which is included as Appendix 1, provides a description of the progress in Quarter 3 as well as providing available data in relation to a range of outcome indicators and supporting measures.

Quarter Three Wirral Plan Performance Summary

The key performance highlights for quarter 3 include:

- The number of jobs created/safeguarded continues to exceed target and Wirral Council supported the submission of 11 Single Investment Fund applications to the City Region in December 2016 to support our jobs growth pledge.
- Whilst the quarter 3 employment rate data (69.0%) falls short of the target of 70.6%, performance remains significantly improved since the Wirral Plan start (66.7%).
- The Wirral Ways to Work Programme has engaged almost 600 clients since starting in April 2016 with over 100 people finding work or training which is supporting our pledge to link our residents to economic growth.
- Through our Devolution Deals with Government we have launched a ‘Skills for Growth’ Advisers programme across the City Region to work alongside our Business Growth Hub Advisers. This will provide businesses with funding and advice on skills to support our Workforce Skills Match Business Needs pledge.
- We delivered our first ever River of Light firework display with Liverpool City Council which attracted over 50,000 visitors to Wirral's coast, supporting our Vibrant Tourism Economy pledge.
- Wirral received a National Highways and Transport (NHT) Network award at the NHT Annual Conference in recognition of being the only authority in England who

has shown significant improvement in all the Road Safety elements of the Public Satisfaction Survey.

- We have slightly improved all aspects of our residents overall satisfaction with our highways and transportation services and walking/cycling facilities – the figures being all equal or above the national averages.
- The roll out of superfast broadband was completed at the end of October 2016 ahead of schedule and resulted in the deployment of 494 superfast structures offering services to an additional 60,120 premises across Merseyside.
- The formal Bus Alliance has now been signed across the Liverpool City Region which will focus on growing the number of fare paying passengers, improving customer satisfaction and driving up investment for the benefit of all who use bus services.
- The Travel Solutions' Programme to support residents to access employment and training continues to gain strength with 1,250 referrals being handled between April and December 2016. The project is supporting Wirral residents to overcome barriers to accessing employment and over 75% of residents who are assisted are still in employment 6 months after receiving support.
- Although most performance indicators are making good progress, the number of road traffic collisions resulting in death or serious injury being reported at this time is slightly higher than we anticipated. However, it is likely the year-end figure will have reduced bringing it in line with the hopes of the Road Safety Partnership.

RECOMMENDATION/S

That the Business Overview and Scrutiny Committee note the content of the report and highlights any areas requiring further clarification or action.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 To ensure Members of the Business Overview and Scrutiny Committee have the opportunity to scrutinise the performance of the Council and partners in relation to delivering the Wirral Plan.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 This report has been developed in line with the approved performance management framework for the Wirral Plan. As such, no other options were considered.

3.0 BACKGROUND INFORMATION

- 3.1 The Wirral Plan is an outcome-focussed, partnership plan which has 16 supporting strategies that set out how each of the 20 pledges will be delivered. For each pledge, a partnership group has been established to drive forward delivery of the action plans set out in each of the supporting strategies.

- 3.2 A Wirral Plan Performance Management Framework has been developed to ensure robust monitoring arrangements are in place. The Wirral Partnership has a robust approach to performance management to ensure all activity is regularly monitored and reviewed.

- 3.3 Data for the identified indicators is released at different times throughout the year; as a result not all Pledges will have results each quarterly reporting period. Some indicators can be reported quarterly and some only on an annual basis with annual figures reported in the quarter they become available.

- 3.4 For each of the indicators a RAGB (red, amber, green, blue) rating is provided against the target and tolerance levels set at the start of the reporting period, with blue indicating performance targets being exceeded. There is also a trend key which shows whether performance has improved, remained static or deteriorated since the start of the Wirral Plan.

- 3.5 All Wirral Plan performance reports are published on the performance page of the Council's website. This includes the high level Wirral Plan overview report and the detailed pledge reports which include updates on progress on all activities set out in supporting strategy action plans.

<https://www.wirral.gov.uk/about-council/council-performance>

- 3.6 Each of the Wirral Plan Pledges has a Pledge Sponsor. The Pledge Sponsors under the Business theme are as follows:

- Greater job opportunities in Wirral – Alan Evans

- Workforce skills match business needs – Alan Evans
- Increase Inward Investment – Alan Evans
- Thriving small businesses – Alan Evans
- Vibrant Tourism Economy – Alan Evans
- Transport and technology infrastructure fit for the future – Mark Smith
- Assets and buildings are fit for purpose for Wirral's businesses – Alan Evans

4.0 FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

5.0 LEGAL IMPLICATIONS

There are no legal implications 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 both are regularly reviewed as part of corporate management processes.

8.0 ENGAGEMENT/CONSULTATION

The priorities in the Wirral Plan pledges were informed by a range of consultations carried out in 2015 and 2016 including the Wirral resident survey.

9.0 EQUALITY IMPLICATIONS

The Wirral Plan equality impact assessment can be found at:

<https://www.wirral.gov.uk/communities-and-neighbourhoods/equality-impact-assessments/equality-impact-assessments-2014-15/chief>

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APPENDICES

Appendix 1: Wirral Plan Business Theme – 2016/17 Quarter 3 Pledge Reports

REFERENCE MATERIAL

N/A

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Business Overview and Scrutiny Committee	13 September 2016
Business Overview and Scrutiny Committee	29 November 2016

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Appendix 1

Wirral Plan Business Theme 2016-17 Quarter 3 Pledge Reports

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Growth Plan

Overview from the Pledge Sponsor

During Quarter 3 progress has been achieved in a number of key projects:

- The number of jobs created/safeguarded continues to exceed target and Wirral Council supported the submission of 11 Single Investment Fund applications to the City Region in December 2016 to support our jobs growth pledge.
- The Wirral Ways to Work Programme has engaged almost 600 clients since starting in April 2016 with over 100 people finding work or training which is supporting our pledge to link our residents to economic growth.
- Through our Devolution Deals with Government we have launched a Skills for Growth Advisers programme across the City Region to work alongside our Business Growth Hub Advisers, providing businesses with funding and advice on skills to support our workforce skills pledge.
- To frame our inward investment offer we have consulted with businesses and key stakeholders to create a new inward investment narrative under the brand: Wirral Well Made which will fit within the wider Liverpool City Region investor collateral.
- We launched our procurement opportunity for our new Wirral Business Support Service in December 2016 which will see a new service created by June 2017 to support our thriving small business pledge.
- We delivered our first ever River of Light firework display with Liverpool City Council which attracted over 50,000 visitors to Wirral's coast, supporting our vibrant tourism economy pledge.
- Delivery of the Growth Plan is on target to complete activities to plan and achievement of key performance indicators (KPIs) with the exception of Employment Rate. Whilst this KPI is a useful known measure of employment at the local level, it is subject to constant and seasonal fluctuations as data is produced from National Statistics collected via the government's Office Of National Statistics (ONS) Annual Population Survey sampling with an 8 month reporting lag. Our activities to increase employment this year are designed to positively affect the performance of this indicator over the lifetime of the Growth Plan.

In Quarter 4 we plan to complete a number of our annual milestone activities such as:

- Finalise our Wirral Waters Investment Fund Collaboration Agreement in January 2017 to enable us to kick start applications in 2017/18.
- Launch our Health Related Worklessness Programme in February 2017 which will support almost 2,000 of our most isolated residents over its two year lifetime.
- Select a supplier for our Wirral Business Support Service which will enable us to launch a new service for businesses in June 2017.

Greater job opportunities in Wirral

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Wirral Plan Indicator	Indicator Type	Wirral Plan Start	End of Year Target	Q3 Target	2016-17 Q1	2016-17 Q2	2016-17 Q3	Trend	Direction of Improvement	Comment
Increase the number of jobs created and safeguarded via Invest Wirral	Quarterly	970 2014-15	979	475	74 Blue	193 Blue	480 Green	↓	Higher is better	Although performance compared to the same period last year has declined, this indicator has exceeded target for this quarter and remains on target to achieve the 2016/17 year-end goal.
Increase the employment rate in Wirral	Quarterly	66.7 2014- 15	70.9	70.6	69.7 Green	69.7 Green	69.0 Red	↑	Higher is better	Wirral's employment rate is 1.6% off target at Q3, a decline of 0.7% since the last quarter and a deterioration by 1.2% when compared to the same period last year; this comes after a period of stability for the last three consecutive quarters. The figures relate to October 2015 to September 2016. This indicator can fluctuate due to the nature of the dataset and the latest published data does not take into account any new activity which has come into force since then, such as the Ways to Work Programme which will positively affect the performance of this indicator in the long term to match the aims of the Wirral Growth Plan.

Supporting Measure	Type of Indicator	Wirral Plan Start	End of Year Target	Q3 Target	2016-17 Q1	2016-17 Q2	2016-17 Q3	Trend	Direction of Improvement	Comment
Percentage of working age people claiming out-of-work benefits (economic in-activity)	Quarterly	13.40% 2014-15	12.40%	12.50%	12.40% Blue	12.40% Green	12.30% Blue	↑	Lower is better	The number of people claiming out of work benefits has decreased by 0.1% this quarter, a 0.4% improvement on the same period last year. This dataset was released at Q3 2016/17 for a period up to May 2016, figures are therefore 6 months in arrears and do not include the numbers of people claiming Universal Credit.

Workforce skills match business needs

Wirral Plan Indicator	Indicator Type	Wirral Plan Start	End of Year Target	Q3 Target	2016-17 Q1	2016-17 Q2	2016-17 Q3	Trend	Direction of Improvement	Comment
Reduce the Employer Skills Gap in Wirral	Annual	15.0% 2015	15.0%						Lower is better	

Increase inward investment

Wirral Plan Indicator	Indicator Type	Wirral Plan Start	End of Year Target	Q3 Target	2016-17 Q1	2016-17 Q2	2016-17 Q3	Trend	Direction of Improvement	Comment
Total investment secured into Wirral developments	Annual	£38,044,660 2014-15	£45,000,000						Higher is better	
Gross Value Added per head of population	Annual	£12,482 2013	£13,868						Higher is better	

Thriving small businesses

Wirral Plan Indicator	Indicator Type	Wirral Plan Start	End of Year Target	Q3 Target	2016-17 Q1	2016-17 Q2	2016-17 Q3	Trend	Direction of Improvement	Comment
Deliver a net additional 250 new businesses over the life of this Plan	Annual	7,400 2014-15	8,290						Higher is better	

Vibrant tourism economy

Wirral Plan Indicator	Indicator Type	Wirral Plan Start	End of Year Target	Q3 Target	2016-17 Q1	2016-17 Q2	2016-17 Q3	Trend	Direction of Improvement	Comment
Increase visitor numbers each year based on the 2014 baseline (m)	Annual	7.59	7.87		8.20 Green			↑	Higher is better	
Increase value of tourism economy by at least 5% each year (£m).	Annual	£355.00	£372.75		£385.80 Green			↑	Higher is better	

Transport and technology infrastructure fit for the future

Overview from the Pledge Sponsor

The Connecting Wirral Transport Strategy (CWTS) Steering Group has continued to work well together to share initiatives, encourage input and deliver the outcomes of this strategy. The group has been expanded to make sure we address disability concerns whenever possible during development and delivery phases.

In Quarter 3:

- Wirral received a National Highways and Transport (NHT) Network award at the NHT Annual Conference in recognition as being the only authority in England who has shown significant improvement in all the Road Safety elements of the Public Satisfaction Survey.
- The roll out of superfast broadband was completed at the end of October 2016 ahead of schedule and resulted in the deployment of 494 superfast structures offering services to an additional 60,120 premises across Merseyside.
- We have slightly improved all aspects of our residents overall satisfaction with our highways and transportation services and walking/cycling facilities – the figures all equal or above the national average.
- The formal Bus Alliance has now been signed focusing on growing the number of fare paying passengers, improving customer satisfaction and driving up investment for the benefit of all who use bus services.
- The Business Travel and Mind Your Business Team have continued to recruit new businesses whilst supporting existing businesses to encourage and support staff to travel safely and sustainably – a key focus of Q3 has been advance communication and planning to support the Merseytravel programme to replace the Liverpool rail track and the Wirral Partnership Road Safety Week initiative.
- The Travel Solutions' Programme to support residents to access employment and training continues to gain strength with 1250 referrals being handled between April and December 2016. The project is supporting Wirral residents to overcome barriers to accessing employment and over 75% of residents who are assisted are still in employment 6 months after receiving support. Unfortunately funding for this project will conclude March 2017.
- Although the majority of indicators are making good progress the number of road traffic collisions resulting in death or serious injury being reported at this time is slightly higher than we had hoped or anticipated; it is likely that once verified at year-end the figure will have reduced bringing it into line with the hopes of the Road Safety Partnership.

During Quarter 4 we will

- Work with consultants to undertake a scoping exercise for a study to ensure that Wirral's transport supports wider regeneration proposals, this key piece of work will support the development of key infrastructure required to support Wirral's growth aspirations.
- Following-on from the excellent results of the road conditions survey reported at Quarter 2 we intend to plan a communications campaign, making use of Wirralview and social media, to increase awareness of this positive news.
- We will continue the positive work of the Road Safety Partnership with planned additional resourcing and activities to reduce danger on our roads.
- Work will get underway with the planned replacement of two docks bridges which will on completion support better and more efficient access links between Birkenhead and Wallasey and therefore across the borough.

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Wirral Plan Indicator	Indicator Type	Wirral Plan Start	End of Year Target	Q3 Target	2016-17 Q1	2016-17 Q2	2016-17 Q3	Trend	Direction of Improvement	Comment
Increased the volume percentage of people cycling	Annual	0% (index for 2013/14)	8%			19% Blue		↑	Higher is better	
Reduce the number of people killed or seriously injured in road traffic accidents	Quarterly	140 2014- 15	96	72	29 (P) Amber	55 (P) Green	86 (P) Amber	↑	Lower is better	The data provided by Merseyside Police has not been verified for accuracy; the data represents incidents January to September 2016. The verification process is undertaken at year-end but performance at Q3 2016/17 is a 23% improvement on the same period last year. An initial review of data suggests it is possible the number of Killed and Seriously Injured (KSI) for Q1-Q3 total will reduce following verification which will bring the Quarter 3 result back into a status of 'green'.
Maintain the condition of Wirral's strategic network – Principal Roads	Annual	1.40% 2014- 15	2.00%			1.40% Blue		↔	Lower is better	
Maintain the condition of Wirral's strategic network – Non-principal Roads	Annual	1.40% 2014- 15	2.00%			1.30% Blue		↑	Lower is better	

Supporting Measure	Type of Indicator	Wirral Plan Start	End of Year Target	Q3 Target	2016-17 Q1	2016-17 Q2	2016-17 Q3	Trend	Direction of Improvement	Comment
% levels of satisfaction overall with transport and highway services.	Annual	56.7% 2015-16	56.8%				57.0% Green	↔	Higher is better	The result of the National Highways and Transport Network (NHT) Public Satisfaction Survey (PSS) indicated that Wirral have slightly improved on our residents overall satisfaction with transport and highway services. The score is higher than the national average of 55%. An Action Plan for further improvements during 2017 is to be provided to the Transport Steering Group for consideration and approval at their meeting on 18th January 2017.
Increase levels of public satisfaction with public transport	Annual	64% 2015-16	64%				65% Green	↑	Higher is better	The result of the National Highways and Transport Network (NHT) Public Satisfaction Survey (PSS) indicated that Wirral have slightly improved on our residents overall satisfaction with public transport. The score is significantly better than the national average of 60%. An Action Plan for further improvements during 2017 is to be provided to the Transport Steering Group for consideration and approval at their meeting on 18th January 2017.
Number of businesses provided with travel support	Annual	40 2015-16	47						Higher is better	
Increase levels of public satisfaction with walking/cycling facilities	Annual	56% 2015-16	56%				56% Green	↔	Higher is better	The result of the National Highways and Transport Network (NHT) Public Satisfaction Survey (PSS) indicated that Wirral have maintained on our residents overall satisfaction with walking/cycling facilities. The score equals the national average. An Action Plan for further improvements during 2017 is to be provided to the Transport Steering Group for consideration and approval at their meeting on 18th January 2017.
Travel Training – Number of successfully travel trained young people (Integrated Transport)	Annual	26 2014-15	18			15 Red		↓	Higher is better	

Assets and buildings are fit for purpose for Wirral's businesses

Overview from the Pledge Sponsor

Quarter 3 has seen significant activity within the established Assets and Capital Group and its governance; the formation of the Assets Transformation Board will ensure that all key asset decisions align with the Wirral Plan: a 2020 Vision. The newly formed Wirral Property Board which has members from the leading public services on Wirral will report progress to the Wirral Delivery Board (Wirral Partnership) and will play an increasing role in the shaping of the Borough and its service delivery.

A bid entitled 'Wirral Regeneration Enabling Project', was submitted to the One Public Estate Board in collaboration with our Liverpool City Region partners. The outcome of the bid, to be announced by March 2017, will influence the implementation of projects designed to improve the borough and enable the Wirral Property Board to maximise the potential to increase the commercial worth of Wirral's assets and buildings, ensuring the best value for money for our residents.

Work has commenced on the Pilot 'Re-Imagining Leisure' Project, a key service asset review incorporating all leisure spaces, and parks. to provide value for money leisure facilities for Wirral residents, and the results are to be included in a report scheduled for June 2017.

Work on the establishment of a Property Company by the end of 2017 is underway, and an options analysis report will be taken to Cabinet in February 2017 for approval. An Assistant Director of Commissioning will join the Council in mid-February 2017, to ensure the effective review of financial management provision and support the establishment of the Property Company.

Phase One of the implementation of a Commercial Optimisation Review will commence during Q4, holding Asset Management workshops to review assets identified for potential disposal, alternative use, development programmes, income generation etc.

Wirral Plan Indicator	Indicator Type	Wirral Plan Start	End of Year Target	Q3 Target	2016-17 Q1	2016-17 Q2	2016-17 Q3	Trend	Direction of Improvement	Comment
Income generation from investment properties and underperforming space	Annual	£1.6 2015-16	£1.6						Higher is better	
£m Capital Receipts generated by the disposal of Wirral Council's surplus assets	Annual	£1.28 2015-16	£7.00						Higher is better	
Commercial asset space available for release (m2)	Annual	5,711 2015-16	127,000						Higher is better	

Supporting Measure	Type of Indicator	Wirral Plan Start	End of Year Target	Q3 Target	2016-17 Q1	2016-17 Q2	2016-17 Q3	Trend	Direction of Improvement	Comment
Wirral Council's corporate emissions of carbon dioxide (CO2) due to energy use (tonnes)	Annual	31,999 2103-14	33,432			30,446 Green		↑	Lower is better	
Number of multi-use of assets through shared / alternative use	Annual	4 as at April 2016	8						Higher is better	

Key

Trend

↑ Performance Improving ↓ Performance Deteriorating ↔ Performance Sustained N/A – No comparable data available

Based on Wirral Plan start date with exception of: Increase the number of jobs created and safeguarded by Invest Wirral , People killed or seriously injured in road traffic accidents - compared to same period in previous year.

Target Rating (Blue, Green, Amber, Red) based on agreed tolerance range for individual measures

Blue - Above Target Green - Within Target Amber - Below Target Red - Significantly Below Target.



Business Overview and Scrutiny Committee Wednesday, 29 March 2017

REPORT TITLE:	Financial Monitoring 2016/17 Quarter 3
REPORT OF:	Assistant Director: Finance

REPORT SUMMARY

This report and appendices sets out the projected revenue and capital monitoring position for 2016/17 as at the close of quarter 3 (31 December 2016).

The quarter 3 revenue forecast is an overall underspend of £0.4 million for the year (£0.2 million underspend was forecast at quarter 2). People (former Families and Wellbeing areas) has a significant forecast overspend which has been offset by largely one-off savings within Business Services Treasury Management.

The quarter 3 capital report updated the capital programme and reflected significant re-profiling of schemes between years to reduce the 2016/17 capital programme to £30.7 million. Expenditure after the third quarter concluded was £16.4 million.

RECOMMENDATION/S

1. That members note the report and appendices.

SUPPORTING INFORMATION

1.0 REASONS FOR RECOMMENDATIONS

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

2.0 OTHER OPTIONS CONSIDERED

- 2.1 The appendices contain the authority wide capital and revenue monitoring reports in the standard format. A New Operating Model has been introduced within the Council from November 1 and monitoring arrangements will be reviewed once the New Operating Model arrangements are functioning and embedded.

3.0 BACKGROUND INFORMATION

- 3.1 Under the New Operating Model, existing directorates have been superseded with new structures based around a Strategic Hub, Business Support function and a number of Delivery Units. Overview and Scrutiny Committees have already been reconstituted away from a directorate basis to align with Wirral's 20/20 Vision themes three of Business, People and Environment.
- 3.2 A budget realignment process has taken place to align budgets from November 1 to the New Operating Model. In very broad terms People covers areas previously within Adult Social Care and Children and Young People, Environment will cover areas within Regeneration and Environment, whilst Business will cover Transformation and Resources plus aspects of the Regeneration and Environment budget.

4.0 FINANCIAL IMPLICATIONS

- 4.1 The Financial implications are contained within the appendices. These explain the revenue budget and forecast spend positions and the capital programme budget and spend to date.

5.0 LEGAL IMPLICATIONS

- 5.1 There are none arising directly from this report.

6.0 RESOURCE IMPLICATIONS; ICT, STAFFING AND ASSETS

- 6.1 There are no implications arising directly from this report.

7.0 RELEVANT RISKS

- 7.1 There are none directly relating to this report. The monitoring of financial performance is important to ensure robust financial control procedures are in place.

8.0 ENGAGEMENT/CONSULTATION

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

9.0 EQUALITIES IMPLICATIONS

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

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ANNEXES

Appendix 1 – Revenue Monitoring 2016/17 Quarter 3

Appendix 2 – Capital Monitoring 2016/17 Quarter 3

SUBJECT HISTORY

Council Meeting	Date
Cabinet	18 July 2016
Business Overview and Scrutiny Committee	13 September 2016
Business Overview and Scrutiny Committee	29 November 2016

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Wirral

OVERVIEW AND SCRUTINY COMMITTEES

MARCH 2016

REPORT TITLE	REVENUE MONITORING 2016/17 QUARTER 3
REPORT OF	ASSISTANT DIRECTOR : FINANCE (SECTION 151 OFFICER)

REPORT SUMMARY

This report sets out the projected revenue position for 2016/17 as at the end of quarter 3 (31 December 2016). This is the first quarter that the projections are also shown on the New Operating Model and the Wirral Plan Themes structures. This replaces the previous format based on Directorate structures.

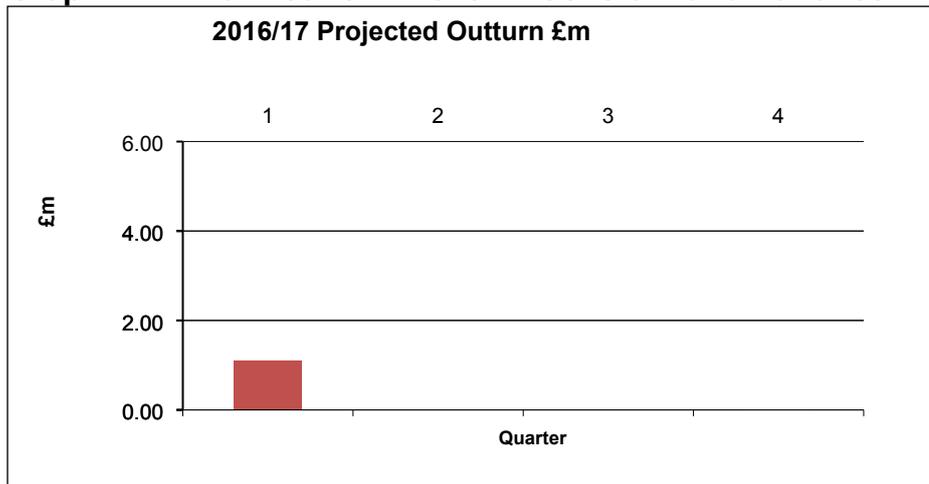
The latest forecast is an underspend of £0.4 million for 2016/17 being an improvement of £0.2 million on the quarter 2 forecast (£0.2 million underspent).

On a Wirral Plan themes basis there are large overspends within the People theme. This relates to Childrens Services £5.3 million and Adult Services £3.4 million. These have been compensated with by savings within Environment and a significant £8.7 million contribution from Treasury Management within Business which relates to benefits gained from a revised Minimum Revenue Provision policies and interest savings.

On an Operating Model basis there are overspends in the Strategic Hub and Children's Services Functions. The Treasury Management adoption of the annuity method for calculating Minimum Revenue Provision (MRP) in respect of capital financing has contributed a significant one-off saving in 2016/17 and compensates for the overspends elsewhere in the 2016/17 budget.

The headline position is shown in the graph.

Graph 1: Wirral Council – 2016/17 General Fund Variance



This is a key decision which affects all Wards within the Borough.

RECOMMENDATIONS

- 1 The Quarter 3 forecast year end underspend of £0.4 million, which contains a number of significant variances, be noted.
- 2 Officers identify actions and take measures to assist to reduce the impact of the projected overspends.

SUPPORTING INFORMATION

1.0 REASONS FOR RECOMMENDATIONS

1.1 The Council, having set a Budget at the start of the financial year, needs to ensure the delivery of this Budget is achieved. Consequently there is a requirement to regularly monitor progress so corrective action can be taken when required which is enhanced with the regular reporting of the financial position.

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 2016/17 Budget was agreed by Council on 3 March 2016. Any increase in the Budget has to be agreed by full Council. In Tables 1 and 2 below are the budgets since the application of the new structures and any changes in the quarter since then.

Table 1: 2016/17 Original & Revised Net Budget by Wirral Plan Themes

	Original Net Budget	Approved Budget Changes Prior Qtrs	Approved Budget Changes Qtr 3	Revised Net Budget
	£000	£000	£000	£000
People	152,155	1,500	2,637	156,292
Environment	58,578	100	4,666	63,344
Business	53,862	-	7,303	46,559
Net Cost of Services	264,595	1,600	-	266,195

Table 2: 2016/17 Original & Revised Net Budget by New Operating Model

	Original Net Budget	Approved Budget Changes Prior Qtrs	Approved Budget Changes Qtr 3	Revised Net Budget
	£000	£000	£000	£000
Chief Executives Unit	265	-	-	265
Children Services	44,197	-	-617	43,580
Transformation	655	-	-	655
Strategic Hub	123,768	1,500	2,628	127,896
Business Services	23,799	-	2,784	21,015
Delivery	74,596	100	2,199	76,895
Corporate Growth and Savings	-2,685	-	1,426	-4,111
Net Cost of Services	264,595	1,600	-	266,195

3.1.2 The prior period budget change includes the £1.6 million call on General Fund Balances approved by Council on 17 October 2016 in respect of Care Fees and Passport for Life. The changes also reflect the allocation of £11.1 million of the Revenue Budget Contingency agreed by Cabinet 18 July 2016. This saw £3.9 million to Adult Social Services, £5 million to Children's Services, £0.5 million for Transformation and Resources and £1.7 million in respect of corporate budgets.

3.1.3 Table 1 shows the budget separated by Wirral Plan Themes which links with monitoring by the Overview and Scrutiny Committees. The movements in quarter 3 are adjustments within the Themes to show refinements to where services are placed. There is no change to the bottom line budget from this.

3.1.4 A New Operating Model for the Council was agreed by Employment & Appointments Committee on 25 July 2016. Indicative budgets were reported within the 8 December 2016 monitoring report. The New Operating Model budget in Table 2 shows the original budget re-allocations on a full year basis with a column showing adjustments for quarter 3. The movements in quarter 3 show refinements to where services are placed and report within the model. There is no change to the bottom line budget from this. The Model commenced from 1 November 2016.

3.2 PROJECTIONS AND KEY ISSUES

3.2.1 The projected outturn position as at the end of December 2016, key issues emerging and New Operating Model and Wirral Plan: 2020 Vision Themes updates are detailed in the following sections.

Table 3: 2016/17 Projected Budget variations by Wirral Plan Themes

Directorates	Revised Budget	Forecast Outturn	(Under) Overspend Quarter 3	RAGBY Class	Change from prev
People	156,292	165,140	8,848	R	n/a
Environment	63,344	62,677	-667	Y	n/a
Business	46,559	37,994	-8,565	Y	n/a
TOTAL	266,195	265,811	-384		0

Table 4: 2016/17 Projected Budget variations by NOM

Directorates	Revised Budget	Forecast Outturn	(Under) Overspend Quarter 3	RAGBY Class	Change from prev
Chief Executives Unit	265	265	0	G	n/a
Children Services	43,580	48,166	4,586	R	n/a
Transformation	655	655	0	G	n/a
Strategic Hub	127,896	131,343	3,447	R	n/a
Business Services	21,015	12,795	-8,220	Y	n/a
Delivery	76,895	77,698	803	R	n/a
Corporate Growth and Savings	-4,111	-5,111	-1,000	Y	n/a
TOTAL	266,195	265,811	-384		0

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

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

3.3 WIRRAL PLAN THEMES UPDATES

3.3.1 People

- The forecast overspend of £8.8 million in this theme are due to demand pressures - in the adults and children's activity areas.
- Adult Social Care Budgets across the country are under pressure with local authorities, public sector agencies and private providers all highlighting concerns to government.
- Adults financial issues are predominately around Community Care and increased demand for services and unachieved savings in 2016/17 within Adult Social Care are the causes of the projected overspend of £3.4 million.
- In Children's Services increased agency expenditure of £2.1 million and care packages of £3.1 million in Children's Care are the major cause of the overspend of £5.3 million. Integrated transport is also forecasting a £0.5 million overspend.
- The adequacy of funding for Children's Social Care is a national issue with over 75% of local authorities reporting projected overspends in the current financial year. Wirral has invested a further £2 million into this area from the Transformation Fund during 2016/17. Actions being undertaken in response to Wirral's OFSTED inspection of Childrens Social Care also require additional expenditure to be incurred and resourcing identified.

3.3.2 Environment

- The main elements of the projected underspend are:-
- The early delivery of contract efficiencies expected in 2017/18 through the reconfiguration and negotiation with providers within supported housing £0.5 million.
- Additional income of £0.6 million from increased numbers of people subscribing to the Garden Waste Collection service and litter enforcement action, in particular greater than expected amounts received from court action.
- Leisure Services are projecting an overspend of £0.45 million from a combination in shortfall of increased income and agreed savings targets. However this is an improvement of £50,000 on the previous quarter's reported position.

3.3.3 Business

- This underspend is largely due to one-off savings from Treasury Management activities totalling £8.7 million and in particular the Minimum Revenue Provision adjustment and interest savings as reported in quarter two.

- Additional savings are also being made from vacant posts and supplies and services budgets.
- There are some adverse variances in respect of Asset Management costs £0.5 million in respect of savings implementation and a further £0.5 million within legal services in respect of external legal fees and coroner budgets.

3.4 **NEW OPERATING MODEL UPDATES**

3.4.1 **Children Services**

- The forecast overspend of £4.6 million. It should be noted that this figure is different to the higher Childrens figure in 3.3.1 above in the People theme as Integrated Transport and Disability Services do not report under Childrens Services in the New Operating Model structure.
- The overspend is mostly within Children’s Social Work Services and Looked after Children commissioned services. The Looked After Children budget now supports 1,266 packages of care which is an increase of 96 from the beginning of this financial year. The additional service demands lead to an estimated £3.1 million overspend at year end.
- Projected overspend in Children’s Social Work Services of £2.1 million is due to the increased employee costs relating to agency social workers.

3.4.2 **Strategic Hub**

- Forecast overspends in this area are due to increased demands for services and unachieved savings in 2016/17 within Health & Care.
- Adult Social Care package costs are reported within this area of the budget and are reporting an overspend of £3.4 million. The staffing and operational costs of providing care services falling either within Business Services and/or the Delivery functions.

3.4.3 **Business Services**

- An underspend of £8.2 million is forecast within this area. This relates to two underspending areas in Finance and Commissioning Support. This underspend is reduced by overspends in Law & Governance and Assets.
- Within Finance this is largely due to the one-off Minimum Revenue Provision adjustment in treasury management approved and investment savings of £8.7 million as reported in quarter two.
- Commissioning Support is forecasting an underspend from a combination of areas. Additional income from increased numbers of people subscribing to the Garden Waste Collection service and from litter enforcement action is likely to provide £0.6 million of additional income.
- Within Law & Governance there is a forecast overspend mainly due to external legal fees relating to Children’s Services.

3.4.4 Delivery

- The forecast overspend is £0.8 million and is a combination of an overspend in Community Services and an underspend within Environmental Services.
- In Community Service there is a projected £1.3 million projected overspend. This comprises £0.45 million in Sport & Recreation from shortfalls in the achievement of previous savings and reductions in golf income due to delays in the golf staffing restructure, an overspend in Integrated Transport of approximately £0.5 million from unachieved savings and other variances including £150,000 for the Floral Pavilion.
- In Environmental Services the main element of this projected underspend is £0.5 million in respect of the early delivery of contract efficiencies expected in 2017/18 through the reconfiguration and negotiation with providers within supported housing.

3.4.5 Corporate Growth and Savings

- A further £1 million of savings has been identified in respect of contractual savings. This has been placed against corporate savings and will be transferred and reflected in Directorate budgets for future reports.

3.5 IMPLEMENTATION OF SAVINGS

3.5.1 Savings of £31 million were agreed when setting the 2016/17 Budget. A further £10 million of savings relating to previous years savings had not been implemented which followed Cabinet in July 2015 agreeing to re-profile £9.6 million of the 2015/16 savings to 2016/17, whilst a further £0.6 million was unachieved by March 2016. An analysis of the position of the £41 million of savings has been undertaken and is summarised in the table.

Table 5: Budget Implementation Plan 2016/17 (£000's)

RAG	Total identified Shortfall from 2015/16 and prior	Pre-Agreed 16/17	Agreed in 2016/17	Total
Red	5,500	560	3,265	9,325
Amber	1,392	1,200	1,376	3,968
Green	3,300	990	-973	3,317
Blue	-	370	24,755	25,125
TOTAL	10,192	3,120	28,423	41,735

3.5.2 The savings tracker contains an assessment of the 2016/17 savings.

- **Blue:** Represents £25.1 million of savings (60%) of total) which have already been realised.
- **Green:** Savings on track to deliver

- **Amber:** Some concerns regarding delivery and includes savings within Adults, Children and Asset Management.
- **Red:** Concerns largely covered by Revenue Budget Contingency as allocated in quarter 1 comprised of Children's (£5 million), Adults (£3.9 million), Transformation (£0.5 million) and Corporate (£1.7 million).

3.6 INCOME AND DEBT

3.6.1 Revenue and Income falls into four broad areas for reporting purposes. Amounts raised and collected in the year are shown in Table 6.

Table 6: Amount to be Collected in 2016/17

	2016/17	2016/17	2016/17
	Collectable	Collected	Collected
	£000	£000	%
Council Tax	146,535	119,708	81.7
Business Rates	76,291	61,514	80.6
Fees & charges: Adults & Children	42,225	25,235	59.8
Fees & charges: All other services	46,736	35,707	76.4

COUNCIL TAX

3.6.2 Compared with December 2015 the collection performance is higher in both percentage terms and cash received. An additional £5.5 million has been collected. The table compares the amount collected in the period 1 April 2016 to 31 December 2016 with the same period in 2015/16:

Table 7 : Council Tax Comparatives

	Actual	Actual
	2016/17	2015/16
	£000	£000
Cash to Collect	146,535	140,136
Cash Collected	119,708	114,253
% Collected	81.7%	81.5%

3.6.3 The major change this year relates to a 3.99% increase in the amount collectable of which 2% is for Adult Social Care. Overall Council Tax levels are £6.3 million more than this time last year. There has been a reduction in numbers eligible for Council Tax Support over the last 12 months.

BUSINESS RATES

3.6.4 Cash received to 31 December 2016 is up by £3.1 million on the equivalent period a year ago. The percentage collected to date is slightly lower. Business Rate levels collectable are £5 million higher than last year reflecting an increased number of properties on the valuation list.

3.6.5 The table compares the amount collected for the period 1 April 2016 to 31 December 2016 with the amount collected for the same period in 2015/16:

Table 8: National Non-Domestic Rates Comparatives

	Actual	Actual
	2016/17	2015/16
	£000	£000
Cash to Collect	76,291	71,349
Cash Collected	61,514	58,385
% Collected	80.6%	81.8%

3.6.6 Wirral is part of the Liverpool City Region Business Rates Retention pilot scheme. It is expected that next year we will retain 100% of Business Rates collected; the figure is currently 49%. Any increase in income will however be offset by reduction/cancelling of Government Grants and the transfer to Wirral of additional responsibilities. The Government have stated that pilot authorities will suffer 'no detriment' by being part of the pilot. Wirral currently receives more in the centrally allocated NNDR 'top-up' grant than its proportion of collectable NNDR.

3.6.7 New Rateable Values (RV) will be effective nationally from 1 April 2017. The new RVs combined with the reduced multiplier used to determine bills and 'no detriment' guarantee from participation in the pilot scheme makes a significant change to the Council's financial position unlikely at this stage.

DEBTORS

3.6.8 At the end of December 2016 the arrears stood at £22.7 million. The table provides an analysis across the former service areas and the amount of debt at each recovery stage:

Table 9: Accounts Receivable Outstanding Arrears Analysis

Directorate Description	Less than 10 days	1st reminder	2nd reminder	3rd reminder	Total at 31.12.16
	£	£	£	£	£
Chief Executive	122,792	26,070	19,170	970,019	1,138,051
Neighbourhood	34,948	3,406	449	8,709	47,512
Transformation & Resources	3,105,980	726,633	56,147	1,160,764	5,049,524
Families & Wellbeing	4,388,711	1,024,576	143,451	10,281,753	15,838,491
Regeneration & Environment	594,023	101,294	132,372	320,807	1,148,496
Totals	8,246,454	1,881,979	351,589	12,742,052	23,222,074

3.6.9 The figures are for invoices in respect of the period up to the end of December 2016. Payments as well as amendments such as write-offs and debt cancellations continue to be made after this date on all these accounts. There is a further deduction of £500,295 to be made for unallocated payments leaving a balance of **£22,721,779** compared to £23,573,391 last year.

4.0 FINANCIAL IMPLICATIONS

4.1 The estimated General Fund Balance position is calculated in the table below

Table 10: Summary of the Projected General Fund Balances

Details	£m
Balance 31 March 2016 when setting the Budget 2016/17	+11.5
Add; Additional Returned New Homes Bonus Grant	0.2
Add: Increase following closure of 2015/16 accounts	1.3
Less: Allocation for care fees	-1.5
Less: Reversal of passport for life budget option	-0.1
Projected Balance Excluding Current Year Projection	11.4
Less: Potential underspend at December 2016	0.4
Projected Balance 31 March 2017	11.8

4.2 The projected General Fund balance of £11.8 million at 31 March 2016 is in line with the minimum level required as agreed as part of the Budget 2016/17.

4.3 As part of the Budget 2017/18 preparation there is to be a review of the Earmarked Reserves. The Reserves excluding School balances totalled £58.8 million at 1 April 2016. These include reserves relating to the cost of transformation, mitigation of future financial risks and specific project support.

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

5.0 LEGAL IMPLICATIONS

5.1 The entire report concerns the duty of the Council to avoid a budget shortfall. The Chief Finance Officer has a personal duty under the Local Government Finance Act 1988 Section 114A to make a report to the executive if it appears to them that the expenditure of the authority incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources available to it to meet that expenditure.

6.0 RESOURCE IMPLICATIONS; ICT, STAFFING AND ASSETS

6.1 There are no implications arising directly from this report.

7.0 RELEVANT RISKS

- 7.1 The possible failure to deliver the Revenue Budget is being mitigated by:
- Senior Leadership Team / Directorate Teams reviewing the financial position.
 - Tracking system of savings options to monitor progress.
 - Use of temporary additional support to assist with revenues collection.
 - Use of earmarked reserves and General Fund Balance savings risk contingency.

8.0 ENGAGEMENT/CONSULTATION

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

9.0 EQUALITIES IMPLICATIONS

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

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APPENDICES

Appendix 1 General Fund Revenue Budget 2016/17

SUBJECT HISTORY

Council Meeting	Date
Budget Council	3 March 2016
Cabinet – Revenue Monitoring 2016/17 Quarter 1	18 July 2016
Cabinet – Revenue Monitoring 2016/17 Quarter 2	8 December 2016
Council	19 December 2016

APPENDIX 1

GENERAL FUND REVENUE BUDGET 2016/17

REVISED NOM BUDGET AGREED BY COUNCIL ON 19 DECEMBER 2016

Department	Agreed Budget	Changes Agreed	Budget Changes Q3	Revised Budget
Expenditure	£000	£000	£000	£000
Chief Executives (including Children's)	44,462	-	-617	43,845
Transformation	655	-	-	655
Strategic Hub	123,768	1,500	2,628	127,896
Business Services	23,799	-	-2,784	21,015
Delivery	74,596	100	2,199	76,895
Net Cost of Services	267,280	1,600	1,426	270,306
Corporate Savings/Growth	371	-	-1,426	-1,055
Education Services Grant	-3,156	-	-	-3,156
Revenue Budget Contingency	100	-	-	100
Budget Requirement	264,595	1,600	-	266,195
Income				
Revenue Support Grant	50,710	-	-	50,710
Top Up	41,630	-	-	41,630
New Homes Bonus	3,178	-	-	3,178
Business Rates Baseline	34,828	-	-	34,828
Business Rates Section 31 Grants	2,193	-	-	2,193
Council Tax Requirement	120,274	-	-	120,274
Contribution from Balances & Reserves	11,782	1,600	-	13,382
Total Income	264,595	-	-	266,195
Statement of Balances				
As at 1 April	11,500	-	-	11,500
Contributions to Balances		1,500	-	-
Contributions from Balances		-1,600	-	-
Potential underspend at Dec 2016		400	-	-
BALANCES	11,500	-	-	11,800

Notes:

1. Contribution to Balances relate to closure of accounts 2015/16 (£1.3 million) and returned New Homes Bonus grant (£0.2 million)
2. Contributions from Balances relate to Care Fees contribution (£1.5 million) and reversal of passport for life saving (£0.1 million)

Wirral

OVERVIEW AND SCRUTINY COMMITTEES

MARCH 2016

REPORT TITLE	CAPITAL MONITORING 2016/17 QUARTER 3
REPORT OF	ASSISTANT DIRECTOR : FINANCE (SECTION 151 OFFICER)

REPORT SUMMARY

This report provides Cabinet with an update on progress towards delivering the Capital Programme 2016/17 at the end of December 2016.

The report recommends Cabinet approves the 2016/17 Capital Programme of £30.7 million which takes into account re-profiling identified during both the 2015/16 final accounts process, latest reviews of the current year and additional grant funding notified to the Council. The expenditure to date is £16.4 million.

This matter is a key decision which affects all Wards within the Borough.

RECOMMENDATIONS

1. Note the spend at Quarter 3 of £16.4 million, with 75% of the financial year having elapsed;
2. Agree and refer to Council the revised Capital Programme of £30.7 million (Table 1).

SUPPORTING INFORMATION

1.0 REASONS FOR RECOMMENDATIONS

1.1 Regular monitoring and reporting of the Capital Programme enables decisions to be taken more efficiently and effectively, which may produce revenue benefits and will improve the financial control of the Programme.

2.0 OTHER OPTIONS CONSIDERED

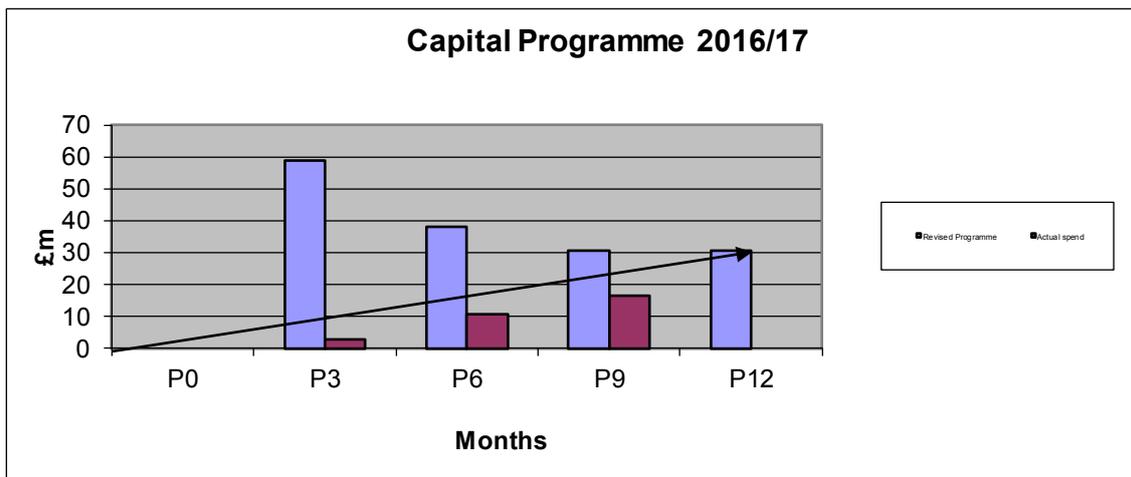
2.1 No other options have been considered.

3.0 BACKGROUND INFORMATION

OVERALL POSITION AT END OF DECEMBER 2016

3.1 The actual spend against the Capital Programme is summarised in Table 1.

Chart 1: Capital Programme spend below line of best fit



ORIGINAL AND PROPOSED CAPITAL PROGRAMME FOR 2016/17

3.2 The Programme for 2016/17 is subject to change. Presently it reflects;

	£000
Programme agreed by Cabinet on 22 February 2016	48,107
Year end re-profiling from 2015/16	6,364
Additional grant funding	1,750
Variations identified to September 2016	-18,134
Variations identified since September 2016 (see Table 2)	-7,353
Revised 2016/17 Programme	30,734

Table 1: Capital Programme 2016/17 at 31 December 2016

	Capital Strategy	Revisions Since Budget	Revised Capital Programme	Actual Spend Dec 2016
Themes	£000	£000	£000	£000
Business	15,093	-2,562	12,531	7,118
Environment	13,574	-6,293	7,281	3,855
People	19,440	-8,518	10,922	5,415
Total expenditure	48,107	-17,373	30,734	16,388

3.3 PROGRESS TO DATE

3.3.1 Business

The investment in I.T. is focussed on migrating all servers and applications to the core domain and, where possible, upgrading applications to the latest version; upgrading all Windows Server operating systems to a supported operating system and reducing the server footprint by virtualising all servers where possible.

Works to increase building occupancy have mainly focused on Wallasey Town Hall, Moreton Municipal, and Solar Campus. Works are underway at Bebington Civic Centre where a new gas main has been installed in preparation for new efficient boilers to replace the oil fired system.

Works have commenced at Leasowe Millennium Centre to construct a new 70 space car park which will be complete by the end of March. Internal works will then commence to alter and improve the layout of the building which should significantly increase the occupancy of the building.

With the technical approval procedures completed the start on site for the Dock Bridges scheme is now March 2017. The large value equipment orders (i.e. hydraulic cylinders for moving the bridges) are being placed in February 2017. The grant funding received in 2016/17 will be fully utilised in Month 1 of 2017/18. The grant funding scheduled for 2017/18 remains sufficient and the overall scheme completion is still within the original timescales.

A number of sites have been identified for road safety improvements and detailed design work is proceeding. Schemes at Thornton Common Road roundabout and Liscard Road will be completed before April 2017. Further off-road cycleway schemes will be issued for construction along the A41 in Eastham and Bromborough and a new cycle path will be provided along the River Birkett in Moreton, for construction by April 2017.

The Council is working closely with Peel Holdings to design sustainable transport improvements within the Wirral Waters investment site that were scheduled for 2016/17. The schemes will shortly be issued with completion during 2017. A new cycleway/footbridge and cycle path network is being designed in Bromborough to link the Wirral International Business Park to Port Sunlight, across the River Park. Works are due to start on site in February 2017

3.3.2 Environment

New fit for purpose staff accommodation and welfare facilities have been completed at Ashton Park, the work also provides improved pedestrian access and vehicle parking provision. Similarly at Warren Farm full refurbishment of the main building is nearing completion. This provides the opportunity to increase occupancy on the site. Further works at Cleveland Street and Ivy Farm are on hold pending the outcome of the Leisure and Cultural Services Transformation Programme report.

The refurbishment contract for the Oval is in two phases being the new fitness suite and the new aerobics studio. The contract is due to be completed mid February 2017. Customer satisfaction is high since the facility reopened just before Christmas, with 362 new members signing up in the first 15 days.

£1.2 million of grant aid has been provided for essential aids and adaptations giving disabled people better freedom of movement in, and around, their homes.

All resources are committed to secure the completion of the remaining clearance schemes. Some re-profiling has been required which includes completion of the solid wall insulation programme.

The Home Improvement project, on which £0.4 million has been spent, provides a continuation of both financial assistance and intervention to remedy poor housing conditions in the private sector, including serious disrepair/hazards, poor or no heating provision, low market demand and bringing long term empty properties back into productive use.

10 schemes have been committed under the New House Building programme. Two have been completed and two are near completion. 125 units will be delivered, exceeding the original target of 100.

The West Kirby Flood alleviation works involves grant funding and a re-profiled business case has been submitted to the Environment Agency (EA). A number of technical issues were raised during the Project Assurance Review. These are being resolved and a decision expected soon from the EA. Funding has been re-profiled to 2017/18.

3.3.3 People

The provision of extra care / specialised housing remains the subject of on-going consultation and negotiation and therefore the funding has been further re-profiled.

Works have commenced on site at Pensby Wood Day Centre to replace existing boilers and the heating system and is due for completion by the end of March. The main scheme to refurbish the building and provide a new hydro-therapy pool will commence in April and is due for completion in September 2017.

St Georges Primary School is one of our largest schools and was in need of a new pupil entrance to provide improved security and more efficient space, additional pupil toilets and accessibility work. The scheme was successfully completed in 2016. The design of the new entrance retained parts of the original facade and enhanced the look by incorporating a full glazed entrance.

Devonshire Park Primary School has taken additional pupils since September 2015 and the pupil toilets needed full re-modelling. Developed 'In-house' the two toilet blocks on two floors are individual toilets that allow girls and boys to use the facilities on each floor. This model had been used recently in Gayton Primary School and has been a success.

The existing layout to parts of Greanleas Primary School was quite poor and a re-modelling of classrooms and resource areas was required to enhance teaching space and make use of resource space for small group work. The scheme included enlarging existing classrooms which will allow additional pupils, improved resource areas, two new toilet blocks and meeting/support rooms and state of the art storage. This has been a success and the school have seen a dramatic improvement in pupil behaviour.

The Observatory School receives pupils who have social, emotional and mental health problems. Parts of the school require a minor re-modelling to provide better use of existing classrooms and resource/one to one space. Of the two mobile classrooms one was removed and the other refurbished and the playground extended. Internal re-modelling took place to provide a further internal teaching space and resource/group room including new changing facilities for activities. The main hall was very poor acoustically, and new acoustic panelling was installed to remove reverberation when in use, this has dramatically improved noise reduction in the hall. The school have used the new space created in the re-modelling and are satisfied with the outcome.

The Hive, Wirral's soon to be opened Youth Zone, is still progressing according to schedule with the completion date expected mid-February 2017.

Table 2: Cash variations to the 2016/17 Programme

Scheme	£000
Business - re-profiling	
Building refurbishment to increase occupancy	-1,070
Fund to assist land assembly and resale	-470
Cleveland Street Transport Depot	-492
Bebington Town Hall demolition	-316
Former Rock Ferry High School demolition	-213
Leasowe Millennium Centre remodelling	-365
Treasury Building	-360
Transport for Growth	-565
Highway Maintenance	79
Coast Protection	-230
East Float access	-295
Dock Bridges replacement	-500
Total	-4,797
Environment - re-profiling	
Park Depot rationalisation	-350
Transport Museum	-190
Flaybrick Cemetery	-100
Clearance	-360
Home Improvements	-50
New House Building	-175
Oval Sports Centre redevelopment	-50
Environment - additional grant approval	
Flaybrick Cemetery	150
Total	-1,125
People - re-profiling	
Family support schemes – re-profiled	-54
School remodelling	-410
Somerville Mobile replacement	-33
Stanley Special School additional classrooms	-132
Condition/modernisation	125
Basic Needs	-295
Pensby Wood Centre	-632
Total	-1,431
Overall variation since September	-7,353

- 3.4 Schemes remain subject to ongoing review to ensure that a deliverable Programme is in place, that they are compatible with the Wirral Plan and to try and identify any savings.

FINANCING OF THE CAPITAL PROGRAMME

- 3.5 Table 3 summarises the financing sources for the Capital Strategy (original programme) and Revised Programme.

Table 3: Revised Capital Programme Financing

Capital Programme Financing	Capital Strategy	Revised Programme
	£000	£000
Unsupported Borrowing	16,852	7,239
Capital Receipts	13,339	6,564
Revenue and Reserves	1,004	117
Grants	16,912	16,814
Total Financing	48,107	30,734

- 3.6 Any re-profiling which reduces borrowing delivers one-off revenue savings. A permanent saving only occurs if schemes cease, otherwise the full budget will be required in 2017/18 when the re-profiled expenditure is incurred.

PROJECTED LONGER TERM CAPITAL PROGRAMME

- 3.7 Funding for the forecast 2016/17 to 2018/19 Programme reflects the 2016/19 Capital Programme agreed by Cabinet on 22 February 2016 with subsequent amendments for reprofiling and revised grant notifications.

Table 4: Capital Programme Financing 2016/17 to 2018/19

Capital Programme Financing	2016/17 Revised Programme	2017/18 Revised Programme	2018/19 Revised Programme	Total Programme
	£000	£000	£000	£000
Unsupported Borrowing	7,239	17,006	3,770	28,015
Capital Receipts	6,564	1,937	0	8,501
Revenue / Reserves	117	150	0	267
Grants	16,814	18,879	3,000	38,693
Total Financing	30,734	37,972	6,770	75,476

SUPPORTED AND UNSUPPORTED BORROWING AND THE REVENUE CONSEQUENCES OF UNSUPPORTED BORROWING

- 3.8 Based on the current cost, £1 million of Prudential Borrowing would result in additional revenue financing costs of approximately £75,000 per annum in the following year. As part of the Capital Strategy 2016/17 to 2018/19 the Council has included an element of prudential borrowing. Presently there is £28 million new Unsupported Borrowing included over the three years, which will result in approximately £2.1 million of additional revenue costs.

Table 5: Unsupported Borrowing Forecasts & Revenue Costs

	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000
New Unsupported Borrowing	7,239	19,006	1,770	0
Cumulative	7,239	26,245	28,015	28,015
Annual Revenue repayment costs				
Cumulative	127	875	2,000	2,100

CAPITAL RECEIPTS

- 3.9 The Capital Programme uses capital receipts to finance schemes. Available receipts at 1 April 2016 were £8.047 million. The table assumes the proposed spend, set out at Table 1 is agreed. Receipts and funding assumptions are based upon the latest estimates.
- 3.10 Additional flexibilities regarding the use of receipts were confirmed following the Chancellor's Autumn Statement 2015. Receipts generated between 1 April 2016 and 31 March 2019, excluding Right-To-Buy receipts, can be used to fund Transformation provided the Council has agreed a Transformation Programme setting out the projects, costs and deliverable benefits / savings.
- 3.11 A fundamental review of the Council's asset portfolio is currently being undertaken. It is intended that this will highlight assets Members may wish to consider for disposal. Table 6 includes assets subject to either a known disposal or one that is likely to occur and are prior to the outcome of the review so represents the likely minimum value for receipts.

Table 6: Projected Capital Receipts position

	2016/17	2017/18	2018/19
	£000	£000	£000
Capital Receipts Reserve	8,047	1,983	446
In - Receipts Assumption	1,000	7,500	6,100
Out - Funding (Capital)	-6,564	-1,937	0
Out - Funding (Transformation)	-500	-7,100	-5,700
Closing Balance	1,983	446	846

3.12 In respect of the major receipts. For Manor Drive the Council should receive £2.2 million during 2016/17 with a similar amount in 2017/18. The sale of Acre Lane is now likely to occur in the summer of 2017 when the first £3.5 million will be received with similar amounts for 2018/19 and 2019/20. No account has been taken as yet for any potential receipt in connection with the former Rock Ferry High School.

4.0 FINANCIAL IMPLICATIONS

4.1 The revised 2016/17 Capital Programme is £30.7 million with anticipated capital receipts remaining at the year-end of £1.9 million. This assumes the £0.5 million generated to fund the Transformation Programme have been committed.

5.0 LEGAL IMPLICATIONS

5.1 There are none arising directly from this report.

6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

6.1 There are none arising directly from this report.

7.0 RELEVANT RISKS

7.1 The possibility of failure to deliver the Capital Programme is mitigated by a monthly review by a senior group of officers.

7.2 The generation of capital receipts may be influenced by factors outside the authority's control e.g. ecological issues. Lambert, Smith, Hampton continue to provide external support.

8.0 ENGAGEMENT/CONSULTATION

8.1 There has been no specific consultation with regards to this report.

9.0 EQUALITY IMPLICATIONS

9.1 There are none arising directly from this report.

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APPENDICES

Appendix 1 – Capital Programme and Funding 2016/17.
Appendix 2 – Capital Receipts 2016/17.

SUBJECT HISTORY

Council Meeting	Date
Capital monitoring reports presented to Cabinet Capital Programme – Council Capital Programme – Council	Quarterly 22 February 2016 3 March 2016

Capital Programme and Funding 2016/17

APPENDIX 1

	Revised Programme £000	Spend to Date £000	Council Resources £000	Revenue/ Reserves £000	Grants £000	Total Funding £000
Business						
Building refurbishment to increase occupancy	847	745	847	-	-	847
Fund to assist land assembly and resale Cleveland Street. Transport Depot	423	349	423	-	-	423
Demolish Bebington Town Hall	8	8	8	-	-	8
Demolish former Rock Ferry High School	62	13	62	-	-	62
Demolish former Rock Ferry High School Stanley Special School / renovation	267	217	267	-	-	267
Demolish former Foxfield School	18	1	18	-	-	18
I.T. Development	30	6	30	-	-	30
Millennium Centre re-modelling	1,423	1,418	1,423	-	-	1,423
Treasury Building	158	28	158	-	-	158
Road Safety	140	61	140	-	-	140
Active Travel	26	20	26	-	-	26
Bridges	8	8	8	-	-	8
Street lighting	862	223	292	-	570	862
Transport for Growth/Integrated Transport	60	-	-	-	60	60
Highway Maintenance	1,499	259	536	-	963	1,499
Pothole Action Fund	3,321	2,681	575	-	2,746	3,321
Coast Protection	206	196	-	-	206	206
East Float access Tower Road	12	2	3	9	-	12
East Float access Duke Street	200	2	-	-	200	200
	100	41	-	-	100	100

Business (continued)	Revised Programme £000	Spend to Date £000	Council Resources £000	Revenue/ Reserves £000	Grants £000	Total Funding £000
International Business Park Port Sunlight	195	-	-	-	195	195
Dock Bridges Replacement	2,096	660	66	-	2,030	2,096
Energy schemes (LED Street Lighting)	32	94	32	-	-	32
Business Investment Grants	238	86	238	-	-	238
Growth Fund	300	-	300	-	-	300
	12,531	7,118	5,452	9	7,070	12,531
People						
Pensby Wood Centre	268	18	268	-	-	268
School Place Planning	990	424	296	-	694	990
Somerville Mobile Replacement	68	18	68	-	-	68
Stanley Special School	485	456	485	-	-	485
Private Finance Initiative	85	-	-	85	-	85
Condition/Modernisation	3,325	2,153	-	-	3,325	3,325
Basic Need allocation	1,205	855	-	-	1,205	1,205
Children's Centres	-	2	-	-	-	-
Universal Free School Meals	-	36	-	-	-	-
Wirral Youth Zone – the Hive	1,900	1,200	1,900	-	-	1,900
Family Support Scheme	47	47	47	-	-	47
Community Intermediate Care Services	100	-	100	-	-	100
Citizen and Provider Portal/Integrated I.T	1,078	105	461	-	617	1,078
Transformation of Day Service	156	101	-	-	156	156

	Revised Programme £000	Spend to Date £000	Council Resources £000	Revenue/ Reserves £000	Grants £000	Total Funding £000
People (continued)						
Extra Care housing	600	-	-	-	600	600
Assistive Technology	615	-	230	-	385	615
	10,922	5,415	3,855	85	6,982	10,922
Environment						
Park depots rationalisation	652	502	652	-	-	652
Transport Museum	71	4	71	-	-	71
Flaybrick Cemetery	225	191	75	-	150	225
CCTV Cameras and other equipment	100	-	100	-	-	100
West Kirby Marine Lake – Integrated accommodation and service delivery	250	188	100	-	150	250
Wirral Tennis Centre re-roofing	300	271	300	-	-	300
Wirral Tennis Centre – Pitch / Fence	48	12	48	-	-	48
West Kirby/Guinea Gap	82	78	82	-	-	82
Oval Sports Centre re-development	1,030	545	1,030	-	-	1,030
West Kirby Flood Alleviation	103	5	100	3	-	103
Gorsefield Avenue flood relief	100	-	-	20	80	100
Cemetery Extensions and Improvements	273	7	273	-	-	273
Start Active, Play Active, Stay active	14	23	14	-	-	14
Wirral Way - widening / safety improvements	4	2	4	-	-	4
Allotments	121	117	121	-	-	121

	Revised Programme £000	Spend to Date £000	Council Resources £000	Revenue/ Reserves £000	Grants £000	Total Funding £000
Environment (continued)						
Parks vehicles replacement	117	12	117	-	-	117
Aids, Adaptations and Disabled Facility Grants	2,000	1,169	-	-	2,000	2,000
Clearance	200	8	100	-	100	200
Home Improvement	600	394	600	-	-	600
Restore Empty Homes	278	-	-	-	278	278
New House Building Programme	709	318	709	-	-	709
The Priory	4	9	-	-	4	4
	7,281	3,855	4,496	23	2,762	7,281

Note : The Programme in Appendix 1 assumes that the changes in Table 2 of the report are agreed.

APPENDIX 2

CAPITAL RECEIPTS RECEIVED DURING 2016/17

Cash Received	£000
Ex-HRA Magenta Housing Right to Buy	389
North Star, 294 Laird Street	15
One O'Clock Gun site	10
Hind Street /Thomas Street land	195
Empty Homes (various)	55
Caretakers house Mount Pleasant Road	137
Manor Drive deposit	100
Total	901

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POLICY INFORM: Business



Policy Inform- March 2017

The Policy Inform briefings will provide an overview of ongoing and recent national legislation, bills presented to Parliament and emerging policies.

The Policy Inform briefings have been produced specifically to inform Portfolio Holders and Elected Members and will be taken to the relevant Overview and Scrutiny Committees for discussion.

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INTRODUCTION

The Wirral Plan:

A 2020 Vision which sets out a shared partnership approach to improve outcomes for Wirral residents.

The Plan focuses on three key theme areas:

- **People**
- **Business**
- **Environment**

This Policy Inform paper will focus on the business theme:

- **Greater Job Opportunities in Wirral**
- **Increase Inward Investment**
- **Thriving Small Businesses**
- **Workforce Skills Match Business Needs**
- **Vibrant Tourism Economy**
- **Technology and Infrastructure Fit for the Future**
- **Assets and Buildings are Fit for Purpose**



The Wirral Plan Business Theme states:

“Wirral is a place where employers want to invest and businesses thrive.”

Business Policy Briefing:

This Policy Inform briefing focuses specifically on policies and legislation relating to the Business Theme and is intended to provide Members of the Business Overview and Scrutiny Committee with the latest position on emerging policy and legislative developments to support the committees work programme and future scrutiny work.

The following table outlines the timetable for the preparation and reporting of policy briefing papers:

Overview & Scrutiny Briefings	
July 2016	The first policy briefing focused predominately on the Queen’s Speech, which established the Government’s legislative programme for the parliamentary year ahead.
September 2016	The second policy briefing was produced in September; it provided an update on policy and legislation and focused on Wirral Implications relevant to the government’s programme of legislation as outlined in the previous policy briefing.

<p>January 2017</p>	<p>The third policy briefing focused on the Autumn Statement which set out how Government's money was allocated. The policy briefing also provided an update on policy and legislation and considered relevant implications for Wirral.</p>
<p>March 2017</p>	<p>The fourth policy briefing will provide an update on policy and legislation and will consider relevant implications for Wirral.</p>

The March policy briefing provides an update on policy and legislative developments that have been aligned to the Wirral Plan pledges.

The Committee may wish to identify specific policy areas to focus upon which are in line with the Committee's work programme. Detailed briefing papers can be prepared for these subject matters at the request of the Committee which would be in addition to the regular policy briefing papers outlined above.

QUEEN'S SPEECH 2016 – DESIGNATION TO OVERVIEW AND SCRUTINY COMMITTEES

On Wednesday 18th May 2016, the Queens Speech was delivered outlining the Government's programme of legislation and policies for the coming year.

Below is a list of all of the Bills that will have implications for local government. These Bills were announced during the Queens speech. The list also includes Bills carried over from the 2015-16 session. The list identifies the Overview and Scrutiny Committee remit that the legislation most closely aligns:

Legislative Plans	Overview and Scrutiny Committee
Prison and Courts Reform Bill	Environment
Investigatory Powers Bill	Environment
Policing and Crime Bill	People and Environment
Soft Drinks Industry Levy	People and Environment
Lifetime Savings Bill	People and Environment
Neighbourhood Planning and Infrastructure Bill	Business and Environment
Children and Social Work Bill	People
Education for All Bill	People
Higher Education and Research Bill	People
National Citizen Service Bill	People
Finance Bill	People and Business
Bus Services Bill	Business
Local Government Finance Bill	Business
Digital Economy Bill	Business
Modern Transport Bill	Business
High Speed Rail Bill	Business
Better Markets Bill	Business

Additional Bills that were announced during the Queen’s speech are outlined below. These will be monitored to identify any emerging implications for Local Government and reported to the relevant Overview and Scrutiny Committee as appropriate.

Additional Legislative Plans
Wales Bill
Bill of Rights
Criminal Finances Bill
Counter-Extremism and Safeguarding Bill
Cultural Property (Armed Conflicts) Bill
Small Charitable Donations Bill
NHS (Overseas Visitors Charging) Bill

The Bills relevant to the Business priority are discussed in further detail in this paper.

WIRRAL PLAN BUSINESS PLEDGES- POLICY AND LEGISLATIVE DEVELOPMENTS

GREATER JOB OPPORTUNITIES IN WIRRAL

We will provide an increase in the number and range of jobs in Wirral so all our residents can find employment opportunities.

Our Pledge Ambition:

To make progress towards this goal we will see the creation and safeguarding of 5000 jobs by 2020. We will also seek to increase the number of employers who pay the living wage and will work with partners and others to reduce unemployment and improve access to skills. We will encourage more young people into work who are currently not in employment, education or training.

Outcome Strategy:

1. Ensure that residents furthest away from work have the right support to access employment
2. Build growth in target sectors such as energy and advanced manufacturing
3. Work with the Combined Authority (CA) to co-design and then co-commission with DWP the future employment support for harder to reach claimants
4. Work with the CA to identify strategic employment sites for inclusion in the proposed single city region framework



Associated Legislation:

Unpaid Work Experience (Prohibition) Bill

Reportin stage: Received its first reading in the House of Lords on the 7th June 2016. A date for its second reading is yet to be announced

The purpose of the Bill is to: To make provision for the prohibition of unpaid work experience exceeding four weeks and for connected purposes.

Concerns and progress so far: There is concern in both *Houses* that banning unpaid internships could reduce the opportunities for young people to gain valuable work experience.

Associated Legislation Continued:

Unpaid Work Experience (Prohibition) Bill Continued

Concerns and progress so far: Additionally, it is unclear what effect this bill would have on volunteering and other employment law if it were to achieve royal assent.

Associated Legislation:

Workers' Rights (Maintenance of EU Standards) Bill

Reporting stage: The first reading in the House of Commons occurred on the 7th September 2016. The second reading is scheduled for 24th March 2017.

The purpose of the Bill is to: Make provision about the safeguarding of workers' rights derived from European Union legislation after the withdrawal of the UK from the EU; and for connected purposes.

Concerns and progress so far: The EU currently ensures UK workers have the right to annual leave, daily rest breaks, the right to equal treatment for agency workers after 12 weeks service, and protection against unfair dismissal upon a transfer of undertakings, according to research by the House of Commons Library. However, the current Business Minister Margot James declined to give a clear answer as to whether she would safeguard these rights, stating only that, 'Employment protections are a priority for this government'.

Associated Emerging Policy:

Delivering value through the apprenticeships programme

LGiU, 28/11/2016

Summary- A report from the National Audit Office, aiming to inform and evaluate the Government's programme of apprenticeship reform, followed a recent announcement of an apprentice levy being introduced in spring 2017. The levy requires all employers operating in the UK, with a pay bill over £3 million each year, to invest in apprenticeships. It warns of "a clear risk that the drive to deliver greater numbers is delivered at the expense of delivering maximum value".

Brief Analysis- As part of its work to tackle this 'productivity gap', the government is radically overhauling the apprenticeship system in England, expanding its role as a route into skilled, long-term employment. Increased funding led to over two million people beginning apprenticeships between 2010 and 2015. The government has committed to delivering a further three million starts before 2020.

Associated Emerging Policy:

Delivering value through the apprenticeships programme

[LGIU, 28/11/2016](#)

Brief Analysis Continued-

The NAO's Auditor General, Amyas Morse, concludes: "The DfE needs to chart and follow a course from having a lot of apprenticeships to having the right apprenticeships in order to help improve the UK's productivity, and achieve value for money, in return for the costs of the programme."

The report also notes that the Office for National Statistics has estimated that the UK is about a third less productive than Germany, France and the USA. This gap is the widest it has been since records began in 1991. Thus, in the context of Brexit and the forthcoming rounds of trade renegotiations, the success or otherwise of the government's apprenticeship reforms has come to be more significant.

Associated Emerging Policy:

One Public Estate Expansion

[GOV.uk, 27/01/2017](#)

Summary – The Cabinet Office and Local Government Association have announced that a further 79 councils will join the One Public Estate (OPE) programme, bringing the total number of councils participating OPE to 255 – almost three quarters of all councils in England. Consequently, a further £3.6 million has been allocated to councils across new and existing partnerships on the programme.

The latest funding round means that by 2019 to 20 the partnerships on OPE expect to:

- create 44,000 jobs
- release land for 25,000 homes
- raise £415 million in capital receipts from land and property sales
- cut running costs by £98 million

Brief Analysis – The funding will support public sector partnerships to work collaboratively on land and property initiatives, generating new jobs and homes, creating more joined up public services to local communities, and delivering savings for the taxpayer.

Associated Emerging Policy:

Institute for Apprenticeships: Draft Strategic Guidance and Draft Operational Plan

[LGiU, 16/02/2017](#)

Summary - The Institute for Apprenticeships was announced in November 2015 as an employer-led regulator responsible for overseeing the quality of apprenticeships in England. The Institute will launch as an independent body in April 2017, and its remit will expand to encompass technical education in 2018 following approval of the Technical and Further education Bill.

The Department for Education's draft strategic guidance proposes that the government will publish strategic guidance annually, and that the Institute for Apprenticeships must outline how it has responded to this guidance in its annual report.

The DfE's draft strategic guidance confirms the Institute for Apprenticeships' main functions:

- To set quality criteria for the development of apprenticeship standards and assessment plans;
- To review, then approve or reject them;
- To maintain a public database of apprenticeship standards and publish information illustrating potential gaps;
- To advise on the maximum level of government funding available for standards;
- To ensure arrangements are in place to quality assure all end-point assessments;
- From April 2018, to help oversee the reform of technical education.

The Institute's activities, while primarily intended to ensure the quality of apprenticeships, will also need to support the government's aim of achieving three million apprenticeship starts by 2020.

Brief Analysis - The remit of the Institute for Apprenticeships has seen a rapid expansion over the past year, as the government has increasingly relied on it to overcome criticisms of its programme of apprenticeship reform. These criticisms – voiced most forcefully by Ofsted and the National Audit Office (NAO) – highlight that:

- The quality of apprenticeship provision is too variable;
- Not enough of the new apprenticeships are providing the advanced skills needed in sectors with shortages;
- Most growth has occurred in the service sector and in apprenticeships for the over-25s;
- The number of 16-18-year-olds on apprenticeships remains as low today as a decade ago;
- Generally, the government has failed to consider how, as well as generating lots of apprenticeship starts, it will get the mix of these new apprenticeships right

The government has responded to criticism by announcing the subsequent expansion of the Institute for Apprenticeships. From April 2018, the institute will oversee the reform of technical education.

Associated Emerging Policy:

Local authorities to hire ‘thousands’ of new apprentices
[LocalGov, 20/01/2017](#)

Summary- The local government sector will be required to hire ‘thousands’ of apprentices as part of Whitehall’s commitment to deliver three million apprenticeships by 2020.

Brief Analysis- Skills Minister Robert Halfon announced the Department for Education (DfE) is setting the public sector a target of recruiting 200,000 more apprentices by 2020. As part of the 2016 Enterprise Act and Apprenticeship Levy, the Government made it a requirement that at least 2.3% of the workforce in public bodies with 250 or more employees should be made up of apprentices. This will come into force in April.

Associated Emerging Policy:

The Future of Jobcentre Plus: Work and Pensions Committee Report
[LGiU, 15/02/2017](#)

Summary – A Work and Pensions Committee (WPC) report has recently been published regarding the future of Jobcentre Plus (JCP). The report deals with potential barriers to JCP’s success in meeting its new challenges, and how the DWP can better understand what works in supporting claimants into work. The context for the report is a change in the operating conditions of JCP and a shift in its priorities; henceforth, JCP will support higher proportions of individuals with health conditions and disabilities, and people who are long-term unemployed.

The Work Programme and Work Choice are to be replaced with a new Work and Health Programme, contracts for which begin from October 2017.

Furthermore, the Government plans to co-locate JCP offices with other local services, such as council benefit teams and health services, and a process of devolution of employment services to combined local authorities and devolved governments.

Brief Analysis – During the inquiry doubts were expressed by many witnesses that JCP has the capacity to respond to the challenges facing it, particularly in the light of reductions in departmental budgets; in 2015/16, there were 10,600 front-line, full time equivalent Work Coaches, down from 17,750 in 2011-12.

Potential implications for the Wirral Plan as a result of emerging legislation and policy:

The Apprenticeship Levy

The Apprenticeship Levy will come into effect from 6th April 2017. The Levy is applicable to all employers, including public sector organisations. The Levy links to the Greater Job Opportunities for All Pledge & Workforce Skills Match Business Needs Pledge. There are a number of concerns associated with the Levy:

- The Apprenticeship Levy can only be spent on the training and assessment of new apprentices, or to upskill the existing workforce. The Council will therefore have to consider the financial impact of paying for the salaries and associated on costs for new apprentices.
- The Council will have responsibility for paying the levy in the schools where the Local Authority are the 'ultimate' employer of staff in Community Schools and Voluntary Controlled Schools, and pay National Insurance Contributions (NICs). The Council will therefore need to consider how schools will be able to maximise the apprenticeship levy funds.

WORKFORCE SKILLS MATCH BUSINESS NEEDS

To meet the needs of local businesses and attract those interested in investing in Wirral we must develop an appropriately skilled workforce that meets the needs of businesses for the future

Our Pledge Ambition:

We will work with our partners in education and training to closely align the provision of training offered with the skills businesses will need to develop the borough. We will measure and close this skills gap by 2020.

Outcome Strategy:

Wirral's Growth Strategy- 1. Greater job opportunities in Wirral
2. Workforce skills match business needs
3. Increase inward investment
4. Vibrant tourism economy



Associated Legislation:

Technical and Further Education Bill

Reporting Stage: General debate on all aspects of the Bill took place in the House of Lords at the second reading Wednesday 1st Feb. The Bill is set to continue at the committee stage on 1st March 2017.

The purpose of the Bill is to: Take forward the government's ambition to streamline technical education to ensure clear routes into skill employment. These reforms will put employers at the heart of the skills system, enabling them to drive the skills they need and value the most. The Bill also commits to create 3 million new apprenticeships by 2020 which will be achieved through the introduction of an apprenticeship target and levy.

Concerns and progress so far: The Bill has been amended to further support the achievements of those young people from difficult backgrounds, such as those with special educational needs or disability (SEND). For example, those with SEND are expected to be over-represented on technical education routes: 23% of those who access technical education routes will have some form of special educational need compared with 7% of those taking level 3 academic qualifications, and 20% of those in the cohort as a whole.

However, concerns have been raised in ensuring businesses are engaged in apprenticeships and make the route to skills more relevant for businesses so that this will not only help to address the productivity challenges, but also improve the life chances of those involved.

Associated Legislation continued:

Technical and Further Education Bill

There have also been concerns raised regarding the Bills implementation, process and progress. For example, a discussion was had regarding whether a strategy for careers advice is needed within the Bill.

Associated Emerging Policy:

Briefing: Top five challenges for the local government workforce
LGiU, 12/01/2017

Summary- Analyses the findings of the University of Birmingham’s 21st Century Councillor and Public Servant research. The research is based around the need for a new sort of local government workforce; one which can meet the increasing and changing demands of the sector. The briefing also notes how during the recruitment process we need to strike the balance between generic and technical skills.

Brief Analysis- Within this context and based on research they cited that the top five workforce challenges for local authorities were:

1. Ensuring the required skills and capacity are in place to address issues relating to place leadership. These include devolution, combined authorities, health/social care integration, STPs, transport and economic growth
2. Ensuring that change is well planned, and positively but realistically positioned so that the workforce does not suffer from ‘change fatigue’ or burnout
3. The need to move to more flexible organizational structures and more flexible approaches to employment
4. Continuing to attract and retain a high-quality and diverse workforce
5. Fully understand and developing mitigations to address the possible impacts of Brexit on the local authority workforce.

Potential implications for the Wirral Plan as a result of emerging legislation and policy:

Technical and Further Education Bill

As aforementioned on page 12 there are a number of implications associated with the Apprenticeship Levy for the Council to consider. There are also a number of implications for the Council to consider in relation to the Apprenticeship Public Sector Target to enable the Government to achieve their pledge of creating 3 million new apprenticeships by 2020.

Potential implications for the Wirral Plan as a result of emerging legislation and policy:

Technical and Further Education Bill

As the Public Sector target is based on 2.3% of the Council's headcount of 7,766 (including community schools) this would equate to a total of 178 apprentices. At present the Council has 25 apprentices.

The Council (including community schools) will therefore need to increase the current number of available apprentices in order to meet the Government's target by April 2017.

The increase in the number of available apprenticeships across Wirral will contribute towards the delivery of the following pledges:

- Workforce Skills Match Business Needs
- Greater Job Opportunities
- Vulnerable Children Reach Their Full Potential

INCREASED INWARD INVESTMENT

To continue to grow our economy we have to identify local, national and international opportunities to bring more investment into Wirral.

Our Pledge Ambition:

We will increase the borough's gross value added at a faster rate than the regional average and commit to securing £250 million of Private sector investment.

Outcome Strategy:

We will have a clear focus on key growth sectors and aim to become a world class location for investment in those sectors, taking advantage of having one of the UK's strongest small business sectors and our unique geographical position at the Western gateway to UK and Europe.



Associated Legislation:

The Local Government Finance Bill (Formerly the Local Growth and Jobs Bill)

Reporting stage: The Bill received its second reading in the House of Commons on 23rd January 2017; the date for the Committee stage is yet to be announced.

The purpose of the Bill is to:

- Grow the economy by giving local councils an incentive to support business and develop their local economy.
- To allow local authorities to retain 100% of their business rates.
- To give local councils the power to cut business rates for local firms.
- To give combined authority mayors the power to add a supplement on business rates bills to fund new infrastructure projects.
- To confer power on certain local authorities in England to impose a levy on persons with certain property interests in a business improvement district to finance projects to be carried out in the district; and for connected purposes.
- Modernise business rates billing.

Associated Legislation:

The Local Government Finance Bill Continued

Concerns and progress so far:

A potential problem is widening regional inequality, where areas that are less well-off and have fewer thriving businesses end up receiving lower business rates than their wealthier counterparts. The Bill restricts the government's ability to redistribute resources to poorer local authorities. However, the Bill was amended during its second reading to change the inflation indicator for business rates from RPI to CPI to lower annual rate increases for businesses, providing a reduction in the burden of business rates that businesses are going to experience.

Associated Legislation:

Economic Strategy Bill

Reporting stage: The First reading occurred on 14th June 2016 in the House of Lords. The date for the second reading is yet to be announced.

The purpose of the Bill is to: make provision for the support of the United Kingdom's business sector; and the development of an industrial and retail strategy.

Concerns and progress so far:

If Royal Assent is achieved, the Bill would require the Secretary of State to consult with the Business sector to identify changes affecting businesses and the economy that pose a risk to the future prosperity of businesses and employees in the UK.

Within six months of the day on which this Act is passed, and once in each subsequent 12 month period, the Secretary of State must publish, and lay before both Houses of Parliament, a report on a strategy to support the industry and retail sectors in the UK.

Potential implications for the Wirral Plan as a result of emerging legislation and policy:

Local Government Finance Bill

The LGA have welcomed the Local Government Finance Bill, stating that they have been campaigning for councils to keep 100 percent of its business rates income for years. They say the Bill offers local communities and businesses huge potential in the face of disappearing government grants. The Bill has also been welcomed thanks to its provision for the reform of the business rates appeal process.

Potential implications for the Wirral Plan as a result of emerging legislation and policy:

Local Government Finance Bill

Over the last 3 years councils have had to divert £1.75 billion away from stretched local services in order to cover the risk of such appeals from almost 900,000 businesses, something which the LGA says is further hindering councils from protecting key services. The bill also offers tax breaks for up to five years for digital communication companies laying new infrastructure for fibre optic broadband, providing an incentive for those companies to move further and faster in providing fast broadband to the whole of the UK.

Potential implications for the Wirral Plan as a result of emerging legislation and policy:

Economic Strategy Bill

The Economic Strategy Bill [HL] has yet to publish its specificities, but following its second reading (date to be announced) Wirral-specific implications will be record. These implications will be outlined in the next Policy Inform report when further information is available.

THRIVING SMALL BUSINESSES

Our economy is also supported by entrepreneurs and small businesses

Our Pledge Ambition:

We will work with our partners and other community groups to deliver net additional 250 new businesses in Wirral over the coming five years. We will make it easier for our small businesses to grow and will work to improve local high streets and our town centre economy.

Outcome Strategy – Growth Plan:

1. Create a more dynamic and growth focused business population; 2. Raise the level of business starts; 3. Increase growth aspiration, skills and competence among business leaders; 4. Improve productivity and competitiveness; 5. Encourage diversification into emerging markets; 6. Increase the scale of export activity and the number of businesses that export their goods and services; 7. Promote supply chain development activity in key sectors.



Associated Legislation:

Better Markets Bill

Reporting stage: This Bill has yet to have its First Reading in either House and no announcement has been made as to when this might occur.

The purpose of the Bill is to:

- Open up markets, boost competition, give consumers more power and choice and make economic regulators work better.

Concerns and progress so far:

The CMA's (Competition and Markets Authority) recommendations for making the energy market more competitive have been criticised. They have abandoned plans for a wide-ranging cap on energy bills and their suggestion for giving energy providers access to more consumer data has led to concerns that people will be bombarded with junk mail as providers compete to give consumers more options.

Potential implications for the Wirral Plan as a result of emerging legislation and policy:

Better Markets Bill

The Better Markets Bill was announced during the Queen's speech in May 2016 and aims to boost competition and reduce unnecessary burdens on business. It is thought that the Better Markets Bill will have a specific implication on the energy sector, and specially the process of switching suppliers. If passed, the Bill will give consumers more power and choice when choosing energy supplier, and it is hoped that in the long term next-day switching will be brought into force by 2019. This would mean that business is less at the mercy of the suppliers' timelines, reducing their risk of sitting on expensive out of contract rates while waiting for a switch to go through. As the Better Markets Bill is yet to be brought to parliament (the government hope to do so at some point during 2017), details about the Bill and therefore its possible implications on local government are currently mere speculation. But, if the Bill reduces barriers to business growth, it may very well help local authorities raise income through increased business tax revenue which would provide councils with additional income and create jobs for residents in the process as new businesses are set up and existing ones grow.

Associated Emerging Policy:

'Building our Industrial Strategy' – A Green Paper

[LGiU, 22/02/2017](#)

Summary – In late January 2017, Government published its Green Paper 'Building our Industrial Strategy'. This seeks consultation responses from stakeholders (including local government) on 38 specific questions by April 17th (see consultation link below). The strategy seeks to both build on excellence and address underperformance through a productivity improvement strategy with ten pillars. These pillars comprise two direct drivers of productivity improvement – science, R&D, and world-leading sectors; five enablers of growth – skills, infrastructure, business support, energy, and procurement; two geographical domains – international trade and investment, and spreading growth across the country. The final pillar looks at the institutional leadership of growth – both sector and place-based, and bringing these together.

Brief Analysis – Although this Green Paper has been positively received, some concern has been raised regarding the length of time it has taken for this Green Paper to be released, especially when the paper constitutes a collection of previous announcements and ideas for the future. In addition, the paper has been criticised for failing to identify a clear vision of where Government aspires to take the UK and over what period of time. This suggests that, in some areas at least, the Government is unsure of its industrial vision. However, this could potentially provide a real opportunity for LA's to shape the Government's Industrial Strategy via the consultation.

Opportunity to shape national legislation and policy:

**100% Business Rates Retention:
Further Consultation on the Design of the Reformed System**

In October 2015, the government committed that, by the end of the Parliament, local government should retain all taxes raised locally, including 100% of locally collected business rates. This amounts to a significant reform of the local government finance system.

This consultation is part of a process of ongoing engagement and collaboration with interested parties on the design of reforms. It seeks views on some of the detailed aspects of the design of the reformed system.

This consultation closes at 11:45pm on 3rd May 2017. More information can be accessed [here](#).

Opportunity to shape national legislation and policy:

Unlocking the Potential of Primary Authority

Primary Authority enables businesses to obtain consistent advice on compliance with regulation, in a tailored and cost-effective manner, from local authorities. The scheme began in April 2009 and has since been extended to include more areas of regulation and allow more businesses to participate.

Following a review of Primary Authority and public consultation, the Enterprise Act 2016 further extends and simplifies the scheme, with effect from 1 October 2017.

This consultation includes a draft statutory instrument containing the details needed to effect the changes. It also outlines proposals to replace the 'categories' system which determines the scope of partnerships and underpins the current administration of Primary Authority.

The consultation period for both areas will close 11:45pm on 7th April 2017. More information can be accessed [here](#).

Opportunity to shape national legislation and policy:

Building our Industrial Strategy

The Government wants to build an industrial strategy that addresses long-term challenges to the UK economy. They have said their aim is to improve living standards and economic growth by increasing productivity and driving growth across the whole country. This green paper sets out their approach and some early actions they have committed to take.

The consultation period for both areas will close 11:45pm on 17th April 2017. More information can be accessed [here](#).

VIBRANT TOURISM ECONOMY

We are proud of our home and we will work to promote and grow the borough's tourism offer, making Wirral a place even more people enjoy visiting.

Our Pledge Ambition:

We will review and make best use of our heritage, leisure and cultural assets to drive tourism, the associated creation of jobs and increase revenue for Wirral's visitor economy to £450 million by 2020.

Outcome Strategy:

The Tourism Strategy is currently in development.



Associated Legislation:

There is currently no emerging legislation associated with this pledge. We will monitor any developments that may have a future impact.

Associated Emerging Policy:

Possible Tourism 'Bed Tax'

Summary: Several local councils across the UK are calling for central government to devolve more local spending powers so that they could implement a tourism 'bed tax' in order to plug the funding gap that the vast majority of local councils currently face.

Brief Analysis: The move would follow similar levies imposed across European cities such as Paris, Rome and Barcelona, where tourists can expect to pay a tax of up to 3 euro per person per night to stay in some of the best hotels. It is thought that the amount charged in the UK, if it became within councils' remit to do so, would be between £1 and £2.50 per person per night. Camden Council in central London has shown a keen interest in imposing the levy, as well as Westminster, Edinburgh, Bristol, Brighton and Bath Councils, and has received backing from London mayor Sadiq Khan. However, the hospitality Association has warned that the move could discourage visitors from coming to the UK, or spending less money if they do visit in order to compensate for the extra cost. Furthermore, the possibility of a tourism tax in UK cities becomes even more controversial when you consider that the UK has one of the highest VAT rates in Europe. Local council's say though, that a tourism tax would help them pay for statutory but stretched services such as adult social care.

Associated Emerging Policy:

£120 million Available to Support Growth in Rural Areas

[Gov.uk](#) 25/01/17

Summary: The Rural Payments Agency announced on the 25th January 2017 a new fund to help rural communities create jobs and boost growth. The fund comes from the Rural Development Programme for England (RDPE), which supports projects that invest in building businesses, creating new jobs and growing the economy in rural areas including a focus on improving tourism infrastructure.

Brief Analysis: The £120 million fund is of particular interest to business within the tourism sector, as RPA Rural Development Director Alison Webster illustrates: “This is excellent news for small and micro-businesses, particularly the food and drink and tourism sectors, which play a major role in the economy of rural areas”. More information about the fund and how to apply for a grant can be accessed [here](#).

Ensure that Wirral has safe, affordable, well maintained and efficient transport networks for residents to access community services, enjoy our leisure facilities and commute to work.

Our Pledge Ambition:

We will use engineering to improve our road networks, to build new cycle routes, improve pedestrian facilities and take advantage of new technology to travel efficiently, safely and sustainably. People will feel confident to change their travel habits and try healthy, environmentally friendly ways of getting around. Residents, business and visitors will know how to get around and where to find information.

In a digital economy we will also complete the deployment of a high speed broadband network for more residents and businesses in Wirral with 98% having access by 2017

Outcome Strategy: Transport

1. Keep traffic moving safely and efficiently
2. Reliable and affordable public transport
3. Encourage healthy active travel
4. Inclusive integrated transport that supports our residents needs

Outcome Strategy: Digital

1. Every resident with the ability and the skills to get the most out of technology to improve their lives
2. Every business benefitting from market-leading technology infrastructure, helping them to open up new markets and compete globally.
3. Every public service is joined up, integrated and available online in a way which makes it simple and accessible to get support online.



Associated Legislation:

Bus Services Bill

Reporting stage: The first reading of this bill occurred on 24th November 2016. The date for the second reading in the House of Commons has yet to be announced.

The purpose of the Bill is to:

- Strengthen arrangements for partnership working in the sector
- Introduce 'enhanced partnerships'. Introduce new franchising powers with decision making at a local level
- Provide for a step change in the information available to bus passengers

Concerns and progress so far:

Clause 21 of the Bus Services Bill initially read as follows:

21 Bus companies: limitation of powers of authorities in England

- (1) A relevant authority may not, in exercise of any of its powers, form a company for the purpose of providing a local service.

However, members of the House of Lords voted to remove clause 21 from the Bill after receiving public criticism. The Clause essentially prevented Local Authorities from setting up and running their own bus companies, and with many currently publicly owned bus companies providing large amounts of revenue for local authority budgets the decision will be welcome news to many councils.

Associated Legislation:

Digital Economy Bill

Reporting stage: The Digital Economy Bill passed the Committee stage on the 8th February 2017. However, the date for the report stage is yet to be announced.

The purpose of the Bill is to:

- A Bill to make provision about electronic communications infrastructure and services
- To provide for restricting access to online pornography
- To make provision about protection of intellectual property in connection with electronic communications
- To make provision about data-sharing
- To make provision about functions of OFCOM in relation to the BBC
- To provide for determination by the BBC of age-related TV licence fee concessions
- To make provision about the regulation of direct marketing
- To make other provision about OFCOM and its functions; and for connected purposes.

Associated Legislation Continued:

Digital Economy Bill

Concerns and progress so far:

The following amendments were agreed by the House of Commons Public Bill Committee:

- The Bill will now include a specific obligation for providers to fix faults with connections within appropriate timescales.
- The Bill will now allow an end-user to terminate a contract on repeatedly failing to meet a specific standard or obligation; this is currently optional.
- Courses of study for qualifications in IT are free of charge for persons in England aged 19 or over.
- A new clause has been inserted to compel the government to report annually on the progress, success and take up of the Universal Service Obligation (USO).
- Suppliers will be obligated to provide consistent upload speeds at a minimum of 2Mbps with the aim of doubling that figure over the next 10 years.

However, Labour's Shadow Minister for the Digital Economy, Louise Haigh, doesn't believe the Bill goes far enough in terms of the USO for broadband (the legal right to every household in the country for 10Mbps by 2020). She believes that by the time the scheme is rolled out the 10Mbps broadband speed will be outdated and leave the UK falling behind in terms of digital infrastructure.

Associated Legislation:

Modern Transport Bill

Chris Grayling, the new transport secretary, has announced that the Modern Transport Bill will be published in early 2017 to help Britain become a world-leader in autonomous driving technology.

The purpose of the Bill is to:

- Cut red tape and put the right framework in place to allow innovation to flourish.
- Create the conditions that drive innovation and put the UK at the forefront of modern global transport developments as part of the country's long term economic plan.
- Maintain and extend the UK's role as a world-leading transport manufacturing base.
- Ensure new technology delivers better, safer journeys, while keeping Britain at the cutting edge of international transport technology.

Associated Legislation:

Railways Bill

Reporting stage: This Bill is expected to have its second reading debate in the House of Commons on Friday 24th March 2017.

The purpose of the Bill is to:

- A Bill to require the Secretary of State to assume control of passenger rail franchises when they come up for renewal; and for connected purposes.

Concerns and progress so far:

Ian Taylor, co-founder of the Transport for Quality of Life think tank, has observed that private sector inefficiencies have led to wastage worth £1 billion a year, enough to cut ticket prices by 20% if railways were nationalised.

However, this Bill is highly unlikely to achieve Royal Assent.

Associated Legislation:

High Speed Rail (London – West Midlands) Act 2017

Reporting stage: This Bill achieved Royal Assent on 23rd February 2017. The Bill is now an Act of Parliament (law).

The purpose of the Bill is to:

- Provide the Government with the legal powers to construct and operate Phase One of High Speed 2 (HS2). On becoming an Act, it would give the Government deemed planning permission for the railway between London and the West Midlands.
- This will help deliver on the Government's manifesto commitment to build High Speed 2

Concerns and progress so far:

A new rail franchise combining the current InterCity West Coast main line with HS2 high-speed services has been announced by the government. The new franchise will be called West Coast Partnership and is scheduled to start on 1st April 2019. The operator will be responsible for services on both the West Coast Main Line from 2019 and running of the initial HS2 services in 2026. The contract will run for the first three to five years of HS2's operation.

It is hoped that HS2 will reduce overcrowding on the existing network and generate economic growth across the country. However, critics say the project is too expensive (estimated £55.7bn) and will damage the environment. Furthermore, Mike Cash, general secretary of the RMT, criticised a decision to award the franchise to a private operator after spending such a large amount of taxpayer's money on the project.

Potential implications for the Wirral Plan as a result of emerging legislation and policy:

Bus Services Bill

The Bus Services Bill was discussed at Merseytravel's Committee on the 3rd November in which they noted 'the importance of the Bill to the Liverpool City Region Devolution Deal and welcomes the new devolved powers to significantly improve bus services for passengers, particularly the new powers of a simple route to introduce Bus Franchising.' The Bill will help strengthen the work already being undertaken to establish a Liverpool City Region Bus Alliance and will help to deliver Priority Two of Wirral's Transport Strategy.

Potential implications for the Wirral Plan as a result of emerging legislation and policy:

Digital Economy Bill

The implications outlined in the previous Policy Inform papers produced in September still remain.

- In addition there are safeguarding implications as the Bill proposes strict new regulations in relation to online pornography. It will force pornographic websites to add age verification checks that won't let people watch videos until they sign up to a special verification programme. New rules will also ban videos from showing a range of 'unusual acts' from being shown on pornographic websites. The LGA has welcomed these measures as a positive step to protect children online.
- A group of experts has raised concerns to the government that the Digital Economy Bill fails to provide enough detail and scrutiny around its data-sharing commitments. They are concerned about data security and the possibility of government agencies and local government sharing data without subjects' knowledge.
- The LGA has asked for a new clause in the Bill to include a reporting function which would compel the Government to report annually on the progress, success and take up of the Universal Service Obligation. This is a safeguard that would compel broadband providers to provide fast and reliable speeds, particularly in rural areas.
- The Government's has committed to upskill people with basic digital skills. The LGA has asked that any new training requirements be matched by additional funding from central Government. It has asked that the courses also be locally routed and commissioned. This responsibility may fall to local authorities.
- The LGA has asked that, in order to prevent further digital exclusion, the Government put in place a social tariff, in a similar manner to the telephony USO, for those who would face undue hardship having to pay for broadband services.

Potential implications for the Wirral Plan as a result of emerging legislation and policy:

Modern Transport Bill

Wirral and the Liverpool City Region have a number of electric vehicle charging points. This Bill will help consumers by identifying the location of charge points and reducing the barriers to utilising different networks through transparent tariffs and Smart charging technology, impacts of the Bill and how it impacts the local network will have to be considered. The Bill will also promote the provision of hydrogen recharging infrastructure, which the Liverpool City Region might investigate the potential of, due to the proximity of hydrogen production in Halton.

Potential implications for the Wirral Plan as a result of emerging legislation and policy:

Railways Bill

Locally the Bill would not have a significant impact on the Merseyrail network with Merseytravel letting the concession for the network, setting the conditions and terms of contract. Merseytravel's level of control over the local franchise helps to deliver Priority 2 of the Transport Strategy. The Bill could have a larger impact on cross boundary and inter regional travel, for example the Wrexham to Bidston Line which falls under the Wales and Borders passenger services franchise.

High Speed Rail Bill

HS2 will help to reduce journey times to London via Liverpool by approximately 20% on completion of phase 1 with classic compatible trains entering the high speed network near Lichfield. This will enable Wirral to become more competitive by reducing the barrier of accessibility to the region. The completion of Phase 2 of HS2 should also enable extra capacity for passengers and freight on the West Coast Main Line, which will benefit the City Region and in particular the port of Liverpool. The aspirations of the Liverpool City Region are to make a direct link to the HS2 network near to Manchester; this would require a brand new twin track line between Liverpool and Manchester with a new rail terminus in the Lime Street area to accommodate HS2 trains.

Opportunity to shape national legislation and policy:

HS2: Phase 2

The second phase of High Speed Rail, which the Government wants to be fully operational by 2033, will cover an area from the West Midlands to Leeds and Manchester. It is expected that a further Bill detailing the plans for this part of the wider-scale project will be deposited into parliament in 2017. Further to the announcement of the preferred route for phase 2 on the 15th November 2016, which will see HS2 trains serve Liverpool Lime Street, the government has now opened a consultation period asking for responses to questions about route refinement and property compensation and assistance schemes.

The consultation period for both areas will close 9th March 2017. More information can be accessed [here](#)

Opportunity to shape national legislation and policy:

Bus Services Bill: Consultation on Draft Regulations and Guidance

The draft regulations include:

- Advanced Quality Partnership Schemes
- Franchising including: service permits; transitional provisions
- Enhanced partnerships and the operator objection mechanism
- Information on varied or cancelled services

The guidance includes:

- Information authorities should follow when conducting an assessment of their franchising scheme
- How authorities should approach enhanced partnerships
- Competition considerations

The consultation period for both areas will close 11:45pm on 21st March 2017. More information can be accessed [here](#).

ASSETS AND BUILDINGS ARE FIT FOR PURPOSE FOR WIRRAL'S BUSINESSES

Wirral businesses are looking for new and refurbished commercial space to grow and expand into. We must ensure the best use of our real estate assets by linking them to business and community aspirations.

Our Pledge Ambition:

We need to make Wirral a business-friendly borough and one way to achieve that is to make our planning processes simpler to encourage growth over the next five years.

Outcome Strategy:

Asset's Strategy- Priorities:

1. Delivering more integrated and customer focused services
2. Creating economic growth
3. Generating capital receipts and revenue streams
4. Reducing running costs



Associated Legislation:

Town and Country Planning (Electricity Generating Consent) Bill 2016-17

Reporting Stage: This Private Members' Bill had its first reading on 25 January 2017 through the Ten Minute Rule. The Bill's second reading is scheduled for the 24th March 2017.

The purpose of the Bill is to:

- Make provision about the disclosure, consideration and approval of proposals for onshore electricity power stations of 50MW or less;
- Require the application of Engineering Construction Industry (NAECI) terms and conditions in certain circumstances;
- Require sector-specific collective national workforce agreements in other circumstances;
- And for connected purposes.

Concerns and progress so Far:

Under current legislation power plants that produce 50MW or below are not subject to the terms of national planning consent; the Bill aims to address perceived loopholes in employment regulations that have allegedly resulted in the exploitation of migrant workers.

The same Bill was presented by the same member in the 2015-16 session of Parliament. That Bill did not progress past its first reading in the House of Commons.

Associated Legislation:

Parking Places (Variation of Charges) Bill 2016-17

Reporting Stage: The Bill had its first reading in the Housing of Commons on 29 June 2016 through the Ballot procedure. The Bill's second reading in the House of Lords took place on 24 February, with the Committee stage yet to be announced.

The purpose of the Bill is to:

- Make provision in relation to the procedure to be followed by local authorities when varying the charges to be paid in connection with the use of certain parking places.

Concerns and progress so Far

The Bill aims to make it easier for Local Authorities to lower parking charges to promote the economic vitality of town centres. Additionally, the Bill intends for Local Authorities to consult interested parties if they are intending to increase the cost of parking charges.

The Bill was supported by the Government on its Second Reading in November, with Members believing it offers a reform that will have a real, lasting and positive impact on many town centres. However, there has been concern voiced by other Members that Parliament should not pass certain legislation on issues directly relating to local authorities, as this may not take the local picture into account.

Associated Emerging Policy:

Shining a light on asset management

[LocalGov, 26/01/2017](#)

Summary- LED replacement programmes of lighting assets by local authorities can provide an excellent opportunity to capture data which can inform asset management, reports a FM Conway lighting director in the Local Government News.

Brief Analysis-

Of the UK's seven million lighting columns, around 25% are currently being upgraded to energy-efficient LED units. Ahead of any LED replacement scheme, lighting contracts need to: carry out visual inspections to map the asset; undertake electrical tests; understand specific wattages and lighting sources; as well as plotting how many hours each lantern is turned on for each year. This data is vital for asset management and when analysed correctly it can help councils vary lighting output, forecast replacement schedules and manage lifecycle costs.

Associated Emerging Policy:

Shining a light on asset management

Brief Analysis Continued-

A detailed understanding of lighting assets can also help pave the way for the transition to smart cities, as these programmes often install new devices and technologies on existing street furniture, such as lighting columns. Local Authorities in London are already working with designers, engineers and contractors to understand the implications of removing or amalgamating street furniture in this way.

SOURCES

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**BUSINESS OVERVIEW & SCRUTINY COMMITTEE
WEDNESDAY 29th March 2017**

REPORT TITLE:	BUSINESS OVERVIEW & SCRUTINY WORK PROGRAMME REPORT
REPORT OF:	THE CHAIR OF THE COMMITTEE

REPORT SUMMARY

The Business Overview & Scrutiny Committee, in cooperation with the other two Overview & Scrutiny Committees, is responsible for proposing and delivering an annual work programme. This report provides an update regarding progress made since the last Committee meeting held on 29th November 2016.

RECOMMENDATION/S

1. Members are requested to approve the proposed Business Overview & Scrutiny Committee Work Programme for 2016/17, making any required amendments, including suggestions for additional items.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

To ensure members of the Committee have the opportunity to contribute to the delivery of the annual scrutiny work programme.

2.0 OTHER OPTIONS CONSIDERED

Not Applicable

3.0 BACKGROUND INFORMATION

3.1 THE SCRUTINY WORK PROGRAMME AND THE WIRRAL PLAN

3.1.1 The work programme should align with the priorities of the Council and its partners. The programme will be informed by:

- The Wirral Plan pledges
- The Council's transformation programme
- The Council's Forward Plan
- Service performance information
- Risk management information
- Public or service user feedback
- Referrals from Cabinet / Council

3.2 PRINCIPLES FOR PRIORITISATION

3.2.1 Good practice suggests that, in order to maximise the impact of scrutiny, it is necessary to prioritise proposed topics within the work programme. Members may find the following criteria helpful in providing a guideline towards ensuring that the most significant topics are prioritised:

Principles for Prioritisation	
Wirral Plan	Does the topic have a direct link with one of the 2020 pledges?
	Will the review lead to improved outcomes for Wirral residents?
Public Interest	Does the topic have particular importance for Wirral Residents?
Transformation	Will the review support the transformation of the Council?
Financial Significance	Is the subject matter an area of significant spend or potential saving?
	Will the review support the Council in achieving its savings targets?
Timeliness / Effectiveness	Is this the most appropriate time for this topic to be scrutinised?
	Will the review be a good use of Council resources?

- 3.3.2 By assessing prospective topics using these criteria, the Committees can prioritise an effective work programme that ensures relevance and the highest potential to enhance outcomes for residents.

3.3 DELIVERING THE WORK PROGRAMME

- 3.3.1 The work programme consists of a combination of scrutiny reviews, standing items and requested officer reports. Regular work programme update reports will provide the committee with an opportunity to plan and regularly review its work across the municipal year.

The work programme will be delivered through a combination of:

- Scrutiny reviews undertaken by task & finish groups
- Evidence days and workshops
- Committee reports provided by officers
- Standing committee agenda items, for example, performance monitoring and financial monitoring

3.4 UPDATE ON CURRENT SCRUTINY ACTIVITY

3.4.1 Resident Parking Task & Finish Scrutiny Review

The Task & Finish Scrutiny Review has now been completed and the report is being finalised. The objective of the review was for the Review Panel to understand the issues around the current policy on new and existing resident parking schemes and to consider any options which could be taken forward as improvements to the policy. The final report will be presented at the next Committee meeting.

3.4.2 Supporting the Creative Sector Scrutiny Review

The Review Panel has now convened for the scoping meeting. The objectives of the review are to understand what makes creative industries flourish and what are the potential barriers and to also identify what steps the Council can take to support the creative sector. A number of evidence sessions have been planned for the Review Panel to speak to key stakeholders in the creative sector.

3.4.3 Service Development Proposals – Access Wirral

A transformation workshop session was held on 14th February 2017 for Members to review the proposals for the Access Wirral Project. The final report from the session is included elsewhere on the agenda and has also been referred to the Cabinet meeting scheduled for 27th March 2017 following approval from the Chair and Party Spokespersons.

3.4.4 Budget Scrutiny 2017/18

The report from the Members' budget workshop, held on 9th January 2017 and presented to the Business Overview & Scrutiny Committee on 24th January, was referred to the Cabinet meeting held on 20th February. This was part of the process which led to the agreement of the 2017/18 budget at Council on 6th March 2017.

3.4.5 Wirral Waters

A briefing session is to be scheduled for Peel Holdings to give Members a further update on the latest developments on Wirral Waters. It is expected that this session will be arranged for April and an email will be sent to Members with the relevant details.

4.0 FINANCIAL IMPLICATIONS

Not Applicable

5.0 LEGAL IMPLICATIONS

Not Applicable

6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

The delivery of the scrutiny work programme will be met from within existing resources.

7.0 RELEVANT RISKS

Not Applicable

8.0 ENGAGEMENT/CONSULTATION

Not Applicable

9.0 EQUALITY IMPLICATIONS

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

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APPENDICES: None

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

**BUSINESS OVERVIEW & SCRUTINY COMMITTEE
WORK PROGRAMME**

(As at 15/03/17)

AGENDA ITEMS – Wednesday 29th March 2017

Item	Format	Officer
Council's Commercial Approach	Presentation	Joe Blott
Access Wirral – Service Development Proposals	Report	Chair of the Committee
LCRCA Update	Report / Presentation	Rosemary Boylan
LCRCA Scrutiny Panel Update	Report / Verbal update	Chair of the Committee
Performance Monitoring – 2016/17 Q3	Report	Performance Team to provide report
Financial Monitoring	Report	Finance to provide report
Policy Inform	Report	Policy Team to provide report
Work Programme Update	Report	Chair of the Committee
Deadline for reports to be with Committee Services: Monday 13th March 2017		

PROPOSED AGENDA ITEMS – July 2017 (tbc)

Item	Format	Officer
Disaster Recovery Scrutiny Review follow-up report	Report	Mike Zammit
Resident Parking Scrutiny Review	Report	Chair of the Review Panel
LCRCA Update	Report / Presentation	Rosemary Boylan
LCRCA Scrutiny Panel Update	Report and verbal update	Chair of the Committee
Performance Monitoring – 2016/17 Q4	Report	David Armstrong / Alan Evans
Financial monitoring	Report	David Armstrong / Alan Evans
Policy Inform	Report	Policy Team
Work Programme Update	Report	Report of the Chair
Deadline for reports to be with Committee Services: TBC		

ADDITIONAL AGENDA ITEMS – WAITING TO BE SCHEDULED

Item	Format	Approximate timescale	Lead Departmental Officer
Other Pledge Strategies	Committee Report / Presentation	TBC	TBC

WORK PROGRAMME ACTIVITIES OUTSIDE COMMITTEE

Item	Format	Timescale	Lead Departmental Officer	Progress / Comments
Resident Parking Scrutiny Review	Task & Finish	March 2017	David Ball	Review completed. Report is being finalised
Supporting the Creative Sector Scrutiny Review	Task & Finish	January 2017 – June 2017 Report anticipated for July 2017 Committee.	Alan Evans	Scoping meeting held 30 th January 2017.
Access Wirral – Review of Service Development Proposals	Workshop	February 2016	Lisa Jamieson / Fiona Johnstone	Workshop held on 14 th February. Final report referred to Cabinet meeting on 27 th March.
Transforming Wirral – Further service development proposals	Workshop	TBC	TBC	