



## Business Overview and Scrutiny Committee

**Date:** Tuesday, 4 July 2017

**Time:** 6.00 pm

**Venue:** Committee Room 1 - Wallasey Town Hall

**Contact Officer:** Andrew Mossop  
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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 - 8)**

To approve the accuracy of the minutes of the meeting held on 29 March, 2017.

4. **RESIDENT PARKING SCRUTINY REVIEW - FINAL REPORT**

REPORT TO FOLLOW

5. **ROAD CONDITION UPDATE (Pages 9 - 14)**

- 6. UPDATE ON LIVERPOOL CITY REGION DEVELOPMENTS  
(Pages 15 - 20)**
- 7. LIVERPOOL CITY REGION COMBINED AUTHORITY SCRUTINY  
PANEL - VERBAL UPDATE**
- 8. BUSINESS OVERVIEW AND SCRUTINY COMMITTEE MEMBERS'  
BRIEFING PACK (Pages 21 - 30)**

The Overview and Scrutiny Committee Briefing pack provides Members with an introduction to the purpose of scrutiny and includes details of the Committee remit and operational information. Members are requested to note the contents of the Briefing Pack.

- 9. 2016/17 QUARTER 4 AND YEAR END WIRRAL PLAN  
PERFORMANCE - BUSINESS THEME (Pages 31 - 62)**
- 10. FINANCIAL MONITORING 2016/17 (Pages 63 - 106)**
- 11. APPOINTMENT OF THE HIGHWAYS REPRESENTATION PANEL  
(Pages 107 - 110)**
- 12. BUSINESS OVERVIEW & SCRUTINY WORK PROGRAMME  
UPDATE REPORT (Pages 111 - 118)**
- 13. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR  
(PART 1)**
- 14. 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.

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

## BUSINESS OVERVIEW AND SCRUTINY COMMITTEE

Wednesday, 29 March 2017

Present:

Councillor M Sullivan (Chair)

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

Deputies:

Councillors B Berry (In place of C Blakeley)  
P Stuart (In place of D Realey)  
G Watt (In place of J Hale)  
I Williams (In place of W Ward)

61 **APOLOGIES FOR ABSENCE**

The Chair welcomed everyone to the meeting and noted that no further apologies had been received other than for Councillors Chris Blakeley, John Hale, Denise Realey and Warren Ward all of whom had deputies standing in for them.

62 **MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST / PARTY WHIP**

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

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

No such declarations were made.

63 **MINUTES**

Members were requested to receive the minutes of the Business Overview and Scrutiny Committee meetings held on 24 January and 13 March, 2017.

Councillor Mitchell referred to minute 50, 'Budget Proposals Workshop' and the resolution that the Committee should receive a report to consider the impact of the introduction of parking charges.

The Assistant Chief Executive responded that some intensive research had been undertaken in this area nationally and there was not a great deal of evidence to suggest a link between car parking charges and the viability of town centres. Indeed there might be some evidence that parking charges increased footfall because of the greater turnover of parking spaces. He would need to establish what resources might be available for the Council to undertake a fuller report into the issue.

Another Member commented that there was already evidence of motorists parking on the road outside the country park at Thurstaston prior to the new charges coming into effect.

The Chair suggested that the issue could be looked into when the Chair and party spokespersons met to consider the Committee's work programme for the new municipal year.

**Resolved – That the minutes of the meetings of 24 January and 13 March, 2017, be approved.**

64 **REPORT FOLLOWING EXPLOSION IN NEWFERRY ON SATURDAY 25 MARCH, 2017**

The Chair agreed to this item as a matter of urgent business in view of the very recent occurrence of the incident.

The Chair then invited the Assistant Chief Executive to give an update on the situation at New Ferry following an explosion at a detached block which had affected residential properties and commercial premises on the evening of Saturday, 25 March, 2017.

He expressed his thanks to all the emergency services who had responded so quickly to the incident, also to the Life Church in Bebington who had helped in accommodating people on the evening and had provided shelter. The site was in the control of the police whilst the investigation into the explosion continued and a crisis hub had been established at the New Ferry Village Hall. He expressed appreciation to the community and companies such as Unilever and Bookers who had donated supplies. One person remained critically ill in hospital; a number of people had been taken to hospital on the night of the explosion and a number of people had also made their own way to hospital.

Members also expressed their thanks and support to all the emergency services and officers and the Life Church, Bebington who had responded and to the Ward Councillors and local MP. A Member also referred to the offer of shelter and support from Tranmere Rovers Football Club.

The Chair referred to the long term effects on buildings and businesses and people being unable to access their homes, In the short-term there was a need for donations of toiletries and clothing and a need for people to know what items were required and where they could be dropped off.

The Assistant Chief Executive stated that once the police cordon was lifted then the Council's structural engineers would be able to assess the buildings affected and some people might be allowed back in to retrieve belongings.

**Resolved - That the thanks of this Committee be accorded to all the emergency services, Council staff and ward councillors for all their hard work undertaken so far in connection with this incident.**

## 65 COUNCIL'S COMMERCIAL APPROACH

The Committee received a presentation from Stuart Bellerby, Project Manager – Commercial Approach, on the Council's commercial approach. He outlined the background to developing strategy and the financial challenges which were driving this approach. The presentation gave examples of the Council's current commercial activity and the vision to further develop this which would take a customer focussed, innovative, commercial and entrepreneurial approach to secure the delivery of high quality and value for money services to support the Wirral Plan. He outlined a workflow for commercial ideas coming from Members, staff and the public and the overall expected benefits with initial financial expectations being a £1m surplus per year from the commercial approach for the next four years from 2017/18. He also outlined some examples of the commercial work being undertaken by other authorities and how the Council would develop its own commercial approach culture.

The Chair welcomed Nicola Butterworth, Assistant Director: Commissioning Support, to the meeting.

In response to questions from the Committee, Joe Blott, Managing Director of Delivery and Stuart Bellerby's comments, included the following:

- Some staff training had already taken place with e-learning modules and a second stage of training for managers would move this to the next level.
- The Council would be engaging with entrepreneurs and working in collaboration with the Chamber of Commerce.
- The idea of the Energy Company was to tackle fuel poverty and get the best value for customers.
- An intranet page had been set up so that all staff were able to share any commercial ideas that they might have.
- The Council would be mindful of any impact on small businesses and was engaged with the Chamber of Commerce.

- Last year the Council had created the Liverpool and Wirral Social Stock Exchange providing an alternative source of capital to support small businesses to enable them to grow.
- There were plans in place for the development of Woodside.
- The Pension fund had 117 different contributors and work was taking place with the fund to look at potential investment opportunities.
- The Floral Pavilion was currently not making a profit but should be considered as a part of the Council's broader leisure portfolio. The suggestion of looking at how commercially successful publicly owned theatres operated would be taken on board.
- Further information would be obtained on the possibility of council owned land being leased for housing and for commercial purposes.
- Connections had been made with other Councils over their approaches to commercialisation.

The Assistant Chief Executive gave some examples of the ways in which the Council currently supported small businesses through both the Schools Traded Service and through software support.

The Chair expressed his excitement at the presentation and all the work that was currently taking place on this initiative and on a motion by the Chair, duly seconded, it was –

**Resolved – That the officers be thanked for their presentation and report back to the Committee in six months' time with an update.**

## 66 **ACCESS WIRRAL SERVICE DEVELOPMENT PROPOSALS**

Further to minute 6 (12/7/16), the Chair introduced a report relating to the involvement of scrutiny in reviewing new service models as they were developed. A workshop, led by Councillor Matthew Patrick, Cabinet Member for Community Engagement and Communications, had been held on 14 February 2017 for members of this Committee to scrutinise the service development proposals relating to Access Wirral in further detail. The outcomes from the workshop were detailed in the report which had been referred to Cabinet for consideration.

With the permission of the Chair, Councillor Matthew Patrick, addressed the Committee and reported that the report had been approved by the Cabinet at its meeting on Monday, 27 March. He stated that there would be a strong emphasis on the socially and digitally excluded and he would continue to report back to this Committee.

Members expressed their support for the proposals which were long overdue and thanked Councillor Patrick for the spotlight session. Appreciation of all the work the call centre staff did was also expressed.

Responding to comments, Councillor Patrick stated that the first stage of the Access Wirral roll out would involve Housing Benefit and Council Tax and this would streamline the service for a lot of people reducing the number of telephone calls and thereby freeing up staff resources to help those who were digitally excluded. It was hoped to roll out to further services in future phases and he would be happy to report back to the Committee.

**Resolved – That the report be noted.**

## 67 **UPDATE ON LIVERPOOL CITY REGION DEVELOPMENTS**

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 LCR Combined Authority Mayoral elections taking place on 4 May, 2017.
- The Single Investment Fund (SIF)
- Review of apprenticeships across the LCR

Responding to comments from Members, Rose Boylan elaborated on the SIF, it was very clear on the skills growth prospectus about linking to the skills required by employers.

The Assistant Chief Executive informed the Committee that a range of schemes had been submitted for SIF and four had made it through to the next stage, including the development of a Maritime Knowledge Hub. All would now be submitting their full business cases.

With regard to apprenticeships Rose Boylan explained that there was a mixed picture regarding awareness of the apprenticeship levy and the Council was leading a partnership approach to raising awareness and developing a strategic response with schools and businesses. She gave further details on the apprenticeship hub which was a single portal brokering service for businesses, schools, parents and prospective apprentices and agreed that the link to the website would be circulated to all the Committee.

The Chair referred to the lack of clarity from central government on the apprenticeship levy. He praised the work being carried out by Wirral Met College and the facilities available at the Wirral Waters site.

**Resolved – That the report be noted.**

68 **LIVERPOOL CITY REGION COMBINED AUTHORITY SCRUTINY PANEL - UPDATE**

The Chair reported that the Liverpool City Region Combined Authority Scrutiny Panel had last met on 25 January when the final report on the Review into Apprenticeships in the Liverpool City Region (LCR) was considered. 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. He commented upon the excellent standard of training available in the LCR.

The Committee had also received a report on the Liverpool City Region Combined Authority Order which established the office of Mayor and on the arrangements for the election of a Liverpool City Region Mayor in May 2017.

**Resolved – That the report be noted.**

69 **2016/17 QUARTER 3 WIRRAL PLAN PERFORMANCE - BUSINESS THEME**

David Armstrong, Assistant Chief Executive, introduced a report which described performance at Quarter 3 (October to December 2016). A list of key performance highlights was provided in the report and he drew the Committee's attention to the fact that some of the indicators had annual targets so would not be complete until the end of quarter 4.

A Member commented on the need for the report to contain some narrative when indicators were 'red'.

In response to comments from Members the Chair stated that the issue of the Committee receiving more regular updates on performance could be looked at in a workshop meeting during the next municipal year, together with the issue of the colour coding of indicators.

Responding to a comment from a Member on the River of Light firework display on 5 November, David Armstrong stated that a joint study had been commissioned with Liverpool City Council on the views of the public who had attended the event and he would arrange for this report to be sent to Committee Members. He did not know whether there were plans to repeat the display in 2017.

**Resolved – That the report be noted.**



70 **FINANCIAL MONITORING 2016/17 QUARTER 3**

Jenny Spick, Senior Manager, Financial Planning and Policy, introduced a report which set out the projected revenue and capital monitoring position for 2016/17 as at the close of quarter 3 (31 December 2016).

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

The quarter three 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.

**Resolved – That the report be noted.**

71 **POLICY INFORM: BUSINESS**

The Chair introduced a report on the March 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.**

72 **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 24 January on the scrutiny work programme.

**Resolved – That the report be noted.**

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## **Business Overview and Scrutiny Committee 4 July 2017**

<b>REPORT TITLE:</b>	<b>ROAD CONDITION UPDATE</b>
<b>REPORT OF:</b>	<b>STRATEGIC COMMISSIONER FOR ENVIRONMENT</b>

### **REPORT SUMMARY**

This report provides an explanation into the current condition of Wirral's roads, how the information is captured, and how it is reported to the Department for Transport (DfT).

The maintenance of highways is a statutory duty for the Council under the Highways Act 1980 (as amended).

Maintenance and improvement of highways contributes to the Wirral Plan pledge to provide transport and technology infrastructure fit for the future, and is key to delivery of the Connecting Wirral Transport Strategy.

This matter affects all Wards within the Borough.

### **RECOMMENDATION/S**

That Members note the contents of this report.

## **SUPPORTING INFORMATION**

### **1.0 REASON/S FOR RECOMMENDATION/S**

To ensure members of the Business Overview & Scrutiny Committee have an understanding of the condition of Wirral's roads and how the information is captured, used and reported to the Department for Transport (DfT).

### **2.0 OTHER OPTIONS CONSIDERED**

Other options are not relevant to this report.

### **3.0 BACKGROUND INFORMATION**

The total length of Wirral's road network is approximately 1138km and can be broken down as follows:

- 'A' Classified Roads Principal 130km
- 'B' Classified Roads Non-Principal 62km
- 'C' Classified Roads Non-Principal 54km
- 'U' Unclassified Roads 892km.

In accordance with national best practice the Council undertakes surveys of the highway network in order to determine the condition of the carriageways. Information gathered during these surveys is used to develop the Structural Maintenance Programme and helps to prioritise highway schemes. Wirral's road network is surveyed annually by external suppliers procured through a contract framework with all of the Liverpool City Region Authorities as well as Cheshire West and Chester Council. The current survey supplier for classified roads is WDM Ltd and for unclassified roads is Yotta Ltd.

#### Classified road network

For the assessment of the classified road network WDM Ltd undertake a scanner survey from a vehicle. Road Assessment Vehicles (RAVs) carry out high speed data acquisition and recording of road surface conditions, including automatic recognition of surface cracking. This provides performance indicator data to enable maintenance work to be prioritised and National Indicators (NIs) to be calculated. These vehicles have been the primary provider of SCANNER survey data throughout the United Kingdom and are designed to survey at speeds up to 100 km/hr. whilst measuring and recording road geometry, texture profile and cracking.

#### Unclassified Road Network

Coarse Visual Inspection (CVI) is intended to be a rapid survey. CVI is the standard survey used to produce the Best Value Performance Indicators (BVPI) on the condition of local authorities' roads as required by DfT, and which allows comparisons to be made between authorities on the basis of the overall condition of their carriageways. A CVI survey is normally undertaken from a slow moving vehicle, using the "simple" cross-section position method, where the carriageway is assessed as a whole.

Both types of surveys are undertaken after completion of the structural maintenance works programme for that year, to allow for the survey results to reflect the investment the Council has committed to the carriageway network. From the surveys undertaken, the existing condition of the highway network is reported through a small number of NIs.

#### 4.0 ROAD CONDITION RESULTS

- 4.1 The performance of Wirral's road network is shown on Table 1, which details the last six years. All the recorded measurements indicate the percentage of the network that requires immediate maintenance for each classification of road. The condition of the Principal and Non-Principal Classified roads are Wirral Plan indicators in the Connecting Wirral Transport Strategy.
- 4.2 Local Authorities are required to provide the DfT with the performance figures relating to data collection, as per the Local Government Act 1974, annually in October. The most recent surveys in Wirral were completed in Summer 2016. Therefore the reported data for 2015/16 relates to the road condition at that time. Condition for 2016/17 will be assessed following surveys undertaken later this year.

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
<b>Principal Classified Roads National Indicator (NI)</b>	2%	1%	1%	1%	2%	1%
<b>Non –Principal Classified Roads NI</b>	2%	2%	1%	2%	2%	1%
<b>Unclassified Roads Best Value Performance Indicator (BVPI)</b>	6%	5%	5%	5%	5%	6%

**Table 1 Condition Data** - (percentage of network that requires immediate maintenance. Figures have been rounded up or down to nearest whole numbers)

2015/16 percentage figures equate to the following length of network, requiring immediate maintenance:

Principal 'A' Classified roads - 1% equates to 2.696km

Non-Principal 'B' classified roads - 1% equates to 1.577km

Non-Principal 'C' classified roads - 1% equates to 0.990km

Unclassified roads 'U' roads - 6% equates to 53.971km

In 2016, DfT published a document titled: Road Conditions in England. This indicates that, nationally, the percentage of Principal roads requiring immediate maintenance is 3% (1% in Wirral) and, for Non-Principal roads, is 6% (1% in Wirral). Therefore, the current condition of Wirral's roads compares very favourably to the national picture.

## **5.0 FINANCIAL IMPLICATIONS**

Details of the financial implications and budget requirements arising from this data were reported to Cabinet on 27 February 2017 with the proposed Structural Maintenance Programme for 2017/18.

## **6.0 LEGAL IMPLICATIONS**

Section 41 of the Highways Act 1980 imposes a duty on the Council, as Highway Authority, to maintain highways at the public expense.

The Local Government Act 1974, imposes a duty on the Council to provide performance figures relating to road condition data .

## **7.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS**

There are no additional specific ICT, staffing or assets implications relating to this report.

## **8.0 RELEVANT RISKS**

There are no specific relevant risks relating to this report.

## **9.0 ENGAGEMENT/CONSULTATION**

There are no specific engagement or consultation matters relating to this report.

## **10.0 EQUALITY IMPLICATIONS**

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

No, because there is no relevance to equality.

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## **APPENDICES**

None.

**REFERENCE MATERIAL**

*Highway Structural Maintenance Programme 2017/18 to 2019/20 Cabinet Report 27 February 2017*

**SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>

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## **Business Overview & Scrutiny Committee 4 July 2017**

<b>REPORT TITLE</b>	<b>UPDATE ON LIVERPOOL CITY REGION DEVELOPMENTS</b>
<b>REPORT OF</b>	<b>ROSE BOYLAN, POLICY &amp; STRATEGY MANAGER</b>

### **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.

### **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 Mayoral election was held on 4<sup>th</sup> May 2017. Steve Rotheram was elected for 3 years with 59% of the vote (171,167). The next election is scheduled for 2020.

#### **3.2. Combined Authority Annual Meeting**

The Combined Authority (CA) Annual Meeting was held on 26<sup>th</sup> May 2017, when a number of appointments and nominations were agreed as set out below.

#### **3.3. LCR Combined Authority Member Appointment**

In recognition of experience and expertise offered, the CA agreed to co-opt Cllr Liam Robinson (previous Chair of Merseytravel Committee) as a Member of the Combined Authority. At the subsequent Combined Authority meeting on 16<sup>th</sup> June 2017, a further appointment was agreed, when Jane Kennedy (Police and Crime Commissioner) was co-opted to the Combined Authority, with responsibility for the Criminal Justice portfolio, given that she currently chairs the Merseyside Criminal Justice Board and Community Safety Partnership. This Portfolio will form part of ongoing devolution negotiations and wider public service reform.

#### **3.4. Portfolio Nominations**

The CA agreed the following Portfolio Leads for specific policy areas:

Business and Brexit	Asif Hamid, Chair LEP
Economic Development and Culture	Cllr Phil Davies, Wirral Council
Energy and Renewables	Cllr Rob Polhill, Halton Council
Housing and Public Service Reform	Mayor Joe Anderson OBE, Liverpool CC
Health, Adult and Children's Services	Cllr Andy Moorhead, Knowsley Council
Skills and Apprenticeships	Cllr Ian Maher, Sefton Council

Spatial Planning, Environment and Air Quality	Cllr Barrie Grunewald, St Helens Council
Policy, Finance & Resources, Digital & Innovation	Mayor Steve Rotheram
Transport	Cllr Liam Robinson ( <i>non-voting co-opted member</i> )
Criminal Justice	Jane Kennedy ( <i>non-voting co-opted member</i> )

### 3.5. Mayor's Advisory Team

Also at the Combined Authority meeting on 16<sup>th</sup> June, the Mayor announced his Advisory Team - an initial group of strategic advisers to support the Mayor's administration on areas including; Higher Education, Voluntary and Community sector, Natural Environment, Social Housing Growth, Homelessness, Mental Health and the Visitor Economy. The Advisors are set out below.

The Mayor announced that *'the role of the advisers is about utilising experts from right across Merseyside and Halton who are doing pioneering work in their fields to improve business opportunities and the lives of ordinary people'*.

#### HIGHER EDUCATION:

Professor Janet Beer. The Vice-Chancellor of the University of Liverpool is also Chair of the Board of the Equality Challenge Unit and a Board member of UCAS and a Trustee of the British Council.

#### HOMELESSNESS:

Kate Farrell. Director of Crisis Skylight Merseyside – a homeless organisation that supports thousands of people each year. She is a long standing campaigner with a renowned national reputation who is a Committee Member of BBC Children in Need.

#### VOLUNTARY AND COMMUNITY SECTOR:

Rev Canon Dr Ellen Loudon is Canon Chancellor at the Liverpool Cathedral. Dr Loudon was appointed the Director of Social Justice for the Diocese of Liverpool and is currently the Area Dean and Vicar at St Luke's Walton.

#### NATURAL ENVIRONMENT

Gideon Ben-Tovim OBE is Chair of the Innovation Agency, having previously served as Chair of the Liverpool NHS Primary Care Trust and Chair of NHS Merseyside. He is also Chair of Nature Connected, the Liverpool City Region Local Nature Partnership.

#### SOCIAL HOUSING GROWTH

Barbara Spicer CBE is Chief Executive of the Plus Dane Group. Ms Spicer is a Commissioner at the UK Commission for Employment and Skills and was formerly Chief Executive of the Skills Funding Agency.

#### MENTAL HEALTH

MP Luciana Berger has been the Labour Member of Parliament for Liverpool Wavertree since 2010. She has also served as a Shadow Minister for Mental Health.

## VISITOR ECONOMY

Sarah Wilde McKeown is the chair of the Liverpool City Region's Visitor Economy Board and a trustee of the Royal Court Theatre Trust. She is also the Managing Director of Liverpool Public Relations agency Influential.

### 3.6. Lead Officers

Combined Authority appointed Lead Officers to the following thematic roles

Transport	Frank Rogers (Merseytravel)
Business and Brexit	Catherine Garnell (Liverpool City Council)
Economic Development	Catherine Garnell (Liverpool City Council);
Culture	Eric Robinson (Wirral Council)
Energy and Renewables	Catherine Garnell (Liverpool City Council)
Housing	Mike Palin (St Helens Council)
Public Service Reform	Eric Robinson (Wirral Council)
Health and Adults	Margaret Carney (Sefton Council)
Children's Services	David Parr (Halton Council)
Skills and Apprenticeships	Mike Harden (Knowsley Council)
Spatial Planning, Environment and Air Quality	Mike Palin (St Helens Council)
Policy, Finance and Resources, Digital and Innovation	Combined Authority Head of Paid Service
Criminal Justice	David Parr (Halton Council)

### 3.6. Review of CA progress 2016/17

The CA considered a review of progress over the past year. There has been extensive activity and developments during 2016/17 – key headlines include:

#### 3.6.1. Development of Strategic Framework

'Building our Future: Our Strategic Approach' includes a number of strategic aims:

- (i) **Productivity**  
Building on our sector strengths  
Growing successful businesses

**(ii) People**

Attracting, nurturing and retaining talent  
Employer led skills interventions

**(iii) Place**

Improving our transport, digital and green infrastructure  
Enhancing and protecting our quality of place

**3.6.2. Economic Development**

- Delivery of £13.8m Business Support Programme through Growth Hub and ERDF
- Liverpool 2 Deep Water Terminal £1+ billion intermodal infrastructure investment able to service 95% of the world's largest container ships.
- Lego & Dong Energy - World's biggest market for offshore wind farm with the largest number of turbines deployed and in planning

**3.6.3. Establishment of Single Investment Fund**

- Over 100 projects submitted seeking in excess of £300m of SIF
- 48 projects invited to submit business cases for appraisal
- First 6 projects for SIF funding – £17m
- Many more projects will be approved over the Summer
- Delivery is beginning across the City

**3.6.4. Funding**

- Secured £72m Local Growth Fund 3 funding over 4 years - one of the highest allocations
- Committed 65% of local EU funding to 32 projects in delivery
- Chrysalis Fund has been novated to the City Region giving greater influence and decision making over a capital fund of £34m

**3.6.5. Transport**

- £460m project to replace Merseyrail fleet
- Building the case for a direct E-W high speed rail link to LCR; this has the potential to boost the LCR economy by £15 billion
- £340 million investment by Network Rail and LCR funds to maintain long-term efficiency of rail network
- Mersey Gateway progressing
- Developing a 'Key Route Network' of our most important roads

**3.6.6. Employment and skills**

- Delivery of 30/33 Skills Capital projects worth £21.5m
- £29m Ways to Work ESF programme helping residents into work
- £3m local grant scheme to support apprenticeships
- Completion of Area Based Review
- Working with DWP to improve support for long-term unemployed
- Scrutiny Review of Apprenticeships

**3.6.8. Housing and Planning**

- Adopted the Liverpool City Region (LCR) Statement of Cooperation

- Produced a non-statutory spatial priorities plan (identifying the key sites for employment and housing)
- Produced the LCR Housing Growth Delivery Strategy
- Commenced work on the evidence base for the LCR Spatial Development Strategy

#### **4.0 FINANCIAL IMPLICATIONS**

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

#### **5.0 LEGAL IMPLICATIONS**

N/a

#### **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 brief members and officers; circulate information and raise awareness of LCR developments 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.

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#### **SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
<b>Cabinet and Council</b>	<b>10 March 2014</b>
<b>Council</b>	<b>19 November 2015</b>
<b>P&amp;P Regeneration &amp; Environment Committee</b>	<b>18 January 2016</b>
<b>P&amp;P Regeneration &amp; Environment Committee</b>	<b>2 March 2016</b>
<b>Council</b>	<b>13 September 2016</b>
<b>Cabinet</b>	<b>14 November 2016</b>
<b>Council</b>	<b>8 December 2016</b>
<b>Business Overview &amp; Scrutiny Committee</b>	<b>6 December 2016</b>
<b>Business Overview &amp; Scrutiny Committee</b>	<b>24 January 2017</b>
<b>Business Overview &amp; Scrutiny Committee</b>	<b>29 March 2017</b>

## **Business Overview & Scrutiny Committee**

### **Members' Briefing Pack**

**June 2017**

## Contents:

1. The Purpose of Scrutiny
2. The Scope of the Business Overview and Scrutiny Committee
3. Committee Membership and Meeting Schedule
4. The Work Programme
5. Relevant Wirral Plan Pledges, Strategies and Plans
6. Officer Support Arrangements
7. Key Contacts



# 1. The Purpose of Scrutiny

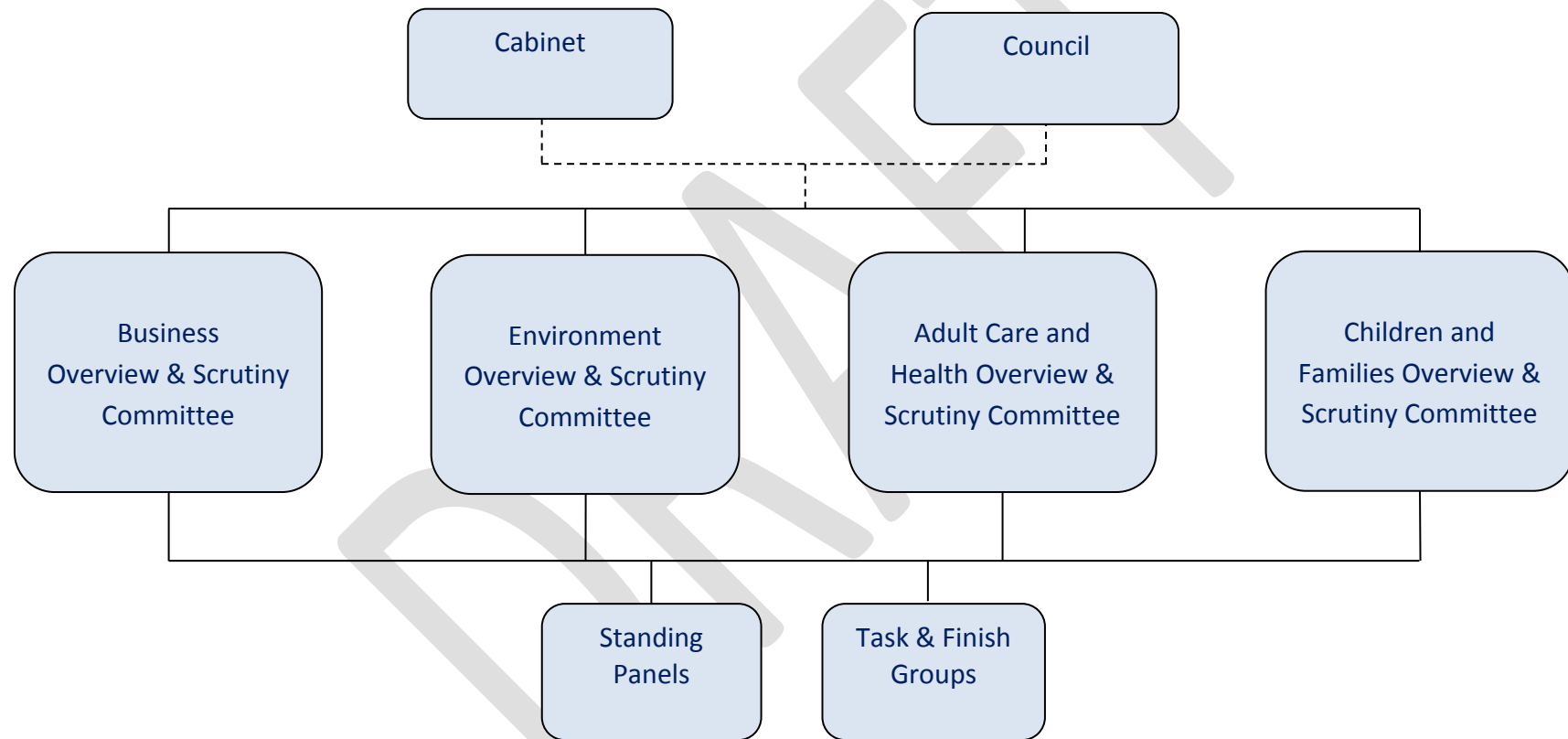
Overview & Scrutiny was introduced by the Local Government Act 2000. It places a statutory requirement on Councils that operate Executive arrangements to have an Overview and Scrutiny function in place. This is discharged through the creation of dedicated committees composed of Councillors who are not members of the Cabinet. Wirral Council's Overview & Scrutiny function is delivered through four Overview & Scrutiny Committees.

Overview and Scrutiny is a vital component of good governance. It provides a mechanism to engage non-executive Members in reviewing the effectiveness of Council policy and service delivery as well as that of local partners and other providers. It has the potential to drive improvement and significantly enhance the quality of Council decision-making, service provision and cost-effectiveness.

Overview and Scrutiny fulfils a number of roles including:

- **Holding the Executive to account** – a primary role is to provide a framework of accountability to modify executive behaviour and prevent the abuse of power. This includes the power to call-in Executive decisions (see page 6).
- **Holding Partners to account** – scrutiny provides an opportunity to investigate the work of public, private and voluntary sector partners and their impact on the community.
- **Horizon-scanning** – looks ahead to future changes in local government in order to help the Council prepare. This will usually mean considering future activity by central government which will have repercussions at a local level.
- **Policy Development and Review** – scrutiny contributes to the development of key policies to be included in the Council's policy framework, as well as examining how well a policy has been delivered and if outcomes have been achieved.
- **Pre-decision scrutiny** – examines the council's proposals and draft programmes to inform their development before they are implemented. This helps improve the quality of proposals and avoids mistakes being made.
- **Post-decision scrutiny** – examines the implementation of council policy and performance and enables the council to review the effects of its decision-making.
- **Performance management and improvement** – involves reviewing achievement against Wirral Plan objectives and targets. This can be a powerful force for improvement by highlighting areas of poor performance and ways to address them.

The Overview & Scrutiny Committee structure at Wirral Council is set out in the diagram below:



## 2. The Scope of the Business Overview and Scrutiny Committee

The scope and remit of the Business Overview and Scrutiny Committee is set out in the table below:

Wirral Plan Pledges	<ul style="list-style-type: none"><li>• <b>Greater job opportunities in Wirral</b></li><li>• <b>Workforce skills match business needs</b></li><li>• <b>Increase inward investment</b></li><li>• <b>Thriving small businesses</b></li><li>• <b>Vibrant Tourism economy</b></li><li>• <b>Transport and technology fit for the future</b></li><li>• <b>Assets and buildings are fit for purpose</b></li></ul>
Scope of the Committee	<p>To review and / or scrutinise any strategies and plans, and the delivery of these plans, including:</p> <ul style="list-style-type: none"><li>• Wirral's Growth Plan</li><li>• Wirral Visitor Economy Plan</li><li>• Wirral's Transport Strategy</li><li>• Wirral's Digital Strategy</li><li>• Wirral Asset Strategy</li></ul> <p>To review and / or scrutinise the commissioning, management and performance of services for:</p> <ul style="list-style-type: none"><li>• Growth</li><li>• Transport</li><li>• Digital</li><li>• Regulatory Services</li><li>• Asset Management</li><li>• Customer Service</li></ul>
Cross-Cutting Themes	<ul style="list-style-type: none"><li>• Good quality Housing that meets the needs of residents pledge (Link with Environment)</li><li>• Community services are joined up and accessible pledge (link with Environment)</li><li>• Liverpool City Region Combined Authority</li></ul>

## **Notices of Motion**

Under the council procedure rules, Members of the Council can ask for any matter that affects the Wirral area, or which the council has responsibility for, to be discussed at a council meeting. The procedure is called a "notice of motion". The Mayor or a majority vote at Council can determine that a particular Notice of Motion can be referred either to the Leader or to a Council Committee. Therefore, some Notices of Motion are referred to the most appropriate Overview & Scrutiny Committee for further debate.

A Member of the Council who has moved a motion which has been referred to an Overview & Scrutiny Committee will be given notice of the meeting at which it is to be considered. The Member will be invited to attend the meeting and be given the opportunity to explain the motion. The Committee will be able to endorse, reject or amend the proposal. The decision of the Committee will be reported to a subsequent Council meeting, where the report or recommendation of the Committee will be debated.

## **Call-in**

Non-executive councillors have the power to 'call-in' an executive decision taken by the Cabinet, an individual portfolio holder or a key decision taken by an officer. Once a decision has been made and formally publicised, Councillors have five working days to call-in the decision. A minimum of six councillors must request that the decision be called-in. This results in the implementation of the decision being delayed in order to allow the decision to be scrutinised.

If a valid call-in has been received a meeting of the relevant Overview & Scrutiny Committee is normally convened within 15 working days. The call-in will be dealt with by the Overview & Scrutiny Committee whose remit most closely aligns with the subject of the decision. The call-in meeting gives scrutiny members an opportunity to test the merits of the decision.

The Overview and Scrutiny Committee cannot change the decision but will either uphold the decision or refer the matter back to the decision-maker for reconsideration. When it refers a decision back, the Committee may ask the decision maker to consider particular points or alternative courses of action. The Cabinet (or portfolio holder) is not bound to accept any advice offered to it and will have sole discretion on any further action to be taken.

### 3. Committee Membership and Meeting Schedule

#### Committee Membership

<b>15 Members</b>		
<b>9 Labour</b>	<b>5 Conservative</b>	<b>1 Liberal Democrat</b>
Mike Sullivan (Chair) Pat Hackett (Vice-Chair) Ron Abbey Anita Leech Julie McManus Jean Stapleton Warren Ward Jerry Williams Gillian Wood	Steve Williams (Spokesperson) Eddie Boulton Gerry Ellis John Hale Tracey Pilgrim	Dave Mitchell (Spokesperson)

#### Meetings Schedule

Formal Committee meetings are scheduled for the following dates during the 2017/18 municipal year:

- 4<sup>th</sup> July 2017
- 19<sup>st</sup> September 2017
- 29<sup>th</sup> November 2017
- 23<sup>rd</sup> January 2018
- 27<sup>th</sup> March 2018

Meetings normally commence at 6.00pm

## 4. The Work Programme

Good scrutiny relies on members taking the lead, gathering evidence and reporting back their findings. Each Overview & Scrutiny Committee develops a work programme for the municipal year. The work programme should align with corporate priorities and 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

Good practice suggests that, in order to maximise the impact of scrutiny, it is necessary to prioritise proposed topics within the work programme. The following criteria will provide 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?

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.

The work programme is presented as a schedule highlighting the topics to be considered. The selection of topics is considered at the start of the municipal year and reviewed at each

committee meeting. The Chair will usually discuss potential topics with the party spokespersons, relevant Portfolio Holder and Strategic Director.

There are a number of mechanisms to carry out scrutiny, depending on the level of detail required as follows:

- Scrutiny reviews undertaken by task & finish groups
- Standing panels
- Evidence day(s)
- Workshops
- Committee reports provided by officers
- Standing committee agenda items, for example, performance monitoring and financial monitoring.

As some of the topics may cut across the Wirral Plan themes, it is anticipated that some of the scrutiny topics may be of interest to members of more than one committee. In these circumstances, opportunities for members of more than one committee to work jointly on an item of scrutiny work will be explored.

## 5. Relevant Plans and Strategies

- The Wirral Plan
- Wirral Growth Plan
- Transport Strategy
- Assets Strategy
- Digital Strategy – In development
- Skills Strategy – In development

The Wirral Plan and all strategies can be found on the Wirral Council website:

[Wirral Plan: a 2020 vision | www.wirral.gov.uk](http://www.wirral.gov.uk)

### **Wirral Plan Performance Reporting**

Each Committee receives quarterly performance reports detailing performance against the pledges that fall within the remit of the Committee. This enables Members of Overview and Scrutiny Committees to scrutinise the performance of Wirral Council and its partners in relation to delivering the Wirral Plan.

All Wirral Plan performance reports are published on the performance page of the Council's website:

[Wirral Plan performance | www.wirral.gov.uk](http://www.wirral.gov.uk)

- [Medium Term Financial Strategy](#)

## 6. Officer Support Arrangements

The Chair and Committee will be supported by the Scrutiny Support Team as follows:

- Working with the Chairs of the Overview & Scrutiny Committee and Review Panels in preparing agendas, work programming and dealing with matters arising at meetings.
- Support in the scoping, planning and management of scrutiny reviews, including notes of working group meetings and coordination of witnesses.
- Ensuring Chairs and Members are kept informed of relevant scrutiny guidance, and that Chairs have the information needed to feel confident in chairing their committees.
- Undertake background research for the committees and for specific scrutiny reviews.
- Working with Review Panel Members to draft reports and recommendations arising from scrutiny reviews.
- Monitoring the progress of previous recommendations from committee meetings or scrutiny reviews.
- Liaising with senior managers and teams across the Council to ensure appropriate officer support is available for committee meetings and scrutiny reviews.
- Facilitating appropriate events for Members and officers involved in scrutiny work.

Officers have developed scrutiny guidance and a toolkit for Members which can be accessed at the following link:

<http://wbcnet.admin.ad.wirral.gov.uk/governance-scrutiny/scrutiny-toolkit>

## 7. Key Contacts

Assistant Chief Executive  
David Armstrong  
[davidarmstrong@wirral.gov.uk](mailto:davidarmstrong@wirral.gov.uk)

Strategic Investment and Partnerships Manager  
Alan Evans  
[alanevans@wirral.gov.uk](mailto:alanevans@wirral.gov.uk)

Scrutiny Support  
Michael Lester – Scrutiny Officer  
[michaellester@wirral.gov.uk](mailto:michaellester@wirral.gov.uk)

Committee Services  
Andrew Mossop – Principal Committee Services Officer  
[andrewmossop@wirral.gov.uk](mailto:andrewmossop@wirral.gov.uk)





## **Business Overview and Scrutiny Committee 4 July 2017**

<b>REPORT TITLE:</b>	<b>2016/17 QUARTER 4 AND YEAR END WIRRAL PLAN PERFORMANCE - BUSINESS THEME</b>
<b>REPORT OF:</b>	<b>EXECUTIVE DIRECTOR FOR STRATEGY</b>

### **REPORT SUMMARY**

This report provides the 2016-17 Quarter 4 (January - March 2017) performance report for Wirral Plan pledges under the Business theme and the closedown of 2016-17 at Year End. The Quarter 4 report is included as Appendix 1, and provides a description of the progress in Quarter 4 including providing available data in relation to a range of outcome indicators and supporting measures.

The Year End closedown report is included as Appendix 2 and provides a summary analysis of improvement of performance against measures and Wirral Plan delivery of Pledge strategy actions at year end.

### **Quarter Four Wirral Plan Performance Summary**

The key performance highlights for Quarter 4 include:

- Collaborative working has resulted in 2081 jobs being created or safeguarded since the start of the Plan which had led to increased employment opportunities in the borough.
- The Wirral Ways to Work Programme has supported almost 350 people into work or training and our pioneering Health Related Worklessness programme has engaged 37 of our most vulnerable and isolated unemployed residents within the first month of operation.
- We have seen over £64,000,000 of new investment into our borough since the start of the Plan, including supporting Dong Energy to develop an Offshore Wind Operations and Maintenance Base in our Docklands;
- The total cumulative figure for investment secured into Wirral developments in the 2 years since the start of the plan is £107,536,957; this is 43% of the 2020 target.
- The Gross Value added per head of population has increased from £12,482 at the start of the plan to £14,523, improving the productivity of Wirral's economy.
- Visitor numbers in Wirral continue to increase, 8.2% more during 2015 than in 2014.
- The value of the tourism economy continued to increase in 2016-17; with £117.5 million added to the local economy since 2010.

- The number of people killed or seriously injured in road traffic accidents has reduced for the 4<sup>th</sup> consecutive year; our continuous focus on road safety remains a high priority.
- The percentage of people cycling on Wirral has increased by 14% compared to the previous year with the associated health and financial benefits.
- Latest figures show that Wirral Council has reduced emissions of carbon dioxide, an annual reduction of 4.8%.
- Across the business pledges 21 out of 22 measures where data is available have improved or remained stable compared to the start of the Wirral Plan.

### **Year End Closedown Summary**

The closedown report provides the committee with an overview of progress in 2016-17 to assist with scrutiny of the effectiveness of Wirral Plan delivery. It provides analysis in relation to progress measured through the suite of 23 performance indicators related to the Business Pledges compared to the start of the Wirral Plan, with focus on the areas that did not improve in 2016-17. It also provides a summary of progress against delivery for each of the activities identified in the Pledge strategy action plans. For the Business pledges a programme of 53 actions were identified to deliver the Pledge outcomes and a summary of progress for each of these is shown with agreed actions put in place by the steering groups moving forward into 2017-18.

### **RECOMMENDATION**

That the Business Overview and Scrutiny Committee note the content of the report and highlight 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 the Quarter 4 report 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 People 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**

4.1 There are no financial implications arising from this report.

#### **5.0 LEGAL IMPLICATIONS**

5.1 There are no legal implications arising from this report.

#### **6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS**

6.1 There are none arising from this report.

#### **7.0 RELEVANT RISKS**

7.1 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**

8.1 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**

9.1 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 4 Pledge Reports  
 Appendix 2: Wirral Plan Business Theme 2016-17 Year End Closedown Report

#### **REFERENCE MATERIAL**

N/A

**SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
<b>Business Overview and Scrutiny Committee</b>	<b>13 September 2016</b>
<b>Business Overview and Scrutiny Committee</b>	<b>29 November 2016</b>
<b>Business Overview and Scrutiny Committee</b>	<b>29 March 2017</b>

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## Appendix 1

### Wirral Plan Business Theme 2016-17 Quarter 4 Pledge Reports

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## Growth Plan

### Overview from the Pledge Sponsor

The delivery of the Growth Plan is on target to complete activities to plan with a wide range of initiatives undertaken and supported during 2016-17. Our indicators are on target apart from Employment Rate which is slightly down on forecast. This indicator is a useful known measure of employment at the local level, however it is subject to constant and seasonal fluctuations as data is produced from National Statistics collected via ONS' Annual Population Survey sampling with an 8 month reporting lag. Our activities to increase employment commenced this year are designed to positively affect the performance of this indicator over the lifetime of the Growth Plan.

Key achievements of the Council and Partners during 2016-17 include:

- We launched our £6.5m Ways to Work programme supporting almost 350 into work or training; and our pioneering Health Related Worklessness programme engaging 37 of our most vulnerable and isolated unemployed residents within the first month of operation;
- We have supported strategic projects from businesses leading to expansion and employment growth and have a pipeline of strategic employment sites successfully proceeding through City Region investment funding application rounds for future employment growth;
- We met our Devolution task of reviewing post-16 education provision across the City Region to ensure it can meet the challenges and demands of the future workforce; this will ensure we will have greater local control of future government skills funding to meet our workforce needs;
- We launched Skills for Growth Advisers across the City Region to work with our Business Growth Hub Advisers, so far providing 30 Wirral businesses with skills funding and advice, up-skilling almost 350 employees;
- We worked with our City Region partners to showcase our key sectors, generate international leads, and promote our customs warehousing opportunity, resulting in growing investor interest from foreign markets;
- We have seen over £64,000,000 of new investment into our borough since the start of the Plan, including supporting Dong Energy to develop an Offshore Wind Operations and Maintenance Base in our Docklands;
- We have completely redesigned our Business Support Service to bring in investment and commercial expertise to deliver our 2020 ambitions for thriving small business at pace;
- We have launched an Enterprise Hub at Pacific Road to support over 300 'would be' entrepreneurs over the next few years;
- We delivered the first 'River of Light' with over 50,000 visitors attracting to Wirral's coast; we have seen a continuous increase since 2010 in both visitor numbers to Wirral and the positive impact that is having on our local economy.

Key Council and Partner plans for 2017-18 include:

- We will engage and support over 2,500 residents through our Ways to Work and Health Related Worklessness programmes;
- We will design an innovative Combined Authority Wide Households Into Work pilot programme to tackle generational unemployment, anticipated to commence early 2018, fully supported and funded by Government;
- We will establish a City Region Wide Skills Commission to work with businesses, learners and education providers and oversee a City Region Skills Strategy fit for commissioning our locally devolved Adult Skills budget;
- We will pursue strategic investment projects which increase our local skills infrastructure, providing state of the art advanced training facilities in support of our key sectors such as maritime and advanced manufacturing;
- We will launch our Strategic Regeneration Framework to set out our vision for economic growth, clearly articulating our priorities, challenges and spatial growth areas to help guide and drive investment activity in the borough;
- Our Investment Fund will support developments at key strategic sites, increasing our business rates and employment space;
- Our new Wirral Business Support Service will launch in June delivering our thriving small business pledge with support for start-ups, growth, sector networks, relocations and workforce development;
- We will work with businesses to help our high streets prosper with a rolling programme of focused project activity in our local centres;
- We will drive forward our new strategy for tourism guided directly by our visitor economy sector businesses and raise the spotlight on our progress via dedicated Visitor Economy action plans and performance reporting.

### Greater job opportunities in Wirral

Wirral Plan Indicator	Indicator Type	Wirral Plan Start	End of Year Target	2016-17 Q1	2016-17 Q2	2016-17 Q3	2016-17 Q4	2016-17	Trend	Direction of Improvement	Comment
Increase the number of jobs created and safeguarded via Invest Wirral	Quarterly	970 2014-15	2063	74 Blue	193 Blue	480 Green	997 Green	2,081 Green	↑	Higher is better	Through collaborative working and a partnership approach with Wirral Chamber the anticipated performance during 2016-17 has been exceeded and has resulted in 2081 jobs being created or safeguarded since the start of the Plan which had led to increased employment opportunities in the borough.
Increase the employment rate in Wirral	Quarterly	66.7 2014-15	70.9	69.7 Green	69.7 Green	69.0 Red	69.7 Red	69.7 Red	↑	Higher is better	Performance has improved by 0.7% this quarter, however the value of 69.7 is just slightly outside of the tolerances set for this indicator and therefore the indicator is rated as red. These figures relate to performance to December 16. 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	Indicator Type	Wirral Plan Start	End of Year Target	2016-17 Q1	2016-17 Q2	2016-17 Q3	2016-17 Q4	2016-17	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%	12.40% Blue	12.40% Green	12.30% Blue	12.20% Blue	12.20% Blue	↑	Lower is better	This indicator is performing well. However changes in the methodology of recording benefit data means that these figures do not take in to account Universal Credit claimants. It is proposed that for the 2017/18 a proxy indicator is developed combining the two sets of data to produce a more accurate picture of unemployment in the borough.



### Workforce skills match business needs

Wirral Plan Indicator	Indicator Type	Wirral Plan Start	End of Year Target	2016-17 Q1	2016-17 Q2	2016-17 Q3	2016-17 Q4	2016-17	Trend	Direction of Improvement	Comment
Reduce the Employer Skills Gap in Wirral	Annual	15.0% 2015	n/a						n/a	Lower is better	This target is bi-annual and does not report this year.

### Increase inward investment

Wirral Plan Indicator	Indicator Type	Wirral Plan Start	End of Year Target	2016-17 Q1	2016-17 Q2	2016-17 Q3	2016-17 Q4	2016-17	Trend	Direction of Improvement	Comment
Total investment secured into Wirral developments	Annual	£38,044,660 2014-15	£88,450,331				£64,086,626 Blue	£107,536,957 Blue	↑	Higher is better	Total cumulative figure for the 2 years since the start of the plan is £107,536,957. This is 43% of the 2020 target.
Gross Value Added per head of population	Annual	£12,482 2013	£13,868					£14,523 Blue	↑	Higher is better	Wirral's 4.7% achievement above target in 2016 /17 shows that collective investment projects implemented in the borough over recent years are now coming to fruition and improving the productivity of Wirral's economy.

### Thriving small businesses

Wirral Plan Indicator	Indicator Type	Wirral Plan Start	End of Year Target	2016-17 Q1	2016-17 Q2	2016-17 Q3	2016-17 Q4	2016-17	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					8,425 Green	↑	Higher is better	By the end of 2016-17 we had achieved our goal of delivering 250 new businesses over the life of this Plan, our challenge now is to maintain or increase those numbers over the remaining three years as the highest risks of failure of a business occurs during the first few years of it being established.

### Vibrant tourism economy

Wirral Plan Indicator	Indicator Type	Wirral Plan Start	End of Year Target	2016-17 Q1	2016-17 Q2	2016-17 Q3	2016-17 Q4	2016-17	Trend	Direction of Improvement	Comment
Increase visitor numbers each year based on the 2014 baseline (m)	Annual	7.59 2014	7.87					8.20 Green	↑	Higher is better	This data comes from Global Tourism Solutions via the Local Enterprise Partnership. It is based on the STEAM model which quantifies the local economic impact of tourism, from both staying and day visitors using a range of visitor economy measures. Data is released in September for the previous calendar year. The number of visitors to Wirral during 2015 increased by 8.2% on those that visited in 2014.
Increase value of tourism economy by at least 5% each year (£m).	Annual	£355.00 2014	£372.75					£385.80 Green	↑	Higher is better	This data comes from Global Tourism Solutions via the Local Enterprise Partnership. It is based on the STEAM model which quantifies the local economic impact of tourism, from both staying and day visitors using a range of visitor economy measures. Data is released in September for the previous calendar year. Wirral's visitor economy has increased by over 43% since 2010 and added £117.5 million to the local economy.

## 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 throughout 2016-17 to share initiatives and encourage input from external stakeholders and statutory bodies to make sure we deliver the outcomes of this strategy.

During 2016-17:

- The Road Safety Partnership was strengthened with a number of joint working initiatives being rolled-out through the use of national and local campaigns, this has resulted in not only enforcement action but also increased educational awareness has been focused on cyclists, motorcyclists, senior road user's and adult pedestrians. The partnership have also supported activities for child pedestrians, young/novice drivers, and driving for work.
- 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.
- Our ambitions to make progress in reducing the number of road traffic collisions resulting in death or serious injury has resulted in a 14% reduction since the start of the Wirral Plan; it is hoped that once verified at year-end by Merseyside Police and Wirral Council the current provisional figure of 120 will have reduced further and the Road Safety Partnership are hoping for even better figures for 2017-18 as a result of their planned campaigns.
- The condition of our principal road network (A roads) has been maintained since the start of the Plan. This performance ensures that Wirral remains in the top quartile performing local authorities in England for the condition of our principal and non-principal 'A', 'B' and 'C' roads.
- We secured over £6m of investment from the Department for Transport (DfT) to replace the current A & C Docks Bridges to ensure they are fit for purpose and that traffic continues to move freely across the docks.
- We completed Phase 1 of the Street Lighting LED roll out (7550 columns) and have determined the structural condition of the remaining 28,000 street lighting columns in preparation for a second phase of the work.
- We have made superfast broadband services available to an additional 12,307 premises across Wirral excluding those from previous commercial roll out programmes.
- Our residents' overall satisfaction with our highways and transportation services and walking/cycling facilities are equal to or better than the national average.
- We have established a Liverpool City Region Bus Alliance which will provide residents with improved, more efficient, joined-up and better value bus services.
- The Business Travel and Mind Your Business Team have supported 62 new and existing businesses during the year to encourage and support staff to travel safely and sustainably; this is an increase of more than 30% since the start of the Wirral Plan.
- As part of the City Region's Long Term Rail Strategy, the rail track that runs around the Wirral loop line, and runs beneath the River Mersey is being replaced, at a cost of £340million, in order to maintain long-term efficiency and reliability.
- The Travel Solutions' Programme which has been supporting residents to overcome barriers to accessing employment and training opportunities has exceeded expectations with more than 1,600 referrals being handled during 2016-17. Monitoring effectiveness of the project revealed that the programme, which has been running over a number of years, has enabled 75% of residents who have been assisted to still be in employment 6 months after receiving support; of the 163 clients surveyed in 2016 84% were still in employment after 3 months.

Wirral Plan Indicator	Indicator Type	Wirral Plan Start	End of Year Target	2016-17 Q1	2016-17 Q2	2016-17 Q3	2016-17 Q4	2016-17	Trend	Direction of Improvement	Comment
Increased the volume percentage of people cycling	Annual	0% (Index for 2013/14)	8%					19% Blue	↑	Higher is better	This figure represents an increased performance between 2014/15 and 2015/16 of 14% which has exceeded expectations and has exceeded the cumulative target set for 2018/19. Health and financial benefits will have been experienced by those cycling within and through Wirral. Fine weather together with actively promoting the benefits of cycling has contributed to the success of 2015/16. A review of annual targets will be undertaken as part of the next business planning exercise to ensure our challenging ambitions continue.
Reduce the number of people killed or seriously injured in road traffic accidents	Quarterly	140 2014- 15	96	29 (P) Amber	55 (P) Green	86 (P) Amber	122 Amber	122 Amber	↑	Lower is better	Verified information has been received from Merseyside Police based on 2016 calendar year. Although the 2016 outturn is higher than we would have liked, the considerable work carried-out over the last few years is making a difference as this is the 4th consecutive year we have seen a reduction in Killed and Seriously Injured (KSI) road casualties. Work will continue throughout 2017-18 within the Road Safety Partnership to achieve further improvements.
Maintain the condition of Wirral's strategic network – Principal Roads	Annual	1.40% 2014- 15	2.00%					1.40% Blue	↔	Lower is better	This progress update reflects the result of the 2016 condition survey. An improvement has been achieved on our 2015 survey of principal roads of 1.7% which has meant we have recovered our performance to 1.4% which reflected the condition at the start of the plan period. As a result road users will experience more efficient and safer journeys on our network. National benchmarking data is not currently available due to a 12 month lag in reporting timescales, however data now available for the 2015 survey illustrates that we remain in the top quartile of English Authorities.
Maintain the condition of Wirral's strategic network – Non-principal Roads	Annual	2.20% 2014- 15	2.00%					1.30% Blue	↑	Lower is better	The result of our 2016 survey for non-principal roads showed an improvement to 1.3% which demonstrates a continuing improving trend from 2.2% at the start of the plan period. As a result road users will experience more efficient and safer journeys on our network. National benchmarking data is not currently available due to a 12 month lag in reporting timescales, however data now available for the 2015 survey illustrates that we remain in the top quartile of English Authorities.

Supporting Measure	Indicator Type	Wirral Plan Start	End of Year Target	2016-17 Q1	2016-17 Q2	2016-17 Q3	2016-17 Q4	2016-17	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					62 Blue	↑	Higher is better	Our support to employers during 2016-17 equated to engagement with businesses with a workforce of over 17,000. During events held 415 bikes were checked and made safe to use on the road, several events were held to support a reduction in the number of casualties on our roads and 430 people were able to try public transport free for a week to encourage them to reduce their reliance on the private car.
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.
Travel Training – Number of successfully travel trained young people (Integrated Transport)	Annual	26 2014-15	18					15 Red	↓	Higher is better	Whilst the total number of travel trained young people did not meet the planned target by the end of the 2015/2016 academic year, this is a result of the varying needs of the individual young people involved. People who had started their training at the end of the 2015/16 academic year have since completed their training by early in the 2016/17 academic year and will therefore be counted against next year's target.

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

### Overview from the Pledge Sponsor

The Asset Strategy highlights the importance of Wirral's public sector assets and provides the opportunity to become more commercial in our approach to generating income from our assets, to be reinvested in the borough; ensuring best value for money for our residents and maintaining the focus on the sale of assets to raise capital receipts and ease budget pressures. It demonstrates the bold and innovative steps we need to take to deliver our vision for Wirral's assets and help 'shape the place' of Wirral. There has been significant activity during 2016-17 on the implementation of the Asset Strategy, impacting across many of the Wirral Plan Pledges. We now have fewer buildings, have reduced running costs, know more about our estate than ever before and we are in a very strong strategic position. Key developments and activities during 2016-17 include the following:

We have a firmly established Assets and Capital Group; formed the Asset Transformation Board; and established the Wirral Property Board (One Public Estate Group), which draws asset intelligence from across the public sector. The groups have a clear governance structure and enable us to increase focus on asset strategy for the whole of Wirral, ensure that all key decisions related to assets are thoroughly scrutinised in respect of the 2020 Vision and the wholesale transformation of Wirral and maximise the potential to increase the commercial worth of assets and buildings.

The Pilot 'Re-Imagining Leisure' Project is a key service asset review incorporating all leisure spaces, including parks to provide value for money leisure facilities for Wirral residents. The information gathered from the service review will be used to inform the 'Wirral Strategic Regeneration Framework', a spatial analysis of the Borough with a view to investment, development and regeneration requirements.

The Wirral Strategic Regeneration Framework will set out the ambitions for Wirral, ensuring a sharp focus on key areas for investment, development and regeneration, including high quality housing, transport & digital connectivity, employment and skills and the tourism and culture offer. This includes the creation of a new Wirral Civic Hub to provide access to a range of leisure, culture and customer provision. This will support better outcomes as it will enable services to be co-ordinated centrally and for early help and assertive outreach delivery services to take place in homes and neighbourhoods.

Work on the establishment of a Property Company by the end of 2017 is underway, and an options analysis report was approved by Cabinet in February 2017. Wirral's attendance at MIPIM (Le marché international des professionnels de l'immobilier), an international property event, allowed us to showcase the Borough for future investment and will assist with the selection of a development partner. This and other preparatory work on key sites across the Borough is vitally important to enable joint projects for management and ownership of public sector assets and taking advantage of commercial opportunities as we release land for business growth and housing.

Wirral Plan Indicator	Indicator Type	Wirral Plan Start	End of Year Target	2016-17 Q1	2016-17 Q2	2016-17 Q3	2016-17 Q4	2016-17	Trend	Direction of Improvement	Comment
£m Income generation from investment properties and underperforming space	Annual	£1.6 2015-16	£1.6					£1.6 Green	↔	Higher is better	During 2016-17, income of £1.6m has been realised from investment properties and underperforming space
£m Capital Receipts generated by the disposal of Wirral Council's surplus assets	Annual	£1.28 2015-16	£7.00					£2.87 Red	↑	Higher is better	The target was not achieved, due to delays in planned disposals and development agreements including: - Delay in the completion of the disposal of Acre Lane, which is now scheduled to take place during 2017-18. - The disposal of Sandbrook Lane Agricultural Land has been completed, but it is subject to a development agreement, with remaining funds to be paid on final development of site (April 2018).
Commercial asset space available for release (m2)	Annual	5,711 2015-16	127,000					78,483 Red	↑	Higher is better	The target was not achieved due to the delay in the planned completion of Acre Lane disposal, which is now scheduled to take place during 2017-18.
Supporting Measure	Indicator Type	Wirral Plan Start	End of Year Target	2016-17 Q1	2016-17 Q2	2016-17 Q3	2016-17 Q4	2016-17	Trend	Direction of Improvement	Comment
Wirral Council's corporate emissions of carbon dioxide (CO2) due to energy use (tonnes)	Annual	31,999 2013-14	33,432					30,446 Green	↑	Lower is better	We have reduced emissions of CO2 by 15,035 tonnes from a 2008/09 baseline of 45,481 tonnes, a reduction of 33.06% over 6 operational years. Corporate performance during 2015/16 has exceeded the target by 8.93%. The year-on-year reduction is 4.72%.  The 2016-17 performance data will be available in September 2017.
Number of multi-use of assets through shared / alternative use	Annual	4 as at April 2016	8					6 Red	↑	Higher is better	The target was not achieved, however, six assets have been brought into multi-use since 2016 providing accommodation to partners including the Police & Crime Commissioner, Leasowe Community Homes and the NHS. The creation of a new Wirral Civic Hub will provide a state of the art headquarters for Wirral. It will reduce running costs and deliver more integrated and customer focused services; offering residents, partners, businesses and staff outstanding facilities and services in a modern, flexible working environment.

Key

**Trend**  
↑ Performance Improving   ↓ Performance Deteriorating   ↔ Performance Sustained   N/A – No comparable data available  
*Based on Wirral Plan start date*

**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

\* figure represents cumulative target/performance from start of Wirral Plan

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## Appendix 2

# Wirral Plan Business Theme 2016-17 Year End Closedown Report

Wirral Plan 2020



## 1. Introduction

This report sets out the 2016-17 year end position and close down for the Business Theme Pledges of the Wirral Plan in 2016-17.

During 2016-17 reports outlining progress against delivery of Pledges were produced on a quarterly basis to ensure all stakeholders continuously monitor the progress being made. On a quarterly basis Pledge steering groups review progress and put in place key actions to ensure delivery is kept on track.

This report sets out a close down of activity in 2016-17 in two key areas:

- It provides analysis in relation to progress measured through the suite of 23 performance indicators related to the Business Pledges compared to the start of the Wirral Plan. Full details of each of the measures is shown in the Wirral Plan Business Theme Quarter 4 report and underpinning individual Pledge reports and this year end close down report sits alongside that detail.
- It also provides a summary of progress against delivery for each of the activities identified in the Pledge strategy action plans. For the Business Pledges a programme of 53 activities were identified to deliver the Pledge outcomes and a summary of progress for each of these is shown with agreed actions put in place by the steering groups moving forward into 2017-18.

At the end of the reporting cycle for each year of the Wirral Plan, each of the strategy action plans that support the delivery of the 20 Pledges are refreshed to ensure they remain focused on delivery of outcomes for Wirral residents. The outcome measures set out in the Wirral Plan performance framework we use to measure the impact of the change made are also refreshed. These changes are in place for 2017-18 monitoring of Wirral Plan delivery.

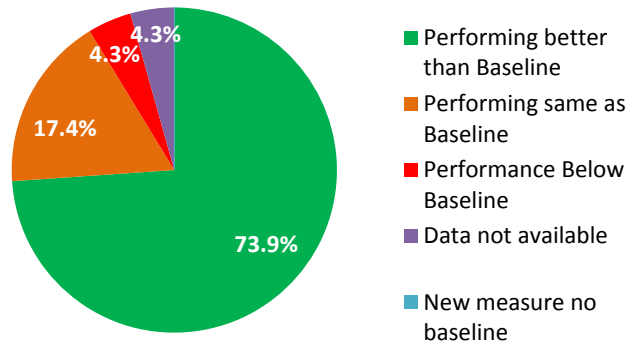


## 2. Performance Analysis

Delivery of the plan is monitored by the Wirral Plan Outcome Framework. A key part of the framework is a set of measures which are identified by all stakeholders as the key way to monitor delivery progress. The framework consists of both outcome indicators which are performance indicators linked to population change; these are often long term measures which can take considerable time to impact on. There are also a set of supporting measures which provide additional context to delivery and the improvements being made.

Detailed information regarding the performance against measures is shown in the Pledge reports. The Wirral Plan sets out a five year vision to make improvement in the 20 Pledges. The chart below summarises performance of the outcome framework measures since the start of the Wirral Plan.

**BUSINESS Pledges  
Trend - All Measures  
(compared to plan start)**



**BUSINESS Direction of Travel - All Measures**

Performing better than Baseline	17	73.9%
Performing same as Baseline	4	17.4%
Performance Below Baseline	1	4.3%
Data not available	1	4.3%
New measure no baseline	0	0.0%
Total	23	100.0%

In 2016-17 there has been excellent progress in a range of key areas across the Business Pledges with performance improved or sustained in 21 or 91% of all measures. For 1 measure, data is not yet available.

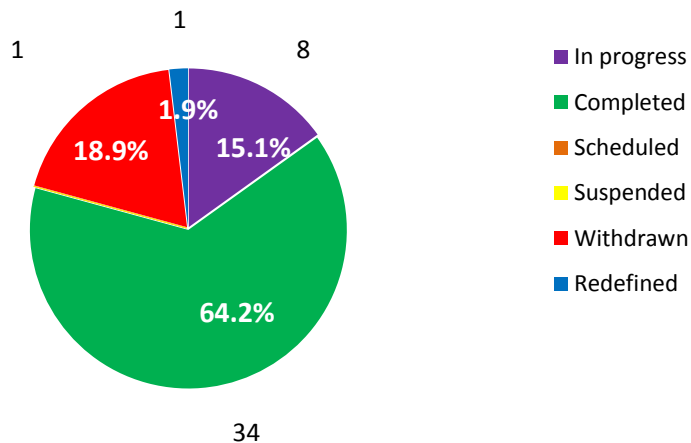
There is only 1 measure: The number of successfully travel trained young people (Integrated Transport) where performance has decreased since the start of the Wirral Plan. Travel training is a challenging area working to support young people with varying needs to help them develop their independence. There is continued focus in this area in 2017/18 and a strategic review of the Adult and Children specialist transport services is under way.

### 3 Pledge Activity Summary

All actions identified in 2016-17 Pledge strategy action plans were reviewed at the end of 2016-17. The assessment carried out indicates the status of the actions at the year end with the purpose to allow oversight of the effectiveness of Pledge Steering Groups to plan and deliver key actions in order to deliver the Pledges and improved outcomes for Wirral residents.

The assessment was based on the use of six classifications. As the Wirral Plan is a five year plan and a number of longer term complex activities have been identified, the expectation is that not all activities would be delivered in 2016-17 and some will be carried over into future years. In addition due to changes in year some of the activities identified at the start of the year required review, and there was also an opportunity through the refresh to link associated actions across the strategies into one stronger action in 2017-18 and remove duplication. Full detail of each of the activities by Pledge is shown below with the rationale for change provided for individual planned actions.

**Business Pledges – Year End Action Status**



Category	Explanation
In progress	An action that has commenced and is scheduled beyond 2016/17
Completed	An action that has been signed off as completed by the Pledge Sponsor
Scheduled	An action that is scheduled to commence later in the plan
Suspended	An action that has started but has been paused for a specified reason
Withdrawn	An action that has been removed from the strategy for a specified reason
Re-defined	An action that has been refined and updated to better reflect the action

## Pledge : Greater job opportunities in Wirral

Priority 01: INCREASING EMPLOYMENT – GREATER JOB OPPORTUNITIES			
2016-17 Action	Timescale	YE Status	Rationale for Amendment
Deliver the Ways to Work programme to support residents to access employment opportunities	Jul 2016 - Jul 2018	In progress	
Implement the Wirral Health Related Worklessness programme to ensure that all residents have the right support to access employment	Jan 2016 - Dec 2016	Completed	
Work through the Combined Authority to co-design and then co-commission with DWP the future employment support for harder to reach claimants	May 2016 - Mar 2017	Completed	
Identify strategic employment sites for inclusion in the proposed Single City Region Framework.	Jun 2016 - Mar 2017	Completed	

## Pledge : Workforce skills match business needs

Priority 01: WORKFORCE SKILLS MATCH BUSINESS NEEDS			
2016-17 Action	Timescale	YE Status	Rationale for Amendment
We will develop an accurate skills gap evidence base to support a skills delivery plan for Wirral. This will inform decision making by providing both quantitative and qualitative data	Apr 2016 - Apr 2018	Completed	
Develop a partnership agreement of engagement with local businesses to encourage participation in the development of skills	May 2016 - Mar 2017	Completed	

## Pledge : Increase inward investment

Priority 01: INCREASE INWARD INVESTMENT			
2016-17 Action	Timescale	YE Status	Rationale for Amendment
We will maximise the opportunities for growth within the Wirral Waters development.	Apr 2016 - Mar 2017	Completed	
We will develop a focussed inward investment delivery plan, aligned with an international strategy for Wirral Chamber of Commerce that supports the development of supply chains	Apr 2016 - Mar 2017	Completed	
We will work through Devolution to identify with HMRC opportunities to extend its existing policy of custom warehousing in order to attract investment	Apr 2016 - Mar 2017	Redefined	For 2017-18 this activity has become a milestone to the delivery of our national/international inward investment headline activity which is to ensure our strategic areas are promoted and investment opportunities maximized.

## Pledge : Thriving small businesses

Priority 01: GROWING COMPETITIVE BUSINESSES			
2016-17 Action	Timescale	YE Status	Rationale for Amendment
Refresh the Business Support Framework and review the Council's collaboration with the Chamber of Commerce to ensure resources are maximised.	Apr 2016 - Mar 2017	Completed	

**Pledge : Vibrant tourism economy**

<b>Priority 01: TOURISM – DEVELOP A VIBRANT TOURISM ECONOMY</b>			
<b>2016-17 Action</b>	<b>Timescale</b>	<b>YE Status</b>	<b>Rationale for Amendment</b>
We will explore and identify new opportunities for growth including better linkage to high quality visitor attractions on the east of the Borough – building on the links to the River Mersey	Apr 2016 - Mar 2017	Completed	
We will complete the 2016-17 Tourism Implementation Plan and deliver a reinvigorated tourism strategy	Jan 2016 - Mar 2017	Completed	

## Pledge : Transport and technology infrastructure fit for the future

### Priority 01: Keep traffic moving safely and efficiently

2016-17 Action	Timescale	YE Status	Rationale for Amendment
Implementation of a Key Route Network (KRN) to deliver a consistent approach to highway delivery, maintenance and standards across the City Region.	Jun 2016 - May 2017	In progress	
Implement the 2016/17 Transport Programme in order to improve the condition and offer of the transport network.	Jul 2016 - Mar 2017	Withdrawn	This will be managed as operational business as usual.
Develop medium and long term prioritised programmes of Liverpool City Region transport schemes covering all modes of transport in order to seek and secure funding for improvements to the transport network from a variety of local, City Region and European sources.	Jun 2016 - Mar 2017	Completed	
Evaluate results of annual independent National Highways Public Satisfaction Surveys in order to ensure satisfactory levels of provision with our services and review our approach to communicating this information to residents and partners.	Jun 2016 - Mar 2017	Completed	
Delivery of the Docks Bridges Replacement Programme (new 'A' and 'C' bridges) to provide a new fit for purpose structure and minimise the potential of future closures due to maintenance issues.	Jun 2016 - Dec 2017	In progress	
Launch of on line mapping system so that road works and traffic information is accessible to all residents via the internet	Jun 2016 - Jul 2016	Completed	

Roll out system to support remote payment for car parking via mobile phones to make it easier and more convenient for people to park	Nov 2016 - Mar 2018	In progress	
Undertake a review of the approach to road safety on main roads to ensure we reduce the numbers of people killed and seriously injured on our roads.	Sep 2016 - Mar 2017	Completed	
Undertake a review of street lighting provision with a view to ensuring value for money and improving energy efficiency.	Jun 2016 - Mar 2017	Withdrawn	This will be managed as operational business as usual.

Priority 02: Reliable and Affordable Public Transport			
2016-17 Action	Timescale	YE Status	Rationale for Amendment
Commence delivery of the Long Term Rail Strategy to improve accessibility and ensure that rail supports economic growth.	Jun 2016 - Mar 2020	In progress	
Undertake a full review of the Wirral Bus Network to ensure it serves the right locations and is fully integrated with rail services.	Jul 2016 - Mar 2017	In progress	Activity to be retained but timeline to be amended.
Deliver marketing and communications programmes to encourage new and existing users and change the perception of bus travel, including the development of a dedicated point of contact.	Oct 2016 - Mar 2017	In progress	Activity to be retained but timeline to be amended.
Deliver a simpler and easier to understand smart ticketing package to ensure value for money	Oct 2016 - Mar 2017	In progress	Activity to be retained but timeline to be amended.



Priority 03: Encourage Healthy Active Travel			
2016-17 Action	Timescale	YE Status	Rationale for Amendment
Implement the 2016/17 Transport Programmes in order to improve the transport network and demonstrate successful delivery to funding organisations.	Jul 2016 - Mar 2017	Withdrawn	This will be managed as operational business as usual.
Develop medium and long term prioritised programmes of Wirral transport schemes covering all modes of transport in order to seek and secure funding for improvements to the transport network from a variety of local, City Region and European sources e.g. Sustainable Transport Enhancements Programme (STEP) funding, Local Growth Fund.	Jun 2016 - Mar 2017	Completed	
Review internal funding for transport schemes to ensure we maximise outcomes with our resources.	Apr 2017 - Mar 2018	Completed	
Deliver the 2016/17 'Business Travel Support/Mind your Business' Programme to support businesses to encourage employees to travel to work, and on works business sustainably and safely.	Jun 2016 - Mar 2017	Completed	
Deliver the 2016/17 'Travel Solutions' Programme to support residents to access employment and training.	Jun 2016 - Mar 2017	Completed	

Priority 04: Inclusive integrated transport that supports our residents needs			
2016-17 Action	Timescale	YE Status	Rationale for Amendment
Undertake a review of the Travel Training Programme to ensure we are supporting the travel needs of our most vulnerable residents.	Sep 2016 - Jul 2017	Withdrawn	This activity will form part of a strategic review of the Adult and Children specialist transport services which has been taken forward to be included in the 2017-18 action plan.
To review the Council's transport policy for young people aged 16 to 19 with special educational needs.	Jan 2017 - Jul 2017	Withdrawn	This activity will form part of a strategic review of the Adult and Children specialist transport services which has been taken forward to be included in the 2017-18 action plan.
Undertake a review of the current arrangements for specialist transport provision to ensure we are operating efficiently and making the best use of our resources.	Jun 2016 - Jul 2017	Withdrawn	This activity will form part of a strategic review of the Adult and Children specialist transport services which has been taken forward to be included in the 2017-18 action plan.
Priority 05: More residents and businesses in Wirral have access to high speed broadband			
2016-17 Action	Timescale	YE Status	Rationale for Amendment
Complete the roll-out of the high speed broadband network across Wirral with 98% access by 2017	Apr 2016 - Jan 2017	Completed	

**Pledge : Assets and buildings are fit for purpose for Wirral's businesses**

Priority 01: Place Shaping			
2016-17 Action	Timescale	YE Status	Rationale for Amendment
Complete a Business Survey – with focus on the commercial business requirements across Wirral which will set the direction and approach to remodelling available assets	Jul 2016 - Dec 2016	Completed	
Asset Challenge 1: Conduct pilot Council Service Asset Reviews – The continued use of individual assets will be challenged and reviewed	Jul 2016 - Jul 2017	Completed	
Asset Challenge 2: Conduct pilot Area Asset Reviews – to identify opportunities for shared use of assets and/or alternative options for management or ownership; to reduce the number of properties occupied and simplify customer access to the Public Sector	Jun 2016 - Jul 2017	Completed	

<b>Priority 02: Asset Policy and Strategy</b>			
<b>2016-17 Action</b>	<b>Timescale</b>	<b>YE Status</b>	<b>Rationale for Amendment</b>
Governance – establish a process to ensure that all asset decision making is assessed for compliance with the Strategic Asset Management Plan	Jun 2016 - Jul 2016	Completed	
Policy Review – asset policies to be reviewed	Jun 2016 - Oct 2016	Completed	
Responsibilities – ensure explicit responsibility is embedded for strategic asset management decision making (within the Council and The One Public Estate Group) to ensure rapid disposal, transfer or re-alignment of assets	Jun 2016 - Apr 2017	Completed	
Alternative Delivery Models - undertake an Asset Management Capacity Assessment Review to consider whether Wirral has the capability to deliver its property plans, ensuring access to expert support, considering strategic workforce planning. To be regularly revisited	Jun 2016 - Apr 2017	Completed	
Conduct National Benchmarking – of the condition of the retained estate to measure performance against government targets, success of maintenance management policies and to prioritise allocation of resources	Jun 2016 - Apr 2018	Withdrawn	This will be managed as operational business as usual.

Priority 03: One Wirral Public Estate			
2016-17 Action	Timescale	YE Status	Rationale for Amendment
Wirral Partnership – establish the forum for The One Wirral Public Estate Group to include private, voluntary, community and other organisations, together with a programme of meetings (proposed 4 times a year)	Jun 2016 - Jul 2016	Completed	
Process – establish the collaborative approach for considering options for the management and ownership of Wirral's collective assets and increasing the pace of disposals and asset transfers (including what partners want to achieve with property, providing sufficient resources, shaping capital programmes and ensuring elected members and / or trustees views are considered)	Oct 2016 - Feb 2017	Completed	
Electronic Mapping – of Wirral public service assets to provide a basis for discussions	Oct 2016 - Apr 2017	Completed	

Priority 04: Financial Efficiency			
2016-17 Action	Timescale	YE Status	Rationale for Amendment
Review Council owned commercial property – identify opportunities to release Council owned assets for commercial development; generate additional income from surplus or underperforming space; optimise the use of our real estate; facilitate new build schemes via alternative delivery options	Jun 2016 - Dec 2016	Completed	
Capital Programme Performance Strategy –review capital project performance against anticipated outcomes	Jun 2016 - Dec 2016	Completed	
Establish a Sustainability Strategy and develop an Energy and Carbon Management System – to complement the Asset Management System and comply with requirements to drive improvement in energy efficiency and reduction in CO2 emissions	Oct 2016 - Jan 2017	Withdrawn	This will be managed as operational business as usual.
Implement Office Rationalisation Programme – to identify efficient co-location models with the aim of reducing office space to 10 people for 6 desks (complete study September 2016, report recommendation of study by December 2016, implement programme by March 2017)	Jul 2016 - Mar 2017	Completed	
Complete Facilities Management Data Capture Programme – Capture running costs for priority assets to support and enable strategic decisions	Jul 2016 - Dec 2018	Withdrawn	This will be managed as operational business as usual.

Priority 05: Maintaining the Corporate Estate			
2016-17 Action	Timescale	YE Status	Rationale for Amendment
Implement Capital Programme - the Asset and Capital Group will direct the capital programme	Apr 2016 - Dec 2016	Completed	
Implement Repair and Maintenance Programme – implement a rolling programme of condition surveys with a funded programme of repairs, to reduce backlog maintenance; ensure assets are fit for purpose and performing efficiently; inform strategic decisions to vacate high cost properties	Jun 2016 - Dec 2016	Completed	
Embed Asset Management System – create a reporting structure giving accurate and meaningful data to inform strategic decisions. Reports to include: fully detailed property reports, suitability assessments, condition surveys, analysis of running costs and level of usage	Jun 2016 - Sep 2017	Withdrawn	Action has been withdrawn, as an asset management system has been secured and embedded, and will continue to be developed to adapt to Wirral Plan priorities as part of operational business as usual.

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## **Business Overview and Scrutiny Committee 4 July 2017**

<b>REPORT TITLE</b>	<b>FINANCIAL MONITORING 2016/17</b>
<b>REPORT OF</b>	<b>ASSISTANT DIRECTOR : FINANCE (SECTION 151 OFFICER)</b>

### **REPORT SUMMARY**

This report and appendices sets out the Council's revenue and capital monitoring position for 2016/17 year end (31 March 2017).

The 2016/17 out-turn position was an overall underspend of £2.9 million (£0.4 million underspend was forecast at quarter 3). 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 year-end 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. The actual capital out-turn at year end was £25.3 million.

### **Recommendations**

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 full authority wide out-turn Cabinet report including revenue capital and collection summary information. This provides a full picture of the Council's position. An alternative option would be to restrict reporting to abstracts of just those areas covered by this committee.

### **3.0 BACKGROUND INFORMATION**

- 3.1 During the year a New Operating Model was introduced replacing the previous directorate structure. The new structure was 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 of Business, People and Environment. From 2017/18 People has been further divided into two Overview and Scrutiny Committees: Childrens and Families and Adult Care and Health.
- 3.2 A budget realignment process took place to align budgets from November 1 to the New Operating Model. In very broad terms the People theme covers areas previously within Adult Social Care and Children and Young People, Environment covers areas within Regeneration and Environment, whilst Business covers Transformation and Resources plus some aspects of the Regeneration and Environment budget.
- 3.3 Quarterly reports containing revenue and capital monitoring information and forecasts were presented to Overview and scrutiny Committees during 2016/17.

### **4.0 FINANCIAL IMPLICATIONS**

- 4.1 The Financial implications are contained within the appendices. These detail the revenue budget and capital programme outturn positions and provide information in respect of income collection performance.

### **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**

Annex 1 – Out-turn 2016/17  
Containing:  
Appendix 1 – Revenue Out-turn 2016/17  
Appendix 2 – Capital Out-turn 2016/17  
Appendix 3 – Collection Summary 2016/17 Outturn

## **SUBJECT HISTORY**

<b>Council Meeting</b>	<b>Date</b>
Cabinet	26 June 2017
Business Overview and Scrutiny Committee	29 March 2017

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**CLLR JANETTE WILLIAMSON****CABINET****26 JUNE 2017****FINANCIAL MONITORING****OUT-TURN 2016/17**

**Councillor Janette Williamson (cabinet Member for Finance and income Generation) said:**

The continuing effective management of the Council's financial position throughout the year has helped the Council deliver an overall under-spend of £2.9 million in 2016/17 – a huge achievement considering our financial position.

'Our pro-active approach to treasury management has allowed us to provide additional funding to meet the rising demand for social care, in both Adults and Children's Services, and we have continued to improve our income collection performance.

'Our intentions in the Wirral Plan are clear and this is supported through investment from the Capital Programme. This year over £25 million has been used to support improvements to schools, improving roads and bridges, improving our popular leisure facilities and investing in our technology.'

**REPORT SUMMARY**

This report details the Out-turn for 2016/17 and concludes the reporting to Cabinet for the 2016/17 financial year. There are separate Appendices for Revenue (including details of the reserves), Capital (including resources used to fund the Programme) and the Collection Summary (including Council Tax, Business Rates and Sundry Debts).

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

## **RECOMMENDATIONS**

### **1 Revenue**

- a) The Revenue Out-turn for 2016/17 which showed an underspend of £2.9 million be noted.
- b) The transfer of the underspend to General Fund Balances be confirmed.
- c) The General Fund Balances at 31 March 2017 of £25.7 million, with £15.7 million agreed to be used in the Budget 2017/18, be noted.
- d) The Earmarked Reserves totalling £55.1 million as detailed in the Annex be confirmed.

### **2 Capital**

- a) The additional re-profiling of £6.3 million from 2016/17 to 2017/18 be noted.
- b) The financing of the Programme for 2016/17 be noted.
- c) The Programme for 2017/18 and beyond be kept under review to ensure it is realistic and deliverable.

### **3 Collection Summary**

- a) The increase in Council Tax in-year collection rate from 95.3% in 2015/16 to 95.4% in 2016/17 be noted.
- b) The increase in Business Rates collection rate from 97.2% in 2015/16 to 97.6% in 2016/17 be noted.
- c) The increase in Sundry Debts from £23.6 million at 31 March 2016 to £26 million at 31 March 2017 be noted.
- d) That the sundry debts for Adults Social Services and Other Directorates detailed in the report be written-off against the Provision for Bad Debts.

## **SUPPORTING INFORMATION**

### **1.0 REASONS FOR RECOMMENDATIONS**

- 1.1 Local authorities have to produce an Annual Statement of Accounts which demonstrates the financial performance of the Council for the year and the financial position at the end of the period. The full Statement is approved by Audit & Risk Management Committee on behalf of the Council. This report informs Cabinet of the key elements.
- 1.2 The Collection Summary provides details on income collection performance and any sums which are deemed irrecoverable need to be written off in accord with the authorisation processes set out in the Council Constitution.

### **2.0 OTHER OPTIONS CONSIDERED**

- 2.1 No other options were considered. There is a legal requirement to publish the Statement of Accounts and agree the capital spend and financing at the end of the financial year.

### **3.0 BACKGROUND INFORMATION**

- 3.1 Throughout the financial year Cabinet received Monitoring Reports in respect of Revenue (including income and debt collection) and Capital. This report is a summary of the actual out-turn for 2016/17.
- 3.2 The last monitoring reports were for Quarter 3 and were considered by Cabinet on 20 February 2017. Since the end of March work has been on-going in order to conclude the accounts for the financial year.
- 3.3 The detail contained within the Appendices informs part of the Annual Statement of Accounts for 2016/17. The Statement has to be issued before 30 June 2017. It is then subject to review by the appointed External Auditor (Grant Thornton UK LLP) and will be considered by Audit & Risk Management Committee on 25 September 2017. The Statement has to be published by 30 September 2017.

#### **REVENUE OUT-TURN**

- 3.4 Appendix 1 provides the detail of which the headlines are:-
  - 3.4.1 Throughout the financial year Cabinet received Revenue Monitoring reports for each quarter. In setting the Budget for 2016/17 it was recognised that there were on-going financial pressures mainly within Adults and Children's social care and it was acknowledged that the savings programme was ambitious. These risks were recognised and mitigated through the Revenue Budget Contingency of £12 million.

- 3.4.2 The use of this Contingency was monitored through the regular Financial Monitoring reports to Cabinet. This was allocated to People comprising Adult Social Services (£3.9 million) and Children's Services (£5.25 million) and to Business comprising Assets (£0.5 million) and Remodelling (£1.7 million). At the end of the year the balance remaining of £0.65 million was reflected as an underspend.
- 3.4.3 The Monitoring report for Quarter 3 (Cabinet 20 February 2017) projected a General Fund underspend of £0.4 million and the final position for the year was an underspend of £2.9 million. Whilst overspending was principally due to demand pressures within People for Adult and Children Care Services this was more than mitigated by underspending within Environment and Business Services. The latter largely attributable to the changes in Treasury Management and the adoption of the annuity method for calculating Minimum Revenue Provision (MRP) in respect of capital financing which resulted in a significant one-off saving in 2016/17.
- 3.4.4 The Outturn shows the final figure to be £25.7 million for General Fund Balances. This includes the release of Earmarked Reserves which was agreed as part of agreeing the Council Budget for 2017/18. However, of this sum £15.7 million has been agreed to be applied to fund the 2017/18 Revenue Budget so the net result is £10 million which is in line with the required level of Balances.
- 3.4.5 It should also be noted that the Balances will be supplemented in 2017/18 by the receipt of the Collection Fund surplus of £4.6 million. This will see the Balances available being £14.6 million which is above the target figure for General Fund Balances of £10 million for 2017/18.
- 3.4.6 During the year Earmarked Reserves decreased by £18.8 million (from £73.9 million at 31 March 2016 to £55.1 million at 31 March 2017). Over the last two years reserves have reduced by over £32 million which reflects their use to not only support specific projects but also, to support the annual Budget.

<b>Category and Purpose</b>	<b>£ million</b>
INSURANCE AND TAXATION	20.9
TRANSFORMATION	3.5
SCHOOLS RELATED	12.8
SUPPORT SERVICE ACTIVITIES AND PROJECTS	17.9

## **CAPITAL OUT-TURN**

- 3.5 Appendix 2 provides the detail of which the headlines are:-
- 3.5.1 Capital spend includes a range of projects to enhance the Council assets with spend during the year of £25.3 million used to support the delivery of the Wirral Plan.



## People

Investment to support younger people through improvements at schools which includes Mersey Park Primary School and Liscard Primary School.

Investment in the specialist school provision which has included works at the Observatory School and Stanley Special School.

Support for pre-school activities through the re-modelling and modernisation of Children's Centres.

Support for youth through the funding of the Wirral Youth Zone (The Hive) which opened in early April 2017.

## Business

Modernise and upgrade the Council's IT facilities with this work continuing into future years through the implementation of the Digital Strategy.

Maximise the use of assets through the refurbishment of Council buildings leading to more effective use and the release of surplus buildings.

Maintain and enhance the road network including schemes on unclassified and residential roads.

Improvements to the bridge network with major investment into the Dock Bridges, which will continue over the coming years.

## Environment

Encouraging healthy lifestyles and promoting the leisure and culture offer through improving facilities at the Marine Lake and in the parks.

Encourage healthy lifestyles through the schemes at the Tennis Centre and the Oval Sports Centre which have resulted in increased use of the centres.

Provide grant assistance towards essential aids and adaptations giving disabled people better freedom.

Support the provision of new and improved housing through the Home improvement project and new house-building programme.

- 3.5.2 The capital spend was funded from borrowing of £7.2 million, government grants of £11.8 million, useable capital receipts of £6 million and revenue/reserves £0.3 million.
- 3.5.3 Capital Receipts received in 2016/17 were £3.5 million with further progress made on the disposal of the major sites being Acre Lane, Manor Drive and the former Rock Ferry High School. At 31 March 2017 £5.5 million was available to support the Capital Programme (£2.5 million) and to support the Transformation Programme (£3 million).

## **COLLECTION (INCOME)**

3.6 Appendix 3 provides the detail of which the headlines are:-

- 3.6.1 The Council Tax Collection Rate was 95.4% in 2016/17. Work backlogs reduced throughout the year and various steps were taken to improve processing time. As a consequence the in-year collection rate increased from 95.3% in 2015/16. A review of Single Person Discount awards was undertaken in January 2017, and at April 2017 resulted in the removal/cessation of 1,431 discounts, which has generated additional revenue of £0.4 million. Due to the timing of the review exercise, with ceases/amendments being made up to the end of March, this inevitably impacted on collection.
- 3.6.2 The Business Rates collection rate was 97.6% in 2016/17. This was an increase from 97.2% in 2015/16. This improvement was also against an increase in the sum collectable which increased from £76 million to £86 million. As reported last year the Valuation Office Agency finalised a number of outstanding assessments which included two major sites.
- 3.6.3 The level of Sundry Debt arrears was £26 million at 31 March 2017 which included £7.6 million of invoices raised in the final week of the financial year. At 31 March 2016 the arrears stood at £22.6 million which included £7 million of invoices raised in the final days of March. During 2016/17 invoices totalling £97.5 million were raised and income of £93.2 million collected including the Birkenhead Improvement District and Selective Licensing scheme processed through Debtors with the changes in Social Care funding resulting in deferred debtors increasing.
- 3.6.4 The Appendix also includes details of further write-offs comprising mainly Adult Social Services debtors. Whilst all attempts to recover debts are undertaken cases where the client has died with no, or limited, assets mean there is no prospect of recovery. The Provision for Bad Debts reflects the potential need to write-off debt.

## **4.0 FINANCIAL IMPLICATIONS**

- 4.1 The financial implications are summarised as headlines in Section 3 and detailed within the Appendices.

## **5.0 LEGAL IMPLICATIONS**

- 5.1 Local authorities have to produce an Annual Statement of Accounts which demonstrates the financial performance of the Council for the year and the financial position at the end of the period. The Accounts must comply with the Code Of Practice on Local Authority Accounting. There is a legal requirement to publish the Statement of Accounts each year.

## **6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS**

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

## **7.0 RELEVANT RISKS**

7.1 There are none associated with the summary of the financial position for 2016/17. The position has been monitored throughout the year and has been the subject of monthly reports to Cabinet.

7.2 In respect of the collection of income this has been the subject of reports to Cabinet and the inclusion of items which are irrecoverable overstates the potential income which could be collected by the Council.

## **8.0 ENGAGEMENT/CONSULTATION**

8.1 This is an end of year report. Consultation takes places as part of the planning and implementation of specific schemes or projects within the Council Budget and Capital Programme.

## **9.0 EQUALITIES IMPLICATIONS**

9.1 There are no implications arising directly from this report being a report on the overall financial affairs for the financial year just completed.

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## **APPENDICES**

Appendix 1 Revenue Out-turn 2016/17.  
Appendix 2 Capital Out-turn 2016/17.  
Appendix 3 Collection Summary 2016/17.

## **REFERENCE MATERIAL**

CIPFA Code Of Practice On Local Authority Accounting In The UK 2016/17.  
Local Government Act 2003 and subsequent amendments.  
Local Government (Capital Finance and Accounting) Regulations 2008.  
Accounts and Audit (England) Regulations 2015.

## SUBJECT HISTORY

<b>Council Meeting</b>	<b>Date</b>
Cabinet - Out-turn 2015/16	18 July 2016
Cabinet – Budget 2014/17	12 February 2014
Council – Budget 2014/17	25 February 2014
Cabinet – Budget 2015/18	10 February 2015
Council – Budget 2015/18	24 February 2015
Cabinet – Budget 2016/17	22 February 2016
Council - Budget 2016/17	3 March 2016
Cabinet – Revenue Monitoring 2016/17	Quarterly reports
Cabinet – Capital Monitoring 2016/17	Quarterly reports

**REVENUE OUT-TURN 2016/17**

**REPORT SUMMARY**

This Appendix informs Cabinet of the Revenue Out-turn for 2016/17 including details of the level of General Fund Balances and Reserves at 31 March 2017.

**RECOMMENDATIONS**

- a) The Revenue Out-turn for 2016/17 which showed an underspend of £2.9 million be noted.
- b) The transfer of the underspend to General Fund Balances be confirmed.
- c) The General Fund Balances at 31 March 2017 of £25.7 million, with £15.7 million agreed to be used in the Budget 2017/18, be noted.
- d) The Earmarked Reserves totalling £55.1 million as detailed in the Annex be confirmed.

**SUPPORTING INFORMATION**

**1.0 REASONS FOR RECOMMENDATIONS**

- 1.1 Local authorities have to produce an Annual Statement of Accounts which demonstrates the financial performance of the Council for the year and the financial position at the end of the period. The full Statement is approved by Audit & Risk Management Committee on behalf of the Council. This Appendix highlights the key elements.

**2.0 OTHER OPTIONS CONSIDERED**

- 2.1 No other options were considered. There is a legal requirement to publish the Statement of Accounts by 30 September 2017.

**3.0 BACKGROUND INFORMATION**

**MONITORING 2016/17**

- 3.1 The 2016/17 Budget was agreed by Council on 3 March 2016. Changes since the approval of the Budget are detailed in the table and comprise variations approved by Cabinet / Council including virements; budget realignments reflecting changes to the Councils organisational structure and responsibilities; the allocation of savings and the contingency and technical adjustments.

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

Theme	Original Net Budget	Approved Changes	Revised Net Budget
	£000	£000	£000
People	152,155	4,137	156,292
Environment	58,578	4,766	63,344
Business	53,862	(7,303)	46,559
<b>Net Cost of Services</b>	<b>264,595</b>	<b>1,600</b>	<b>266,195</b>

- 3.2 Throughout the financial year Cabinet received Revenue Monitoring reports for each quarter. In setting the Budget for 2016/17 it was recognised that there were on-going financial pressures mainly within Adults and Children's social care and it was acknowledged that the savings programme was ambitious. These risks were recognised and mitigated through the Revenue Budget Contingency of £12 million.
- 3.3 The use of this Contingency was monitored through the regular Financial Monitoring reports to Cabinet. At the end of Quarter 1 £11.1 million was allocated to People comprising Adult Social Services (£3.9 million) and Children's Services (£5 million) and to Business comprising Assets (£0.5 million) and Remodelling (£1.7 million). A further £0.25 million was allocated to People for Children's Services Residential fees in October 2016. At the end of the year the balance remaining of £0.65 million was reflected as an underspend.
- 3.4 During the year the budget was increased by £1.6 million, funded from General Fund Balances, to meet the 2016/17 Adult Social Care Fees which were in excess of the amount set aside for this purpose and the reversal of the Passport for Life concession savings proposal.
- 3.5 A new organisational structure for the Council was agreed and implemented in 2016/17. Operational from November 2016 budgets were recast to reflect the change in the operational structure for internal management purposes.
- 3.6 The Monitoring report, for Quarter 3 (Cabinet 20 February 2017) projected a General Fund underspend of £0.4 million. Whilst overspending was principally due to demand pressures within People for Adult and Children Care Services this was more than mitigated by underspending within Environment Services and Business Services. The latter largely attributable to the changes in Treasury Management and the adoption of the annuity method for calculating Minimum Revenue Provision (MRP) in respect of capital financing which resulted in a significant one-off saving in 2016/17.

- 3.7 Changes from quarter 3 to the year-end saw the projected underspend of £0.4 million become an underspend of £2.9 million at the end of the year. The improvement on the last quarter being due to the further underspends within Business primarily due to the unallocated element of the Contingency (£0.65 million) and further contractual savings (£0.8 million).

**Table 2: 2016/17 Projections at Quarter 3 compared to Actual Out-turn by Plan Themes**

Theme	Quarter 3 Projections	Actual Out-turn	Variation Q3 to out-turn
	£m	£m	£m
People	+8.8	+9.4	+0.6
Environment	-0.7	-1.3	-0.6
Business	-8.5	-11.0	-2.5
<b>Under / Overspend</b>	<b>-0.4</b>	<b>-2.9</b>	<b>-2.5</b>

- 3.8 The Actual Out-turn compared to the Revised Net Budget and the main variations are shown in the following tables.

**Table 3: 2016/17 Revised Net Budget and Out-turn by Plan Themes**

Theme	Revised Net Budget	Actual Out-turn	Underspend (-) Overspend (+)
	£000	£000	£000
People	156,292	165,718	+9,426
Environment	63,344	62,034	-1,310
Business	46,559	35,504	-11,055
<b>Net Cost of Services</b>	<b>266,195</b>	<b>263,256</b>	<b>-2,939</b>

**Table 4: 2016/17 Major Variations by Plan Theme**

Major Variations Budget to Out-turn 2016/17	£m	£m
<b>People:</b>		
Children's Services - Looked After Children placements	+2.3	
Children's Services - Agency spend on social workers	+3.3	
Adult Social Care- Increased Community Care costs net of reductions in staffing and non-commissioned spend	+3.9	
<b>Environment</b>		
Contract efficiencies – Supporting People		-0.7
Income – Waste and Litter Charges		-0.6
<b>Business:</b>		
Treasury Management - one off MRP adjustment		-6.9
Treasury management – one-off interest savings		-2.5
Revenue Budget Contingency – unallocated		-0.7
Contract and various corporate savings		-1.0

- 3.9 The net underspend of £2.9 million at the year-end has been transferred to General Fund Balances.

### **LEVEL OF GENERAL FUND BALANCES**

- 3.10 The level of balances is locally determined using a risk-based assessment which takes into account the strategic, operational and financial risks facing the Council. The approach was adopted during 2016/17 and Cabinet 22 February 2016 agreed to the level of Balances being set at, or above, the locally determined figure.
- 3.11 When setting the Budget 2016/17 the projected Balances were £11.5 million. The main change in the calculation of the level of Balances for 2016/17 was the exclusion of an element for the risk associated with the deliverability of savings due to the introduction of a detailed risk assessment of savings and the establishment of the Revenue Budget Contingency. In previous years this had been included within the Balances.
- 3.12 The Outturn shows the final figure to be £25.7 million for General Fund Balances. This includes the release of Earmarked Reserves which was agreed as part of agreeing the Council Budget for 2017/18. However, of this sum £15.7 million has been agreed to be applied to fund the 2017/18 Revenue Budget so the net result is £10 million in line with the required level of Balances.

**Table 5: Summary of the General Fund Balances**

Details	£m
Balance at 31 March 2016	22.2
Less: Contribution to 2016/17 Budget	-13.4
Add : Outturn 2016/17 Underspend	+2.9
Add: Additional grants and income	+1.4
Add :Transfer from Earmarked Reserves	+12.6
Actual Balance 31 March 2017	25.7
Less: Allocated to support 2017/18 Budget	-15.7
Available Balance 31 March 2017	10.0

- 3.13 It should also be noted that the Balances will be supplemented in 2017/18 by the receipt of the Collection Fund surplus of £4.6 million. This will see the Balances available being £14.6 million which is above the target figure for General Fund balances of £10 million for 2017/18.



## COLLECTION FUND

- 3.14 As seen in 2015/16 there are a number of significant changes that impact upon the Collection Fund including the changes to Local Council Tax Support and the various changes to the Business Rates scheme introduced by the Government to support small businesses. There is also the move towards 100% local Business Rates Retention which replaces the pooling arrangement with a system which involves increased risk to local authorities and is partially mitigated with a Government 'top up' payment for authorities such as Wirral with a low Business Rates tax base.
- 3.15 The Collection Fund comprises Council Tax and Business Rates balances which are apportioned separately in accordance with the relevant legislation for each income source. Both elements of the Fund were in surplus at the end of the year. The shares that related to Wirral are set out below.

**Table 6: Collection Fund Balance As At 31 March 2017**

	£000
Council Tax	3,484
Business Rates (NNDR)	712
Net Surplus	4,196

- 3.16 In accord with accounting requirements, the Wirral share of the surplus is shown in the Council accounts. As agreed by Executive Member Decision on 17 January 2017, Wirral will receive £4.6 million from the Fund in 2017/18 based on the projected position. The actual position was lower than predicted due to a reduction of Business Rates payable during the final quarter. It is anticipated the difference can be accommodated in 2017/18 and any difference will impact on the 2018/19 financial year.

## PROVISIONS FOR BAD DEBTS

- 3.17 The Collection Summary 2016/17 (Appendix 3) details the collection performance, level of debts at year-end and debts written-off in the year.

**Table 7: Provision for Potential Bad Debts**

	At 31 Mar 2016	At 31 Mar 2017
	£000	£000
General Fund		
Sundry Debtors	8,519	9,330
Summons Costs	636	669
Housing Benefit	10,144	9,571
Collection Fund		
Business Rates	1,624	1,584
Council Tax	11,720	12,171

## RESERVES

- 3.18 The current level of reserves and movements during 2016/17 are shown in the Annex. During the year Earmarked Reserves decreased by £18.8 million (from £73.9 million at 31 March 2016 to £55.1 million at 31 March 2017). Over the last two years reserves have reduced by over £32 million which reflects their use not only to support specific projects but also to support the annual Budget. The categories of reserves are as follows:-

Category and Purpose
<b>INSURANCE AND TAXATION</b> Assessed liabilities including potential cost of meeting outstanding Insurance Fund claims, Business Rates appeals, etc.
<b>TRANSFORMATION</b> Support the Transformation programme, which includes support to projects to deliver future savings and the reconfiguration of services.
<b>SCHOOLS RELATED</b> Balances and sums for school-related services which can only be used by schools and not available to pay for Council services.
<b>SUPPORT SERVICE ACTIVITIES AND PROJECTS</b> Includes Government Grant funded schemes when the grant is received and spend incurred in the following year and sums held that are earmarked for the completion of programmes such as Community Asset Transfer, planned maintenance and parks improvements.

- 3.19 As in previous years all Reserves, which are sums set-aside for specific purposes, were reviewed and those no longer required returned to General Fund Balances. This released £12.6 million. Other significant movements included: the use of £2.2 million of the Transformation Fund to support the implementation of Ofsted recommendations and the deployment of £3.9 million of the Transformation Fund to support the implementation and development of the Transformation Programme.
- 3.20 Under the Education Reform Act 1988 all primary, secondary, special and nursery schools manage delegated budgets. At 31 March 2017 the balances held by schools totalled £10.5 million (£11.7 million at 31 March 2016) and these can only be used for schools' purposes. A number of other reserves also relate to Schools.
- 3.21 The Insurance Fund reserve was £9.9 million at 31 March 2017 (£10.9 million at 31 March 2016). The Fund decrease is linked to a favourable assessment of future claims and liabilities that has led to a reduction in the amount held in the reserves. This formed part of the £ 2.5 million release by the Fund to General Fund Balances (see Audit & Risk Management Committee 12 June 2017 Insurance Fund Annual Report 2016/17).

## **4.0 FINANCIAL IMPLICATIONS**

- 4.1 The Revenue Out-turn for 2016/17 showed an underspend of £2.9 million. The General Fund Balances at 31 March 2017 were £25.7 million (of which £15.7 million was allocated in the Budget 2017/18). The Earmarked Reserves at 31 March 2017 totalled £55.1 million.

## **5.0 LEGAL IMPLICATIONS**

- 5.1 Local authorities have to produce an Annual Statement of Accounts which demonstrates the financial performance of the Council for the year and the financial position at the end of the period. The Accounts must comply with the Code of Practice on Local Authority Accounting. There is a legal requirement to publish the Statement of Accounts each year.

## **6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS**

- 6.1 There are no staffing, IT or asset implications arising directly from this report.

## **7.0 RELEVANT RISKS**

- 7.1 There are none associated with this report which provides a summary of the Council's financial affairs for 2016/17 and the balances at 31 March 2017.

## **8.0 ENGAGEMENT/CONSULTATION**

- 8.1 This is an end of year report. Consultation takes place as part of the planning and implementation of specific schemes within the Council Budget.

## **9.0 EQUALITIES IMPLICATIONS**

- 9.1 There are no implications arising directly from this report being a report on the overall financial affairs for the financial year just completed.

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## **APPENDICES**

Annex Earmarked Reserves

## REFERENCE MATERIAL

CIPFA Code of Practice on Local Authority Accounting In the UK 2016/17.  
CIPFA Update to Code of Practice on Local Authority Accounting In The UK 2016/17  
Local Government Act 2003 and subsequent amendments.  
Local Government (Capital Finance and Accounting) Regulations 2008.  
Accounts and Audit Regulations 2015.

## SUBJECT HISTORY

Council Meeting	Date
Cabinet - Out-turn 2014/15	13 July 2015
Cabinet - Out-turn 2015/16	18 July 2016
Cabinet – Budget 2016/17	22 February 2016
Council – Budget 2016/17	3 March 2016
Cabinet – Budget 2017/18	20 February 2017
Council – Budget 2017/18	6 March 2017
Cabinet – Revenue Monitoring 2016/17	Quarterly reports

## EARMARKED RESERVES STATEMENT 2016/17

Earmarked Reserves	Balance 31 Mar 16	Movement 2016/17	Balance 31 Mar 17
	£000	£000	£000
Schools Balances	11,738	(1,238)	10,500
Insurance Fund	10,867	(998)	9,869
Business Rates Equalisation	10,304	(4,012)	6,292
Housing Benefit	5,204	(487)	4,717
Waste Development Fund	6,018	(1,444)	4,574
Transformation Fund	10,973	(8,095)	2,878
Public Health Outcomes	247	1,480	1,727
One Stop Shop/Libraries IT Networks	1,483	(251)	1,232
Dedicated Schools Grant	1,272	(199)	1,073
Support & Assistance to Public in Need	770	-	770
Wirral Ways to Work	-	740	740
IT Development	681	(8)	673
School Harmonisation	656	-	656
Stay, Work, Learn Wise	676	(21)	655
Community Assets Transfer	836	(183)	653
Flood Prevention	555	(5)	550
Selective Licensing	537	-	537
Champs Innovation Fund	380	133	513
Human Resources Reserve	410	77	487
Major Infrastructure Project Development	652	(205)	447
Discretionary Housing Payments	297	127	424
Section 106 Bloor Homes	-	389	389
Intensive Family Intervention Project	549	(174)	375
Schools Capital Projects	603	(44)	559
Community Safety Initiatives	231	52	283
Home Improvements	309	(85)	224
Home Adaptations	295	(145)	150
Early Years - 2 Year Olds Funding	461	(331)	130
Children's Workforce Development Council	222	(148)	74
Property Development Framework	700	(700)	-
Future School Redundancy Costs	367	(367)	-
Public Health Allocations	348	(348)	-
Parks & Countryside	311	(311)	-
Public Health - Information & Performance	184	(184)	-
Other Reserves	4,779	(1,866)	2,913
<b>Total Earmarked Reserves</b>	<b>73,915</b>	<b>(18,851)</b>	<b>55,064</b>

## SUMMARY OF EARMARKED RESERVES

<b>Generic Purpose of Earmarked Reserves</b>	<b>Balance 31 Mar 2016 £ million</b>	<b>Balance 31 Mar 2017 £ million</b>
Mitigation of Future Risks: Insurance and Taxation	26.4	20.9
To Support the Transformation Programme	11.6	3.5
Schools Related	15.1	12.8
To Support Service Activities and Projects	20.8	17.9
<b>Total Earmarked Reserves</b>	<b>73.9</b>	<b>55.1</b>

**CAPITAL OUT-TURN 2016/17****REPORT SUMMARY**

This Appendix whilst detailing the Capital Out-turn for 2016/17 and the resources which were used to fund the Programme also provides a review of the progress of the delivery of the agreed Capital Programme.

**RECOMMENDATIONS**

- a) The additional re-profiling of £6.3 million from 2016/17 to 2017/18 be noted.
- b) The financing of the Programme for 2016/17 be noted.
- c) The Programme for 2017/18 and beyond be kept under review to ensure it is realistic and deliverable.

**SUPPORTING INFORMATION****1.0 REASONS FOR RECOMMENDATIONS**

- 1.1 The Council is required to make a number of formal Determinations in respect of its capital expenditure and financing and this report includes those for the 2016/17 financial year.

**2.0 OTHER OPTIONS CONSIDERED**

- 2.1 No other options were considered. There is a legal requirement to publish the capital expenditure and financing at the end of the financial year.

**3.0 BACKGROUND INFORMATION****MONITORING 2016/17**

- 3.1 The Capital Programme 2016/17 was considered by Cabinet on 22 February 2016 and approved by Council on 3 March 2016. The Programme is based on the Wirral Plan priorities, Government Grant announcements and scheme affordability. It was highlighted that the Council's Revenue Budget position limited the scope for unsupported capital expenditure.
- 3.2 Cabinet received regular updates in respect of capital monitoring throughout the year. The last monitoring report, for Quarter 3, was considered by Cabinet on 20 February 2017. Since then work has been on-going in order to conclude the accounts for the financial year.
- 3.3 During the year the Programme was regularly reviewed in order to re-profile the Programme which resulted in schemes being deferred to 2017/18 along with the supporting funding. This continues to deliver one-off Treasury Management savings through a reduced need to borrow in 2016/17.

## CAPITAL OUT-TURN

- 3.4 The capital spend for the year was £25.3 million compared to the Revised Programme of £30.7 million which was reported in February 2017 (Quarter 3). This is summarised in Table 1.
- 3.5 The out-turn includes the Formula Capital schemes delegated to schools, the expenditure for which is only realised at the end of the financial year.

**Table 1 : Capital Programme 2016/17**

<b>Spend</b>	<b>Original Approval</b>	<b>Revised December</b>	<b>Actual Out-turn</b>
<b>Themes</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Business	19,424	12,531	10,999
Environment	15,547	7,281	6,311
People	24,648	10,922	7,942
<b>Total Programme</b>	<b>59,619</b>	<b>30,734</b>	<b>25,252</b>

The “Original Approval” is a combination of the Capital Strategy, amendments following the 2015/16 final accounts and Government Grant announcement / amendments notified by June 2016.

- 3.6 Cabinet approved amendments totalling £28.8 million to the originally approved programme, as reflected in the position for Quarter 3. Since then a further £6.3 million has been identified to be deferred until 2017/18. A number of schemes are proceeding ahead of schedule and have been brought forward from 2017/18. These are indicated by negative values.

**Table 2 : Significant variations identified since Quarter 3**

<b>Scheme</b>	<b>£000</b>
<b>Business</b>	
Building refurbishment to increase occupancy	-122
Demolish former Rock Ferry High School	-143
Bridges	288
Transport for Growth/Integrated Transport	878
Dock Bridges replacement	443
Growth Fund	300
Business Investment Grants	151
Other variations	142
<b>Total</b>	<b>1,937</b>



<b>Scheme</b>	<b>£000</b>
<b>Environment</b>	
Cemetery Extensions and Improvements	260
Flaybrick Cemetery	-100
West Kirby Marine Lake - integrated accommodation	-164
CCTV cameras and other equipment	100
Aids/adaptations and Disabled Facilities Grant	351
Restore empty homes	278
Other variations	185
<b>Total</b>	<b>910</b>
<b>People</b>	
Pensby Wood remodelling	165
Citizen and Provider Portal/Integrated IT	944
Assistive Technology	615
Community Intermediate Care	100
Extra Care Housing	600
School condition allocation	784
Stanley Special School	-128
School remodelling (Primary Places)	325
Other variations	85
<b>Total</b>	<b>3,490</b>
<b>Overall total</b>	<b>6,337</b>

3.7 In reviewing the final spend for the year it is clear that whilst a number of schemes have progressed, there have been further schemes which have been re-profiled to 2017/18. The most significant are referred to in Section 3.6. This change in timing delivers in-year revenue savings in respect of Treasury Management costs for schemes that were reliant upon borrowing as the need to borrow is also deferred.

3.8 A summary of progress in the year within the Programme is as follows:-

#### 3.8.1 **Business**

IT expenditure of £1.9 million was mainly focused on the Targeted Operating Environment with expenditure on new servers, equipment and migrating from Windows 2003 to Windows 2008/2012. In addition to this there was a small amount of expenditure on computers and equipment relating to the final phase of the IT roll out.

In order to release sites for disposal, work at Acre Lane and Manor Drive was progressed. The latter included the commitment to provide a new facility for the pony club. Both sites have now been sold with the first instalment of the proceeds for Manor Drive (£2.34 million) received in the year.

£1.2 million was spent on works to increase building occupancy have taken place at Wallasey Town Hall and Bebington Civic Centre. The refurbishment of the Treasury Building to provide modern fit for purpose accommodation is progressing well and is approaching 70% completion. The refurbished accommodation will bring together all the Authority's IT staff.

The demolition of the former Rock Ferry High School proceeded ahead of schedule. Once complete this will enable the site to be disposed of and / or redeveloped.

Investment into highways was in excess of £4.2 million. The Department for Transport (DfT) highway maintenance allocation was supplemented from with a further £0.5 million for maintenance improvement schemes on unclassified and residential roads. The programme for the year resulted in the completion of 39 resurfacing schemes, 16 footway reconstruction schemes and 25 other schemes relating to the Principal and Non-Principal Classified road network.

The significant scheme as part of the Sustainable Transport Enhancement Programme (STEP) was the East Float access improvement work.

With the technical approval procedures completed work started on site to replace the Dock Bridges. The large value equipment orders (i.e. hydraulic cylinders for moving the bridges) have been being placed. Over £2 million being spent and primarily funded from Government Grants.

### **3.8.2 Environment**

Over £0.7 million was spent on improving facilities at parks. New fit for purpose accommodation and facilities have been completed at Ashton Park whilst at Warren Farm full refurbishment of the main building is nearing completion. Further works at Cleveland Street and Ivy Farm are on hold pending the outcome of the Leisure and Culture Services review.

The re-roofing work at Bidston Tennis and Sports Centre has been completed along with works at West Kirby Marine Lake. In respect of the Oval Sports Centre the development works, including the fitness suite and the catering facilities continue to progress. With over £2 million invested the various improvements have seen a sustained increase in membership of the Council invigor8 scheme as numbers using the facilities continue to increase.

The site at Flaybrick Cemetery is on the national Heritage at Risk Register. Works to consolidate and stabilise the surviving fabric of the Flaybrick chapels have been completed at a cost of £0.3 million with grant assistance from Historic England.

The main coast protection scheme is the construction of new flood defences at West Kirby to significantly reduce flood risk to 140 properties. However, the business case had to be resubmitted to the Environment Agency in March 2017 which has delayed the scheme until 2017/18.

£1.7 million of grant aid has been provided for the provision of essential aids and adaptations giving disabled people better freedom of movement in and around their homes.

The Home Improvement project, on which £0.6 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, at a cost of £0.6 million, 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 remaining schemes are subject to final agreements being compiled by Legal.

### **3.8.3 People**

The Wirral Youth Zone (The Hive), supported by £1.9 million from the Council, officially opened on 8 April and is a purpose built facility for young people aged 8-19, and up to 25 for those with disabilities. After just 2 months opening it has over 4,000 registered members.

Government Grants essentially fund investment in schools and is subject to annual announcements. All works are undertaken with schools and mindful of the impact upon the service are largely arranged for completion outside of term-times. These factors impact upon the timing of the actual spend with frequent revisions to be accommodated. With over £5.5 million invested during 2016/17 the key projects are detailed in the following paragraphs.

At Mersey Park Primary School funding was provided to extend 2 undersized classrooms and provide a resource/group room. The design was more creative moving away from the traditional build to complement the existing Victorian features. The design has received positive comments from parent, staff, public and professional people. It has also enabled pupils to be taught in a modern and well-spaced out class-base.

Liscard Primary School has a new roof to overcome many awkward shapes and valleys. Although the design features are not in the original slate material because of high costs the materials used complements its surroundings and is a proven material that has sustainability and blends in with the age of the building.

3 Children Centre Hubs have been re-modelled to modernise each facility and to create improved access, reception area's and various meeting/group rooms to create a uniformed 'brand identity' for Children Services. They are now fully operational and to capacity and are a great success.

The Observatory School receives pupils who have social, emotional and mental health problems. Existing classrooms were re-modelled to improve usage. One mobile classroom was removed, 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. New acoustic panelling was installed in the main hall which has dramatically improved noise reduction in the hall.

At Stanley Special School additional classrooms and medical facilities have been provided.

As part of the commitment to transform the provision of day services, £0.3 million has been invested in the provision of enhanced facilities.

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.

## **CAPITAL FINANCING**

- 3.9 Table 3 details the resources used to finance the Capital Programme.

**Table 3 : Capital Financing 2016/17**

<b>Resources</b>	<b>Original Approval</b>	<b>Revised December</b>	<b>Actual Out-turn</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Unsupported Borrowing	20,970	7,239	7,175
Grants	22,703	16,814	11,795
Capital Receipts	14,762	6,564	5,951
Revenue and Reserves	1,184	117	331
<b>Total Resources</b>	<b>59,619</b>	<b>30,734</b>	<b>25,252</b>

- 3.10 The re-profiling referred to earlier has seen the schemes and associated funding deferred until 2017/18.

## **CAPITAL RECEIPTS**

- 3.11 Table 4 shows the movements in the Capital Receipts Reserve during 2016/17. Receipts for the year totalled £3.5 million with £5.5 million held at 31 March 2017.

- 3.12 In accord with the Capital Receipts flexibilities introduced by the Government capital receipts generated between 1 April 2016 and 31 March 2019 can be used to support Transformation. This has been reflected in the Capital Programme for 2017/18 onwards. Receipts prior to the 1 April 2016 are not eligible to be used to fund Transformation.
- 3.13 The option of financing from borrowing has been curtailed as the revenue budget includes savings on loan financing. Instead the maximisation of capital receipts will be used, thereby reducing capital financing charges.

**Table 4: Capital Receipts Reserve**

	<b>£000</b>
<b>Balance as at 1 April 2016</b>	<b>8,047</b>
Add : Receipts during the year	3,462
Less : Used to part fund the Capital Programme	-5,951
<b>Balance as at 31 March 2017</b>	<b>5,558</b>

- 3.14 Of this balance £3.0 million is available to fund the Transformation Programme and £2.5 million to fund the ongoing Capital Programme

#### **4.0 FINANCIAL IMPLICATIONS**

- 4.1 The capital spend for the year amounted to £25.2 million. This was funded from borrowing of £7.2 million, Government Grants of £11.8 million, capital receipts of £5.9 million and revenue/reserves £0.3 million.
- 4.2 The re-profiling of schemes from 2016/17 to 2017/18 has seen the funding similarly re-profiled. This includes the planned borrowing which has been deferred and has contributed towards the in-year savings on Treasury Management activities within the revenue budget.

#### **5.0 LEGAL IMPLICATIONS**

- 5.1 There is a legal requirement to publish a report on the capital spend and financing at the end of each financial year

#### **6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS**

- 6.1 There are no staffing, IT or asset implications arising directly from this report.

#### **7.0 RELEVANT RISKS**

- 7.1 There are none associated with this report which provides a summary of the spend and financing of the Capital Programme in 2016/17. The Programme has been monitored throughout the year and by reports to Cabinet.

## **8.0 ENGAGEMENT/CONSULTATION**

- 8.1 This is an end of year report. Consultation takes places as part of considering the capital programme and over the planning and implementation of the specific schemes within the Programme.

## **9.0 EQUALITIES IMPLICATIONS**

- 9.1 There are no implications arising directly from this report which covers the overall programme and its funding for the financial year.

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## **REFERENCE MATERIAL**

CIPFA Code of Practice on Local Authority Accounting In the UK 2016/17.  
Local Government Act 2003 and subsequent amendments.  
Local Government (Capital Finance and Accounting) Regulations 2008.  
Accounts and Audit (England) Regulations 2015.

## **SUBJECT HISTORY**

<b>Council Meeting</b>	<b>Date</b>
Cabinet – Out-turn 2014/15	13 July 20125
Cabinet – Out-turn 2015/16	18 July 2016
Cabinet – Budget 2016/17	22 February 2016
Council – Budget 2016/17	3 March 2016
Cabinet – Capital Monitoring 2016/17	Quarterly reports

**COLLECTION SUMMARY 2016/17****REPORT SUMMARY**

This Appendix details the collection of Council Tax, Business Rates, Sundry Debtors, Housing Benefit Overpayments and Housing Act Advances. It also highlights key collection indicators and for irrecoverable sums, the sums that were written off under delegation and details of those debts for which Cabinet approval is sought to write off.

**RECOMMENDATIONS**

- a) The increase in Council Tax in-year collection rate from 95.3% in 2015/16 to 95.4% in 2016/17 be noted.
- b) The increase in Business Rates collection rate from 97.2% in 2015/16 to 97.6% in 2016/17 be noted.
- c) The increase in Sundry Debts from £23.6 million at 31 March 2016 to £26 million at 31 March 2017 be noted.
- d) That the sundry debts for Adults Social Services and Other Directorates detailed in the report be written-off against the Provision for Bad Debts.

**SUPPORTING INFORMATION****1.0 REASONS FOR RECOMMENDATIONS**

- 1.1 To inform Members of the collection activity undertaken in these areas.
- 1.2 Sums written off are approved either under delegation or by Cabinet.

**2.0 OTHER OPTIONS CONSIDERED**

- 2.1 The report presents a summary of the collection performance for 2016/17 and no other options were considered.

**3.0 BACKGROUND INFORMATION****COUNCIL TAX**

- 3.1 Work backlogs reduced throughout the year and various steps were taken to improve processing time. As a consequence the in-year collection rate increased from 95.3% in 2015/16 to 95.4% in 2016/17. A review of Single Person Discount awards was undertaken in January 2017, and at April 2017 resulted in the removal/cessation of 1,431 discounts, which has generated additional revenue of £0.4 million. Due to the timing of the review exercise, with ceases/amendments being made up to the end of March, this inevitably impacted on collection.

### 3.2 Collection Summary 2016/17

	£	£
Arrears Brought Forward at 1 April 2016		18,243,444
Total Charge 2016/17		<u>193,205,088</u>
		211,448,532
Less Credits Brought Forward at 1 April 2016		<u>1,110,470</u>
		210,338,062
Less Allowances:		
Exemptions	2,777,771	
Disabled Persons Relief	146,584	
Discounts and Band alterations	17,642,300	
Council Tax Support	26,561,404	
Write-offs	<u>1,876,208</u>	<u>49,004,267</u>
		161,333,795
Add Refunds Made		1,224,968
Add Costs		<u>488,827</u>
		163,047,590
Less Cash Received		<u>145,813,503</u>
Arrears Carried Forward at 31 March 2017		<u>17,234,087</u>

### 3.3 Debt Recovery Actions

	2015/16	2016/17
Reminder Notices	71,715	65,672
Summonses Issued	17,426	15,673
Leading to		
Liability Orders	12,911	14,307
Attachment of Earnings Orders	1,807	3,189
Deductions from Job Seekers Allowance, Income Support, Universal Credit, etc	5,953	6,191
Referred to Bailiffs	9,516	11,058

- 3.4 Whilst there has been a reduction in recovery action at Reminder and Summons stages there has been an increase at the later enforcement stages. The reduction in those eligible under the Local Council Tax Support Scheme continues to impact upon collection. In addition, the number of people claiming Council Tax Support has also reduced, especially for Universal Claimants who are required to apply separately for this support separately, despite actions to actively encourage take up.

#### Irrecoverables

- 3.5 There is no specific power to write-off Council Tax debts, which are covered by the general power of administering the financial affairs of the Authority. Examples of suitable cases for write-off are: deceased persons with no estate, persons not traced, Insolvency, sums remitted by the court during proceedings for imprisonment and minimal sums. All other debts are actively pursued.



- 3.6 The Bad Debt provision for 2016/17 was £13.8 million and whilst trace and recovery work is ongoing in pursuance of arrears £1,876,207 has been written off in 2016/17 which includes debt over 10 years old which is deemed to be uncollectible. The write off categories are as follows; -

Category	2015/16 £	2016/17 £
Deceased	5,122	71,292
Insolvency	258,433	325,961
Court Remission	5,248	848
Prison sentence served (by order of the magistrates)	205	0
Non-traceable	794,989	580,549
Uncollectable (old debt)	0	897,557
Total	<u>1,063,797</u>	<u>1,876,207</u>

### 3.7 Statistics

	31 Mar 2016	31 Mar 2017
Number of properties	147,426	147,760
Number of Council Tax Scheme Recipients	34,789	33,419
Council Tax Collection	95.3%	95.4%

### Year on Year Volume Comparisons

- 3.8 There continues to be an increasing number paying by Direct Debit. The removal of the Conway One Stop Shop cashier facility in April 2015 led to increased payments through the Post Office and Paypoint in 2015/16.

	31.03.15	31.03.16	31.03.17
Direct Debit Payers	93,428	94,813	96,919
Discount Recipients	71,957	61,546	60,492
Pensioners Discounts	11,482	0	0
Exempt Persons	2,203	2,303	2,290
No. of Amended/Copy Accounts	128,006	128,010	130,091
No. of Returned Direct Debit Payments	12,045	11,760	12,531
Payments: Direct Debits	966,861	987,594	1,014,341
Cash/Cheque	73,151	51,405	51,736
Salaries/Wages	10,393	9,299	8,669
Debit/Credit Card	84,325	80,728	83,924
Paypoint	42,947	45,913	43,759
Post Office	74,488	83,110	79,240
Dept. for Work & Pensions	57,662	57,577	52,802
Bailliff	14,972	23,102	23,315

## BUSINESS RATES (NATIONAL NON DOMESTIC RATES)

- 3.9 The collection rate of 97.6% in 2016/17 was an increase from 97.2% in 2015/16. This improvement was also against an increase in the sum collectable which increased from £76 million to £86 million. As reported last year the Valuation Office Agency finalised a number of outstanding assessments which included two major sites.

### 3.10 Collection Summary 2016/17

	£	£
Opening Debit		89,685,120
Plus Balance Brought Forward		5,562,000
Less Credit Brought Forward		<u>527,000</u>
		94,720,120
<u>Allowances</u>		
Assessment changes in year	7,578,521	
Transitional Relief	12,844	
Empty relief	-154	
Empty relief exemptions	-3,663,348	
Part Occupation relief	-149,947	
Void Property Relief	-3,878	
Charitable Organisations	-5,922,553	
Hardship	-5,000	
Small Business Rate Relief (SBRR)	-6,816,436	
Multi Occupation SBRR	-24,438	
Local Disc/Flood/Retail	12,690	
Enterprise Zone Discount	-134,162	
Re-Occupation Relief	-33,942	
Write-Offs	<u>-1,789,004</u>	<u>-10,938,807</u>
		83,781,313
Add Refunds made		2,638,673
Add costs		<u>48,276</u>
		86,468,262
Less Cash Received		<u>-81,377,962</u>
Balance Carried Forward		<u>5,090,300</u>

### 3.11 Debt Recovery Action

	2015/16	2016/17
Summonses	555	639
Liability Orders	458	515
Charge payers on Direct Debit	1,985	2,227

## Irrecoverables

- 3.12 The Bad Debt provision for Business Rates is £3.3 million in 2016/17 and those written-off by category in 2016/17 were:-

Category	2015/16 £	2016/17 £
Absconded/Irrecoverable	945,360	990,176
Insolvency	641,643	831,780
Miscellaneous (including deceased)	<u>-112,666</u>	<u>-32,952</u>
Total	<u>1,474,337</u>	<u>1,789,004</u>

## 3.13 Statistics

	2015/16	2016/17
Number of Properties on Valuation List	8,294	8,420
Rateable Value	£185,662,275	£185,697,584
New and Altered Property Notifications	1,005	345
Collection Rate	97.2%	97.6%

- 3.14 The Council has an Enterprise Zone, Wirral Waters, which came into force on 1 April 2012. The Zone has been the subject of reports to Cabinet and two buildings (a College and a Call Centre), were completed and occupied in 2015/16.
- 3.15 The Birkenhead Business Improvement District (BID) invoices were sent to 650 businesses in the Birkenhead BID Zone by the Council acting on behalf of the Wirral Chamber of Commerce in 2016/17. The levy is 1.5% of a property's Rateable Value and will cover a period of 5 years. In 2016/17 the BID levy raised £470,000, and the funds raised will go to improve the area covered by the BID Company, Birkenhead First. The collection rate was 94.4%.
- 3.16 Under Government proposals local authorities will retain 100% of Business Rates from 2020 and the Government has established areas to pilot this change. Wirral is part of the Liverpool City Region pilot whereby it will retain 100% of all Business Rates collected from 2017/18. Wirral previously retained 49% with 50% going to Central Government and 1% to the Fire Authority.
- 3.17 The outcome of the Government review into Business Rates means that from April 2017 Businesses with a Rateable Value of 12,000 or under do not pay Business Rates and they anticipate 1/3<sup>rd</sup> of all businesses will not pay Rates. Businesses with a Rateable Value of 12,000 to 15,000 receive tapered relief and properties with a Rateable Value of up to 51,000 pay the lower poundage, removing 250,000 businesses from the higher rate. Nationally the changes affect 900,000 properties nearly half of Business Rate payers. The Government are also looking at reducing the time between valuations (from 5 years to possibly 3 years) and alternative valuation methodologies including a form of self-assessment.

- 3.18 As a result of the 2017 revaluation of non-domestic properties, some ratepayers are subject to substantial increases in the amounts payable, and others substantial reductions. The Government Transitional Relief has introduced arrangements to phase the effects of these changes setting limits on increases and reductions in bills. The limits continue to apply to yearly increases and decrease until the full amount is due over a 5 year period.
- 3.19 The Chancellor of the Exchequer announced measures to help businesses in his budget statement on 8 March 2017 which are to help those affected by the revaluation of properties effective from 1 April 2017. This includes:-
- a Businesses which lose some or all of their small business rate relief will have increases in their bills limited to £50 per month in 2017/18. There will also be limits to increases in later years.
  - b There is a national fund of £300 million to support businesses that face the steepest increases in their rates bill as a result of the revaluation. The Government has recently issued the allocations and the operational details are being developed.

### **ACCOUNTS RECEIVABLE (SUNDRY DEBTS)**

- 3.20 During 2016/17 invoices totalling £97.5 million were raised and income of £93.2 million collected. The arrears figure as at 31 March 2017 increased by £2.4 million to £26 million and, as with previous years, the end of year position is affected by invoices raised in the final days of March. For 2016/17 this involved invoices totalling £7.6 million (in 2015/16 it was £7 million). 2016/17 also saw the Birkenhead Improvement District and Selective Licensing scheme processed through Debtors with the changes in Social Care funding resulting in deferred debtors increasing.

### **3.21 Collection Statement**

	2015/16	2016/17
	£	£
Balance Brought Forward at 1 April	30,890,704	22,624,737
Net Amount of Invoices	<u>91,304,924</u>	<u>97,450,018</u>
	122,195,628	120,074,755
Less Write-Offs	<u>1,777,833</u>	<u>848,260</u>
	120,417,795	119,226,495
Payments Received	<u>97,793,058</u>	<u>93,212,650</u>
Balance Carried Forward at 31 March	<u>22,624,737</u>	<u>26,013,845</u>

- 3.22 The number of invoices and their value raised over recent years and the outstanding debt at the year-end is as follows:-

Financial Year	Invoices Number	Invoices Value	Debt 31 March
2013/14	51,139	£99.6m	£23.5m
2014/15	48,879	£105.5m	£30.9m
2015/16	66,061	£91.3m	£22.6m
2016/17	81,889	£97.5m	£26.0m

- 3.23 The table below shows the Directorates and amount of debt at each stage:

Directorate Description	Less than 10 days	1st reminder	2nd reminder	3rd reminder	Total at 31.03.2017
	£	£	£	£	£
Chief Executive	152,845	10,118	74,236	1,049,198	1,286,397
Neighbourhood	18,013	0.00	0.00	11,373	29,386
Families & Wellbeing	6,259,561	1,659,577	552,401	9,989,246	18,460,787
Trans & Resources	492,171	378,130	1,853,132	2,569,237	5,292,672
Reg & Environment	704,267	57,326	159,260	323,544	1,244,398
Policy & Perform'ce	300	0	22,448	68,979	91,727
Totals	7,627,158	2,105,153	2,661,478	14,011,579	26,405,369

- 3.24 The above figures are for invoices up to the end of March 2017. Payments as well as amendments such as write-offs and cancellations continue to be made after this date on these accounts plus a further adjustment of £391,524 to be made for unallocated payments at year-end leaving a balance of £26,013,845.
- 3.25 Debts which have been registered as a charge against a property and should be recovered when that property is subsequently sold are classed as Land Charges. There is currently £851,975 covered by Land Charges.

### **Irrecoverables**

- 3.26 Sums over the limit of delegation £1,000 and below £5,000 require Cabinet approval. For each case over £5,000 the approval is in respect of individual cases for which explanations are provided to Cabinet. The Bad Debt provision for 2016/17 is £9.3 million.
- 3.27 Sums totalling £848,259.89 are proposed for write off comprising £736,912.81 of Adult Social Services debtors and a further £111,347.08 of other Departmental debts. The cases above £5,000 are detailed in the Annex.

Debt – Value	Adult Social Services		Other Directorates	
	Number	£	Number	£
<£1,000	361	76,144	344	62,474
£1,000-£5,000	27	57,583	14	24,119
£5,000	32	603,186	3	24,754
Total	420	736,912	361	111,347

Reason for write off	Adult Social Services		Other Directorates	
	Number	£	Number	£
Deceased	112	123,004		
Irrecoverable	36	264,159	36	36,545
Statute Barred	14	189,687	277	69,905
Uneconomical	258	160,092	48	4,897
Total	420	736,912	361	111,347

Note : Whilst some items are classed as Statute Barred this primarily relates to invoices where the client died several years ago so could equally be classified under deceased.

### HOUSING BENEFIT OVERPAYMENT DEBTS

3.28 The following Housing Benefit overpayment debts were written off in 2016/17.

Reason	No	£
Elderly	10	11,520
Bankrupt	88	62,049
Deceased	74	35,548
Statute Barred	60	19,279
Small Balance	56	772
Uneconomic to pursue	128	21,669
Total	416	150,837

### IRRECOVERABLE DEBTS

3.29 Under delegated powers and previous Cabinet approval written off as irrecoverable against the provision for bad debts are the following:-

	£
Council Tax	1,876,208
Business Rates	1,789,004
Sundry Debtors	848,259
Housing Benefits Overpayments	150,837
Total	<u>4,664,308</u>

#### **4.0 FINANCIAL IMPLICATIONS**

- 4.1 Debts written off as irrecoverable are charged against the Council provisions for bad debts which are reviewed annually in accordance with the requirements of accounting practice. At 31 March 2017 the provision for Council Tax stood at £14.3 million, Business Rates £3.2 million and Sundry Debts £9.3 million.

#### **5.0 LEGAL IMPLICATIONS**

- 5.1 Those debts recommended for write-off have been agreed by the Head of Legal and Member Services.

#### **6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS**

- 6.1 There are no staffing, IT or asset implications arising directly from this report.

#### **7.0 RELEVANT RISKS**

- 7.1 If debts are not written off they have the potential to inflate what might be thought collectable. Debts are only written off after a number of stringent checks and following advice from the Head of Legal and Member Services.

#### **8.0 ENGAGEMENT/CONSULTATION**

- 8.1 Relevant officers of the Council have been consulted in preparing this report.

#### **9.0 EQUALITIES IMPLICATIONS**

- 9.1 There are no implications arising directly from this report being a report on the overall financial affairs for the financial year just completed.

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#### **ANNEX**

Sundry Debtor Accounts – Write-Offs over £5,000

#### **SUBJECT HISTORY**

<b>Council Meeting</b>	<b>Date</b>
Cabinet - Collection Summary 2013/14	7 July 2014
Cabinet - Outturn Collection Summary 2014/15	13 July 2015
Cabinet – Outturn Collection Summary 2015/16	18 July 2016

## SUNDRY DEBTOR ACCOUNTS

## WRITE-OFFS OVER £5,000 FROM 1 APRIL 2016 -31 MARCH 2017

## DEBTORS – ADULT SOCIAL SERVICES

Case	Details
1	Invoice dated 22/01/2015 amounting to £17,865.76, in respect of the final balance outstanding for Residential/ Nursing Care charges and Support at Home charges. The client was deceased and a complaint was addressed with the resultant agreement to write off the debt. <b>Write off reason – Irrecoverable</b>
2	Invoice dated 18/05/2015, amounting to £15,442.93 in respect of the final balance outstanding for support at home charges. The client is deceased leaving no funds in the Estate. Unable to pursue as no probate or executor and no charges could be brought. <b>Write off reason – Deceased</b>
3	Invoice dated 24/11/2015, amounting to £9,632.35 in respect of final balance outstanding for accommodation charges. The Client's husband / appointee and the Client died with no Estate and no grant of probate issued in respect of either the client or her husband. <b>Write off reason – Irrecoverable</b>
4	Invoice dated 22/10/2015, amounting to £5,058.85 in respect of a final balance outstanding Residential / Nursing charges. The Client is deceased and evidence was provided that there were no funds remaining on the Estate. Remaining funds had already been spent on the funeral. <b>Write off reason – Deceased</b>
5	Invoice dated 12/12/2013, amounting to £49,080.72, in respect of the final amount for support at home charges. Client is deceased and there is no record of probate being issued and no-one to pursue for the debt. As this was based on full cost assessment because the family would not engage the assessment may have been reduced. <b>Write off reason – Irrecoverable / No trace</b>
6	Invoice dated 14/08/2014 amounting to £38,459.33, relating to accommodation charges. This debt has been deemed irrecoverable as the Client died in 2014 and there was no probate or executor with nobody to pursue. <b>Write off reason – Irrecoverable</b>
7	Invoice dated 13/11/2015, amounting to £14,088.56, relating to the final account for non-residential charges. This debt was referred to external solicitors who recommended a flexible instalment arrangement, but was never implemented. The client is no longer funded by DASS and unlikely to have funds to pay. <b>Write off reason – Irrecoverable</b>
8	Invoice dated 01/06/2016, amounting to £5,989.03, relating to the final amount outstanding for residential charges. The client died and there are no funds remaining in the Estate to pay the debt. <b>Write off reason – Deceased</b>



9	<p>Invoice dated 10/02/2016, amounting to £5,220.61, relating to the final amount outstanding for residential charges. Evidence was provided to show insufficient funds in the Estate, following payment of funeral.</p> <p><b>Write off reason – Deceased</b></p>
10	<p>Invoice dated 18/09/2013 amounting to £77,901.27 in respect of the final balance outstanding for support at home charges and Residential Nursing care. .With the client's son is living in Indonesia and funds spent prior to DASS becoming appointee following the client's death there was no probate and unable to pursue the debt.</p> <p><b>Write off reason – Irrecoverable / No trace</b></p>
11	<p>Invoice dated 04/08/2015 amounting to £38,746.63 in respect of accommodation charges. A letter received August 2013 from the client's daughter, states her mum had approximately £8,000 prior to funeral expenses, so no funds left. Daughter was not official Power of Attorney so unable to pursue debt</p> <p><b>Write off reason – Uneconomical</b></p>
12	<p>Invoice dated 21/7/14 amounting to £23,337.61 in respect of accommodation charges, respite charges and Home care charges. The client died and whilst the niece was the only carer she did not handle finances. Despite extensive searching the Executors have not been traced.</p> <p><b>Write off reason – Irrecoverable / No trace</b></p>
13	<p>Invoice dated 13/11/2015 amounting to £18,518.84 in respect of the final account for non-residential care charges. The services ended in 2015 and a letter received from CWP advised the client no longer has 'capacity to understand, retain or assimilate information regarding the financial issues'. The consultant psychiatrist has asked for the amount to be written off for the good of client's health.</p> <p><b>Write off reason - Irrecoverable.</b></p>
14	<p>Invoice dated 20/07/2016 amounting to £16,870.12 in respect of accommodation charges. Client is deceased and evidence provided showing no funds in Estate to pay balance.</p> <p><b>Write off reason – Deceased</b></p>
15	<p>Invoice dated 13/11/2015 amounting to £16,156.50 in respect of the final account for non- residential care charges. Whilst the debt has been pursued there is evidence that changes in service provision may mean the amount is overstated but confirmation depends upon the client's financial position. It has been identified that the client does not have the capital, or the income, to settle the debt.</p> <p><b>Write off reason – Uneconomical</b></p>
16	<p>Invoice dated 13/11/2015 amounting to £16,021.27 in respect of the final account for non-residential care charges. up to 31/03/2013. Whilst the debt was pursued the client's financial position remained unclear with limited means of confirming. It has been identified that the client does not have the capital, or income, to pay off the debt.</p> <p><b>Write off reason – Uneconomical</b></p>
17	<p>Invoice dated 26/07/2016 amounting to £10,384.74 in respect of outstanding support at home charges. Client died with probate not required. Evidence received confirms no funds in the Estate.</p> <p><b>Write off reason – Deceased</b></p>
18	<p>Invoice dated 25/03/2014 amounting to £8,786.57 in respect of residential</p>

	charges and short term care. The client died with no funds in the Estate. <b>Write off reason – Deceased</b>
19	Invoice dated 21/06/2016 amounting to £5,993.15 in respect of charges for Nursing Care. Client is now in long term care with no available income so pursuit would not result in the debt being paid. <b>Write off reason – Uneconomical</b>
20	Invoice dated 30/06/2016 amounting to £5,112.09 in respect of residential care. The client is deceased and the likelihood of payment balanced with cost of proceedings renders this uneconomic to pursue. <b>Write off reason – Uneconomical</b>
21	Invoice dated 26/07/2016 amounting to £5,002.71 in respect of support at home charges. Evidence provided that there is no capital available to pay the debt and no income available to pay instalments. It would not be cost effective to pursue this debt due to the likelihood of payment balanced with cost of proceedings <b>Write off reason – Uneconomical</b>
22	Invoice dated 06/10/2009 amounting to £30,477.17 in respect of the final amount outstanding for accommodation charges. Recovery action has proven unsuccessful so write off is recommended due to timescale. <b>Write off reason – Statute Barred</b>
23	Invoice dated 16/07/2015 amounting to £8,930.45 in respect of the final account for homecare charges. No probate as the Estate is likely to have been passed to the client's widow. Client was assessed at full cost through limited engagement by client so potentially over-stated. Limited likelihood of payment balanced with cost of proceedings <b>Write off reason – Uneconomical</b>
24	Invoice dated 17/02/2016 amounting to £7,857.02 in respect of the final account for accommodation charges. Client died leaving limited funds in the Estate used to meet debts and funeral costs. <b>Write off reason – Deceased</b>
25	Invoice dated 06/12/2016 amounting to £6,161.45 in respect of support at home charges. Client died having been in receipt of low Income Guarantee Credit and in rented accommodation. Probate has not been awarded and it not cost effective to pursue due to the likelihood of payment versus cost of proceedings. <b>Write off reason – Uneconomical</b>
26	Invoice dated 16/12/2012, amounting to £9,230.68, relating to Direct Payments. All attempts to recover this account have been unsuccessful and is now statute barred under Section 56 of the National Assistance Act 1948. <b>Write off reason – Statute Barred</b>
27	Invoice dated 13/07/2009 amounting to £57,463.71, in respect of the final amount outstanding for overpayments. All attempts to recover this debt were unsuccessful and the debt is now statute barred. <b>Write off reason – Statute Barred</b>
28	Invoice dated 11/06/2010 amounting to £31,847.93 in respect of an overpayment as a Primary Care Trust also paid for Community Health Care. All attempts to recover this debt were unsuccessful and the debt is now statute barred and cannot be pursued through the Courts. <b>Write off reason – Statute Barred</b>

29	Invoice dated 02/02/2011 amounting to £19,457.14, in respect of an overpayment. All attempts to recover this debt were unsuccessful and the debt is now statute barred. <b>Write off reason – Statute Barred</b>
30	Invoice dated 19/05/2010 amounting to £8,028.60 in respect of an overpayment of additional residential nursing care charges. All attempts to recover this debt were unsuccessful and the debt is now statute barred and cannot be pursued through the Courts. <b>Write off reason – Statute Barred</b>
31	Invoice dated 19/10/2009 amounting to £7,856.57 in respect of an overpayment of additional residential nursing care charges. Client died and attempts to recover this debt were unsuccessful. The debt is now statute barred. <b>Write off reason – Statute Barred</b>
32	Invoice dated 02/02/2011 amounting to £7,205.59 in respect of an overpayment for services. Attempts to recover this debt were unsuccessful. The debt is now statute barred. <b>Write off reason – Statute Barred</b>

## DEBTORS – OTHER DIRECTORATES

Case	Details
1	Invoice dated 21/10/2010, amount £14,200 for delivery of assessment and final report raised by Children and Young People Department. Company went into liquidation/ bankruptcy and details of our claim has been lodged with the liquidators as an unsecured creditor <b>Write off reason – Liquidation</b>
2	Invoice dated 12/03/2009, amount £5,055.50, relating to Wirral Group Repair Scheme and a contribution for work completed on 18 Mallaby Street. Legal Services unable to trace the debtor despite an exhaustive search, leaving no alternative but to recommend the debt for write off. <b>Write off reason – No trace</b>
3	Invoice dated 13/11/2001 amount £5,499 for urgent works carried out on the Congregational Church in Oxtown Road, Birkenhead. Whilst this had been registered as a Land charge against the property it is now statute barred and can no longer be pursued. <b>Write off reason – Statute Barred</b>

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## Business Overview and Scrutiny Committee 4 July 2017

<b>REPORT TITLE</b>	<b>APPOINTMENT OF THE HIGHWAYS REPRESENTATION PANEL</b>
<b>REPORT OF</b>	<b>MANAGING DIRECTOR FOR DELIVERY</b>

### REPORT SUMMARY

The purpose of this report is to enable this Committee to undertake a review of the Highways Representation Panel and to appoint members to serve on that panel if it is to be retained in 2017-2018. Standing Order 33 (1) requires that Committees should keep the need for panels under review and, in particular, the position must be reviewed at the first meeting of a Committee in each municipal year.

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

### RECOMMENDATION/S

The Committee is requested –

- (1) to confirm that the Highways Representation Panel be re-appointed for 2017-2018 with the terms of reference identified.
- (2) to appoint members to serve on the Highways Representation Panel in 2017-2018, including the appointment of the Chair and named deputies.

## **SUPPORTING INFORMATION**

### **1.0 REASON/S FOR RECOMMENDATION/S**

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

### **2.0 OTHER OPTIONS CONSIDERED**

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

### **3.0 BACKGROUND INFORMATION**

3.1 The Panel's terms of reference are as follows:

(i). To consider objections relating to all highway and traffic management matters governed by the Road Traffic Regulation Act 1984, whether subject to a traffic regulation order or otherwise, including (but not limited to) the following:

- waiting and parking restrictions;
- speed limits;
- one way traffic orders;
- weight limits
- prohibiting or restricting the use of heavy commercial vehicles;
- signalised and non-signalised pedestrian/cycle/horse crossings;
- provision of off street parking and parking on roads, footpaths, pavements and verges;
- traffic signs and traffic signals
- bus lanes and taxi ranks

(ii). unresolved petitions relating to highway and traffic management matters.

(iii). and to then make recommendations to the Business Overview and Scrutiny Committee.

### **3.2 Membership**

The membership of the Highways Representation Panel, since its establishment in 2009 has been three members, the Chair of the relevant Scrutiny Committee and usually the two Party Spokespersons, or their nominees. In 2016-2017 the membership was as follows:

#### **Members**

1 Conservative Steve Williams (Chair)

#### **Deputies**

Gerry Ellis  
John Hale  
Andrew Hodson  
Tracey Pilgrim  
Adam Sykes  
Kathy Hodson  
David Elderton

Eddie Boulton

1 Labour Mike Sullivan

Jerry Williams  
Anita Leech  
Denise Realey  
Jean Stapleton

1 Liberal Democrat Dave Mitchell

Alan Brighouse  
Chris Carubia  
Phil Gilchrist

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

3.4 The Panel's recommendations are referred to the Business Overview and Scrutiny Committee for consideration. The Committee may approve, amend, substitute or reject a Panel's recommendation(s). All approved and / or amended recommendations by the Committee are referred to the relevant Cabinet Member for a formal decision to be made.

3.5 Members should note that the panel usually meets during the daytime.

#### **4.0 FINANCIAL IMPLICATIONS**

There are no implications arising directly from this report.

#### **5.0 LEGAL IMPLICATIONS**

There are no implications arising directly from this report.

#### **6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS**

There are no implications arising directly from this report.

#### **7.0 RELEVANT RISKS**

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

#### **8.0 ENGAGEMENT/CONSULTATION**

Not applicable.

#### **9.0 EQUALITY IMPLICATION**

No because there is no relevance to equality.

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**APPENDICES - none**

**REFERENCE MATERIAL**

**SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
<b>Business Overview and Scrutiny Committee</b>	<b>4 July 2016</b>
<b>Council</b>	<b>27 June 2016</b>
<b>Regeneration and Environment Policy and Performance Committee</b>	<b>14 July 2015</b>
<b>Regeneration and Environment Policy and Performance Committee</b>	<b>22 July 2014</b>





## **Business Overview & Scrutiny Committee 4 July 2017**

<b>REPORT TITLE:</b>	<b>BUSINESS OVERVIEW &amp; SCRUTINY COMMITTEE - WORK PROGRAMME UPDATE</b>
<b>REPORT OF:</b>	<b>THE CHAIR OF THE COMMITTEE – COUNCILLOR MICHAEL SULLIVAN</b>

### **REPORT SUMMARY**

This report explains the process of developing and managing the scrutiny work programme for the municipal year. The Business Overview & Scrutiny Committee, in cooperation with the other three Overview & Scrutiny Committees, is responsible for proposing and delivering an annual scrutiny work programme. This work programme should align with the corporate priorities of the Council, in particular the delivery of the Wirral Plan pledges which are within the remit of the Committee.

It is envisaged that the work programme will be formed from a combination of scrutiny reviews, standing items and requested officer reports. This report provides the committee with an opportunity to plan and regularly review its work across the municipal year.

### **RECOMMENDATION/S**

Members are requested to:

1. Approve the proposed Business Overview & Scrutiny Committee work programme for 2017/18, making any required amendments.
2. Committee is requested to support a proposal to convene a dedicated work programme planning session for the Chair, Vice-Chair and Party Spokespersons. The purpose of the session is to give further detailed consideration to the Committee's work programme prior to the next scheduled Committee meeting in September.

## SUPPORTING INFORMATION

### 1.0 REASON/S FOR RECOMMENDATION/S

To ensure members of the Business Overview & Scrutiny Committee have the opportunity to contribute to the delivery of the annual work programme.

### 2.0 OTHER OPTIONS CONSIDERED

Not Applicable

### 3.0 BACKGROUND INFORMATION

#### 3.1 THE SCRUTINY WORK PROGRAMME AND THE WIRRAL PLAN

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

The specific Wirral Plan pledges and associated plans and strategies of particular relevance to the Business Overview & Scrutiny Committee are:

Pledge	Plans & Strategies
Greater job opportunities in Wirral	Wirral Growth Plan
Workforce skills match business need	Wirral Growth Plan Skills Strategy (In development)
Increase inward investment	Wirral Growth Plan
Thriving small Businesses	Wirral Growth Plan
Vibrant tourism economy	Growth Plan Wirral Visitor Economy Strategy
Transport & technology infrastructure fit for the future	Transport Strategy Digital Strategy
Assets and buildings are fit for purpose	Asset Strategy

### 3.2 PRINCIPLES FOR PRIORITISATION

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?

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

### 3.3 DELIVERING THE WORK PROGRAMME

It is anticipated that 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
- Spotlight sessions
- Standing panels (where deemed necessary)

As some of the selected topics may well cut across the Wirral Plan themes, it is anticipated that some of the scrutiny topics may be of interest to members of more than one committee. In these circumstances, opportunities for members of more than one committee to work jointly on an item of scrutiny work will be explored.

Regular work programme update reports will provide the committee with an opportunity to plan and regularly review its work across the municipal year.

### **3.4 SCRUTINY WORK PROGRAMME ITEMS**

#### Supporting the Creative Sector

A Task & Finish Scrutiny Review on how Wirral Council can support the creative sector is underway. The Review Panel comprises three Members of the Committee. These Members are Councillor Warren Ward, Chair of the Review Panel, Councillor Julie McManus and Councillor Dave Mitchell. The objectives of the review are to identify what makes creative industries flourish, understand what the barriers are and to identify what Wirral can do to further support and develop the sector. As part of the scrutiny review, Members of the Review Panel visited Bristol as it was identified as having developed a strong creative sector. The visit allowed Members to meet with key officers, including officers from the Council's property and planning teams.

#### Further Development of the Scrutiny Work Programme

In consideration of how best to further develop the work programme for the 2017/18 municipal year, it is proposed that a dedicated work programme planning session is arranged before the next Committee meeting in September. This session will be attended by the Chair, Vice-Chair and Party Spokespersons of the Committee and supported by lead Council officers. Members are invited to suggest possible topics for inclusion in the work programme through the Chair, Vice-Chair or relevant Party Spokesperson prior to the session convening.

#### **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:****Appendix 1: Business Overview & Scrutiny Committee – Work programme****REFERENCE MATERIAL****SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>

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**BUSINESS OVERVIEW & SCRUTINY COMMITTEE  
WORK PROGRAMME**

**(As at 20/06/17)**

**AGENDA ITEMS – Tuesday 4<sup>th</sup> July 2017**

Item	Format	Officer / Councillor
Resident Parking Scrutiny Review	Report	Cllr. Jean Stapleton
Road Condition - Update	Report	Julie Barnes, Lead Commissioner (Transport and Tech)
Liverpool City Region Combined Authority - Update	Officer Report	Rosemary Boylan, Policy and Strategy Manager (External)
Liverpool City Region Combined Authority Scrutiny Panel - Update	Verbal presentation	Cllr. Mike Sullivan (LCRCA Scrutiny Link)
Business Overview & Scrutiny Committee Members Briefing Pack	Briefing Pack	Scrutiny Team
Appointments to Highways Representation Panel	Officer Report	Chair of the Committee
Performance monitoring – 2016/17 Q4 / Closedown Report	Report	David Armstrong – Director for Business Services (Assistant Chief. Executive)
Financial monitoring – 2016/17 Q4 / Year-end Report	Report	Corporate Finance to provide report
Scrutiny Work Programme Update	Report	Report of the Chair of the Committee

## PROPOSED AGENDA ITEMS – Tuesday 19<sup>th</sup> September 2017

Item	Format	Officer
Liverpool City Region Combined Authority - Update	Officer Report	Rosemary Boylan, Policy and Strategy Manager (External)
Liverpool City Region Combined Authority Scrutiny Panel - Update	Verbal presentation	Cllr. Mike Sullivan (LCRCA Scrutiny Link)
Financial monitoring - 2017/18 Q1	Report	Peter Molyneux to provide report
Performance monitoring – 2017/18 Q1	Report	Corporate Finance to provide report
Policy Inform	Report	Policy Team
Work Programme Update	Report	Report of the Chair

## ADDITIONAL AGENDA ITEMS – WAITING TO BE SCHEDULED

Item	Format	Approximate timescale	Lead Departmental Officer
Disaster Recovery Scrutiny Review – Follow-up report	Committee Report / Presentation	TBC	TBC
Tourism Scrutiny Review – Follow-up report	Committee Report / Presentation	TBC	TBC

## WORK PROGRAMME ACTIVITIES OUTSIDE COMMITTEE

Item	Format	Timescale	Lead Departmental Officer	Progress / Comments
Wirral Waters Briefing Sessions	Presentation	TBC	TBC	
Budget scrutiny 2018 / 19	TBC	Dec 2017 / Jan 2018	TBC	Report to Business O &S – 23 <sup>rd</sup> January 2017
Transforming Wirral – further business cases	Workshop	TBC	TBC	