



## Business Overview and Scrutiny Committee

<b>Date:</b>	<b>Wednesday, 28 November 2018</b>
<b>Time:</b>	<b>6.00 p.m.</b>
<b>Venue:</b>	<b>Committee Room 1 - Wallasey Town Hall</b>

This meeting will be webcast at  
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### AGENDA

1. **APOLOGIES FOR ABSENCE**
2. **MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST / PARTY WHIP**

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

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

3. **MINUTES (Pages 1 - 12)**  
To approve the accuracy of the minutes of the meeting held on 18 September, 2018.
4. **FINANCIAL MONITORING REPORT - QUARTER 2 2018/19 (Pages 13 - 18)**
5. **WIRRAL WATERS SCRUTINY WORKSHOP REPORT (Pages 19 - 34)**

6. **FURTHER INFORMATION REQUESTED IN RELATION TO THE CONSULTANTS AND INTERIMS (Pages 35 - 48)**
7. **UPDATE ON LIVERPOOL CITY REGION DEVELOPMENTS (Pages 49 - 54)**
8. **LIVERPOOL CITY REGION COMBINED AUTHORITY SCRUTINY PANEL - VERBAL UPDATE**
9. **2018/19 QUARTER 2 WIRRAL PLAN PERFORMANCE (Pages 55 - 66)**
10. **BUSINESS OVERVIEW & SCRUTINY COMMITTEE - WORK PROGRAMME UPDATE (Pages 67 - 76)**
11. **HIGHWAYS REPRESENTATION PANEL**

Further to the appointment of 3 Members to the Highways and Traffic Representation Panel at the meeting on 4 July (minute 12 refers), the Committee is requested to appoint a replacement Labour Member for Councillor Mike Sullivan.

12. **ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR**

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## **BUSINESS OVERVIEW AND SCRUTINY COMMITTEE**

Tuesday, 18 September 2018

Present: Councillor P Hackett (Vice-Chair in the Chair)

Councillors	C Blakeley	C Spriggs
	T Cox	J Stapleton
	D Elderton	T Usher
	K Hodson	KJ Williams
	A Leech	S Williams
	J McManus	G Wood
	D Mitchell	

Deputy: Councillor C Muspratt (In place of S Jones)

### 13 **APOLOGIES FOR ABSENCE**

Councillor Pat Hackett welcomed everyone to the meeting, which he was chairing as the appointed Vice-Chair. He thanked the former Chair, Councillor Mike Sullivan for all his work on the Committee, who had had respect on all sides.

Councillor Chris Blakeley then sought guidance from the Director of Governance and Assurance, Philip McCourt, on the situation with regard to the Committee membership following the resignation of a Member of the Labour Group.

Philip McCourt advised that the Committee membership was determined by Annual Council at its meeting in May with appointments being made by nomination by the respective political groups to the Proper Officer. As Councillor Sullivan had resigned the Labour Whip, the Leader of the Labour Group had nominated another Labour Member to replace him. Council at its next ordinary meeting would receive a report on the new political balance of the Council in accordance with the Local Government (Committees and Political Groups) Regulations 1990.

The Chair announced the intention to bring the March meeting forward because of the pre-election period and that this would be confirmed at the next meeting.

There was one apology from Councillor Sharon Jones for whom Councillor Christina Muspratt was deputising.

The Chair, with the consent of the Committee agreed that the order of business be varied and items 7 and 10 on the agenda be heard consecutively.

14 **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.

Responding to a question from Councillor Chris Blakeley, the Director of Governance and Assurance, Philip McCourt, advised Councillor Blakeley that he did not have to declare an interest either personal or prejudicial in agenda item 5, 'Early Impact of Universal Credit' as he worked for the MP for Tatton in her constituency role and with no financial interest in her role as Secretary of State for the Department of Work and Pensions.

Councillor Dave Mitchell declared a personal interest in agenda item 4, 'Financial Update', by virtue of him being a governor of one of the schools referred to in the capital monitoring part of the report.

Councillor Anita Leech declared a non-pecuniary interest in agenda item 5, 'Early Impact of Universal Credit' by virtue of her membership of the Leasowe Community Homes (Prima) Board.

15 **MINUTES**

Members were requested to receive the minutes of the Business Overview and Scrutiny Committee meeting held on 4 July, 2018.

Councillor Anita Leech queried in respect of minute 12, 'Appointment of the Highways Representation Panel', the appointment of Councillor Mike Sullivan to the Panel and it was agreed that this would be addressed at the next meeting of the Committee.

**Resolved – That the minutes of the meeting held on 4 July, 2018, be approved.**

16 **FINANCIAL UPDATE**

Jenny Spick, Senior Manager, Financial Planning and Policy, introduced the report of the Director of Finance and Investment which set out the Council's revenue and capital monitoring position for 2018/19 quarter 1. The report also provided details of the Medium Term Financial Strategy 2019/20 to 2022/23 and preparation of the budget for 2019/20.

The quarter 1 revenue report showed an £88,000 underspend for Business. The quarter 1 capital report showed an expenditure of £2.1 million on a programme of £43.5 million.

Jenny Spick gave a presentation to the Committee which included further details on:

- The 2017/18 outturn
- The 2018/19 budget
- Key dates in the lead up to the setting of the 2019/20 budget.

Responding to comments from Members, Jenny Spick stated that she did not have any details on the West Kirby Flood Alleviation capital spend but that she would find out more and furnish Councillor Elderton and the Committee with the information. The increased legal fees of £1m relating to Children's Services were in respect of the rise in the number of Looked after Children during 2017/18. The cost of £0.5m for vacant buildings was in respect of the rationalisation of buildings and their disposal which sometimes took longer than expected while costs such as business rates and security would still have to be paid. A Member suggested that vacant buildings could be used by social enterprises for hosting events and that there could be many exciting and innovative proposals to be explored.

With regard to the capital spend of £86.4m for 2018/19 and only £5m having been spent in the first quarter, she referred to the preparatory work which needed to be undertaken to schedule the spend with different programme managers. There were also some large capital programme projects which would happen towards the end of the year. In respect of the style of the report, she stated that more tailored reports would be provided for Overview and Scrutiny committees in the future and acknowledged the need to provide any financial presentations in advance.

She was not aware of when the Leisure Services review would be announced. In terms of business rates and the building of new homes she acknowledged the balance which needed to be struck between the building of new homes and the need to maintain easy access and parking for small shopping areas.

The Chair invited Councillor Stuart Whittingham, Cabinet Member for Highways and Transport, to respond to questions on the current spend from the Pot Hole Action Fund, with only £33,000 of the £563,000 having been spent in the first quarter. Councillor Whittingham stated that he did not have the most up to date figures to hand but that information was now available on the Council website as to those roads where action had been taken to fill pot holes. Information could be provided on how much was forecast to be spent in the second quarter.

With regard to the £305,000 as commercial settlement with BAM Nuttall, Jenny Spick confirmed that this was for the purchase of assets and equipment which the Council required for operational need when the Highways Maintenance contract returned in-house from 1 October, 2018. Philip McCourt, Director of Governance and Assurance, informed the Committee that the contract for Highways Maintenance had involved a very complex series of negotiations and a more detailed briefing on this could be provided to the Member.

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

## 17 EARLY IMPACT OF UNIVERSAL CREDIT

The Chair introduced a report (deferred from 4 July, 2018 meeting) which set out the findings arising from two scrutiny workshops held in February 2018 to consider the early impact of Universal Credit in Wirral. The workshops were commissioned by the Chairs of the four Overview & Scrutiny Committees in the 2017/18 municipal years and were open to all Overview & Scrutiny Members.

The report was originally scheduled to be presented at the Business Overview and Scrutiny Committee meeting on 27 March 2018. As this meeting fell in the pre-election period, it was agreed by the Chair that the report would be deferred to the first meeting of the municipal year.

The first workshop was held on 20 February, 2018 with key senior council officers to get a better understanding of Universal Credit and the impact it had on operational services. The second workshop was held on 27 February, 2018 and looked at Universal Credit from the perspective of a number of external organisations and Council teams that engaged with residents over Universal Credit.

Nicola Dixon, Business Unit Manager, Transaction Management gave an update on the current operational situation following the migration to Universal Credit Full Service. She was able to share the key points emerging from the DWPs most recent Universal Credit Update Bulletin:

- Supported Accommodation Consultation outcome – housing costs to remain with Local Authorities.
- Managed migration programme commences 2019, for those in receipt of specific legacy benefits and extends through to 2023.
- Further provision for those in receipt of Severe Disability Premium.
- Universal Credit Advances – may now be made on-line.
- Corporate Appointees – present process in place under review as an identified need for improvement.

Responding to comments from Members Nicola Dixon stated that only 25% of people referred by the DWP for Personal Budgeting Support, the service facilitated by the Council's One Stop Shop Customer Service Advisors and funded by the DWP, were turning up for their appointments but acknowledged that the section would struggle to deal with the numbers if all the clients did turn up. With regard to the impact on veterans she would need to seek further information from the Homelessness section as to the effect. Work was ongoing with partner agencies with continued close liaison between Customer Service leads and the DWP at a local level. Housing Benefit staff had supported the local Job Centre staff in the initial transition to Full Service, with particular regard to supporting their clients in securing any entitlement to Council Tax Support. A lot of work was taking place front of house to try and help those people anxious or possibly daunted by the process of making applications for Universal Credit 'on-line' and managing their 'account' on-line with arrangements in place at libraries and One Stop Shops to this end.

Responding to further comments Nicola Dixon commented that there was a relatively recently published Liverpool City Region Welfare Reform Impact report which encompassed Universal Credit which Members might find helpful in understanding the nature and any extent of reported impacts. She also advised that the national DWP / Local Authority Welfare Steering Group minutes and terms of reference, might equally be of interest to Members and could be accessed at the relevant LA pages on 'Gov.UK'.

Primarily the matter of take-up of Council Tax Support, now a local as opposed to national scheme was noted as a continued matter of concern particularly given the need to apply for this separately and in addition to making a Universal Credit claim. Nicola Dixon advised that this matter was consistent across the majority of Local Authority areas and was something which practitioners were actively trying to address.

A Member stated that the numbers entitled who were not claiming was quite significant and that there was plenty of scope for further scrutiny.

Another Member suggested that although the DWP's constitution prohibited their staff from attending political forums, an officer from the DWP could be invited to come along to give an update but without being subject to questioning.

The Chair suggested that they could alternatively be invited to a future workshop.

A Member suggested that the Scrutiny Review should be circulated to all Overview and Scrutiny Committees and representations should then be made to the LGA.

On a motion by Councillor Tom Usher, duly seconded, it was –

## **Resolved –**

- (1) That the suggested actions in Appendix 2 to the Scrutiny Review, including those ‘asks of the Government’, be agreed as recommendations from this Committee and an officer write to the Government, with regard to those particular recommendations.**
- (2) That the Scrutiny Review should be circulated to all Overview and Scrutiny Committees and representations should then be made to the LGA.**
- (3) That the proposal to schedule further scrutiny workshops in the municipal year and consider the areas of scrutiny focus be agreed, including an invitation to officers from the DWP to attend.**

## **18 USE OF CONSULTANTS AND INTERIMS**

Liz Hammond, Interim Director for Change and Organisational Design, introduced a report which had been requested by the Chair and Party Spokespersons in relation to the Council’s use of interims and consultants in the past two years. The report focussed on the engagement of interims and consultants in the financial years 2016/17 and 2017/18.

The current agency contract was managed through Matrix SCM who operated a ‘managed service’ on the Council’s behalf, acting as a ‘broker’ with the wider recruitment market to ensure best value and the right candidates were put forward for temporary placements. The contract was the result of a collaborative tender process within the LCR, contracted to March 2021.

In 2011, Wirral Council employed 5,010 full time staff, in September 2018 it was 3,252. In less than eight years, the Council's workforce had reduced by 35% (1,758). The Council no longer had spare capacity and resources among its permanent workforce to be able to deliver projects outside of its normal day to day work. A workforce reduction of that scale would bring a major impact on any organisation, in any industry. The Council was coping with this reduction in permanent staff in part through the targeted use of temporary staff where needed. From the Council’s perspective, whilst there were agency fees, an interim appointment did not carry pension or other on-costs (approximately 28% for directly employed staff) or any long-term cost to the organisation.

In response to comments from Members, Liz Hammond stated that it was not a simple calculation as to how much interims were being paid to divide the net cost by the number of interims in each year, as some might be more senior and others more junior. Fixed term contracts were an option but the

necessary skills weren't always available under this option as specialists in certain fields preferred to work as consultants or interims.

Some Members commented that Councils generally needed to stop paying large amounts of money to consultants who appeared to be on a 'merry-go-round' of ripping off Councils. A Member suggested a column could be inserted in the list of interims showing the day rates which were being paid to each interim. Liz Hammond suggested that this could be misleading as it was not a like for like comparator.

A Member expressed concern at the Matrix system used to recruit staff and the need to look beyond this as evidenced by the recent recruitment difficulties within Planning Development.

Another Member suggested the need to look at the reasons why there were difficulties recruiting in some areas of the Council and why people had chosen to leave. Liz Hammond responded that there was a national trend within Children's Services of a shortage of staff and a poor Ofsted report would not have helped the Council's reputation in the market.

Responding to further comments, Liz Hammond stated that Wirral Council was not out of kilter with other local authorities in its use of Interims / Consultants. The numbers for 2018/19 were likely to be similar to this year's.

The Chair thanked Liz Hammond for her presentation to the Committee.

Councillor Dave Mitchell then moved:

"This Committee makes a recommendation to the Audit and Risk Management Committee and the Cabinet stating that a ceiling should be set on the amount consultants and interim staff are paid, and this should reflect the national pay grades for such work."

The motion was not seconded and was therefore not put to the vote.

Another Member suggested that the Council should look outside of the Matrix system when recruiting specialist staff.

Philip McCourt suggested that the Interim Director could be asked to look into the possibility of some of these suggestions before the Committee made a decision.

**Resolved – That the Interim Director of Change and Organisational Design prepare a report for a future meeting outlining the possible benefits and dis-benefits of setting a ceiling for the amount consultants and interim staff are paid, reflecting the national pay grades for such work; the possibility of recruiting from outside of the Matrix agency**

**system if the Council is unable to recruit the specialists it needs; and of adding a column in to the list of interims / consultants showing the day rates next to each post, prior to the Committee reaching any decision on the matter.**

## **19 COMMERCIAL STRATEGY SCRUTINY REPORT**

The Chair introduced Stuart Bellerby, Senior Manager, Commercial Approach, who spoke to the Scrutiny Review report on the Council's Commercial Strategy. The report set out the observations, findings and recommendations arising from a scrutiny workshop held in August 2018 to undertake pre-decision scrutiny of the Council's Commercial Strategy. The Workshop was commissioned as part of the Business Overview & Scrutiny Committee's agreed work programme for the municipal year.

A Member suggested that recommendation 3 of the report should be to receive presentations quarterly. Stuart Bellerby queried this suggestion and whether this should be in relation to recommendation 4. Having clarified this suggestion for quarterly reporting it was then -

**Resolved – That the contents and recommendations arising from the Commercial Strategy Scrutiny Workshop be supported as follows:**

- (1) That officers and Cabinet consider the content of this report prior to approval of the Commercial Strategy.**
- (2) To acknowledge the importance of Wirral's commercial approach moving forward, it is recommended that Member development should also include commercialisation training.**
- (3) The Business Overview & Scrutiny Committee should receive presentations by the Investment and Change Board and the New Commercial Ideas Panel as part of its work programme to understand how they operate and to scrutinise their effectiveness.**
- (4) The Business Overview & Scrutiny Committee should receive quarterly reports detailing the progress made to deliver the Council's Commercial Strategy. This should include reporting on income received under its remit and details of whether targets have been met or not.**

## **20 LEADER DECISION REFERRAL - CODE OF PRACTICE FOR GOVERNANCE OF COUNCIL INTERESTS IN COMPANIES**

Following the publication of a Leader decision, Philip McCourt, Director of Governance and Assurance, introduced a report which set out the approach to the governance of the Council's subsidiary companies and, in particular,

the part that the introduction of a Council Code of Practice for the Governance of Council Interests in Companies had in promoting and ensuring good governance in relation to those company interests.

The Code set out:

- the law and guidance which governed how local authority companies were to be established and run;
- the way in which a local authority might wish to organise its company interests;
- how those interests might be best governed according to a set of principles;
- how decisions would be taken as shareholder;
- how scrutiny was to be conducted, where there was a scrutiny function and where there was not; and
- how regulatory matters and conflicts of interest might be best managed.

In response to Members' comments, Philip McCourt suggested that the Code would normally be adopted by the Cabinet rather than Council, though it maybe something that the Council could comment on. The draft Code was also being considered by the Audit and Risk Management Committee. It was a very complex issue and he would be happy to give a training session to Members on this. The Council had corporate responsibility in so far as any shareholder would but the company had responsibility as a legal entity in its own right.

**Resolved – That this Committee notes the role of the Code of Practice and the principles within it, in relation to the Council's own Code of Corporate Governance and agrees that a training session provided by the Director of Governance and Assurance be held, open to all Members.**

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

The Chair introduced a report of the Acting Corporate Director of Strategy and Partnerships which set out a brief overview of latest developments at the Liverpool City Region (LCR). These included:

- Supporting Year of Action in the Environment 2019 across LCR
- LCR Digital Infrastructure Action Plan Update
- LCR Joint Activity to Assess Implications of Brexit.

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

## 22 **2018/19 QUARTER 1 WIRRAL PLAN PERFORMANCE**

Carl Gurnell, Team Leader – Performance and Scrutiny, introduced a report which provided the 2018/19 Quarter 1 (April - June 2018) performance report

for Wirral Plan pledges under the Business theme. The Quarter 1 report was included as Appendix 1 to the report, and provided a description of the progress in Quarter 4, including available data in relation to a range of outcome indicators and supporting measures.

Responding to comments from Members, Carl Gurnell stated that the data collected to measure visitor numbers was through a nationally recognised model with a lot of Wirral intelligence coming via nationally published statistics. A copy of the survey used to gather these statistics could be provided for the Committee, including the surveys undertaken on cycling.

A Member suggested that the Council's Culture Team could provide an update on culture, tourism and heritage with a more Wirral focussed slant and information on income generation.

A Member queried the indicator on the creation of jobs provided by the Wirral Chamber of Commerce and the statement that a number of firms were expecting phased growth / recruitment in the next two quarters, having recalled that this was something promised some time ago and the need for the Committee to be mindful of this.

Carl Gurnell responded by explaining that when job creation figures previously lagged behind target, the job targets were still met and in fact Wirral Chamber had always met their job creation targets previously. It was often the case that there was a lag in job creation due to the requirement to collect all necessary documentation to evidence the figures and as a funding requirement for the interventions taking place.

A Member expressed delight at the reduction in the indicator for those seriously injured or killed in road traffic accidents down to 6 in this first quarter compared to 25 in Q1, 2017/18.

**Resolved – That the report be noted and further information be provided to a future meeting as requested.**

## 23 **BUSINESS OVERVIEW & SCRUTINY WORK PROGRAMME REPORT**

The Committee considered a report from the Chair which explained the process of developing and managing a scrutiny work programme for the current municipal year.

In respect of the Camper Vans scrutiny review, the Chair asked for volunteers for the Task and Finish Group. Councillor Steve Williams nominated Councillor Lesley Rennie and Councillors Pat Hackett and Dave Mitchell volunteered themselves.

**Resolved – That the proposed Business Overview and Scrutiny Committee work programme for 2018/19 be approved and that nominations for the Camper Vans Task and Finish Scrutiny Review be confirmed as above.**

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## **Business Overview and Scrutiny Committee Wednesday, 28 November 2018**

<b>REPORT TITLE:</b>	<b>FINANCIAL MONITORING REPORT QUARTER 2 2018/19</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF FINANCE &amp; INVESTMENT (S151)</b>

### **REPORT SUMMARY**

This report sets out the financial monitoring information for the Business Overview & Scrutiny Committee. The report provides Members with detail to scrutinise budget performance for this area of activity. The financial information is at close of quarter 2 2018/19.

Information has been drawn from the relevant sections of the most recent Cabinet revenue and capital monitoring reports and combined with additional relevant service information to produce a bespoke report for this Overview & Scrutiny Committee. The report includes the following:

- Performance against the revenue budget (including savings)
- Performance against the capital budget

### **RECOMMENDATION/S**

That members note the report and appendices.

## SUPPORTING INFORMATION

### 1.0 REASON/S FOR RECOMMENDATION/S

1.1 Overview and Scrutiny Committees receive regular financial updates throughout the year. These allow Committees to understand the financial position of the council and to scrutinise decisions and performance as required.

### 2.0 OTHER OPTIONS CONSIDERED

2.1 Not applicable

### 3.0 BACKGROUND INFORMATION

3.1 The position financially at quarter 2 for the council as a whole was presented at cabinet on the 26<sup>th</sup> of November 2018. The quarter 2 revenue forecast is an overall overspend of £0.9 million for the year. Delivery Services and Economic & Housing Growth forecast overspends making up the majority of this.

The quarter 2 capital report recommends that Cabinet agree the 2018/19 Capital Programme of £60.9 million which takes into account re-profiling identified during 2018/19. Expenditure to date is £16.3 million.

#### 3.1.0 CHANGES TO THE AGREED BUDGET BUSINESS

3.1.1 The 2018/19 Budget was agreed by Council on 5 March 2018. Any increase to the overall Council Budget (but not use of the existing budget contingency) requires agreement by full Council.

**Table 1: 2018/19 Original & Revised Net Budget**

Theme	Portfolio	Q1 Budget	Budget Changes Q2	Revised Net Budget
		£000	£000	£000
Business	Finance and Resources	9,983	-10,332	-349
	Highways and Transport	39,085	615	39,700
	Jobs and Growth	1,107	0	1,107
	Law and Order	4,398	-49	4,349
	Leader of the Council	8,891	100	8,991
<b>Net Cost of Services</b>		<b>63,464</b>	<b>- 9,666</b>	<b>53,798</b>

Budget movements in quarter two cover a number of issues. The largest of these was the distribution of the £10 million transformation funding to Children's Services. These movements have no effect on the bottom line budget of the Council and are just adjustments to better reflect where budgets should be placed.

### 3.2.0 PROJECTIONS AND KEY ISSUES

3.2.1 The projected outturn position as at the end of September 2018 and Wirral Plan: 2020 Vision Themes updates are detailed in the following sections.

**Table 2: 2018/19 Projected Budget variations**

Theme	Portfolio	Revised Budget	Forecast Outturn	Under (Overspend) Quarter 2
Business	Finance and Resources	-349	-74	-275
	Highways and Transport	39,700	39,705	-5
	Jobs and Growth	1,107	1,209	-102
	Law and Order	4,349	4,406	-57
	Leader of the Council	8,991	8,991	0
<b>TOTAL</b>		<b>53,798</b>	<b>54,237</b>	<b>-439</b>

#### Business

**Finance and Resources** - The overspend within this area relates to non-budgeted for agency costs (£190,000) and costs relating to recruitment of senior management posts (£80,000)

**Jobs and Growth** - Legal costs relating to Wirral Waters One have produced a pressure in this area.

**Law and Order** – This area is currently projected to overspend by £50K due to enhancement payments, overtime payments and shortfall in income targets. There are plans to mitigate this through a community safety staffing review and an admin review across the Safer Wirral Hub. However this will not be implemented until September and the full year effect of any savings will not be reflected until 2019/20 due to transitional pay commitments.

### 3.3.0 IMPLEMENTATION OF SAVINGS

3.3.1 A summary of the position of 2018/19 Business savings at 30 September 2018 is below.

**Table 3: Savings Implementation 2018/19 (£000's)**

Portfolio	Number of Options	Approved Budget Reduction	Amount Delivered at Q2	Mitigation	To be Delivered
Finance and Resources	10	4,996	3,803	0	1,193
Highways and Transport	4	212	162	0	50
Law and Order	1	30	30	0	0
Leader of the Council	2	85	50	0	35
<b>Total</b>	<b>36</b>	<b>13,209</b>	<b>7,851</b>	<b>25</b>	<b>5,333</b>

### 3.5.0 PERFORMANCE AGAINST CAPITAL BUDGETS QUARTER 2 (July-September 2018)

#### 3.5.1 Capital Programme 2018/19 at end of Quarter 2 (30 September)

	<b>Revised Programme</b>	<b>Spend to Date September 2018</b>	<b>Funded by: Council Resources</b>	<b>Funded by: Grants</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Business	<b>19,203</b>	<b>6,421</b>	<b>11,771</b>	<b>7,432</b>
<b>Total expenditure</b>	<b>19,203</b>	<b>6,421</b>	<b>11,771</b>	<b>7,432</b>

- 3.5.2 Dock Bridges - a further of £0.8 million has been incurred in respect of the current replacement scheme. Contract retention is due to be paid in July 2020. The Project Board meets monthly and the commercial discussions with the main contractor may result in further contract variations affecting the final price.
- 3.5.3 Highway maintenance - the most significant areas of expenditure are in respect of micro asphaltting (£0.85 million) and the programme of surface dressings (£0.40 million).
- 3.5.4 Sustainable Transport Enhancement Programme (STEP). Focuses on 2 significant schemes; Northbank East (£0.46 million) and the Croft Retail Corridor both providing increased accessibility and improving safety for pedestrians and cyclists.
- 3.5.5 Transport for Growth - expenditure has been incurred on a number of schemes to date, by far the most significant being the improvements to the junction of the M53 and A554 (£0.356 million).
- 3.5.6 Grant funding of £0.563 million is available to fund pothole repairs. A further £420 million was announced in the Chancellor's October budget statement; however the details for each authority are awaited. By the end of September over 50% of the budget has been spent.
- 3.5.7 Street lighting column upgrade/LED replacement - the tender will be advertised in November 2018 with an anticipated start date of January 2019. Materials will then be ordered for the first 3 months of the contract (Jan to March).
- 3.5.8 West Kirby flood alleviation - ground work investigations currently being undertaken with the tender to be issued in November. Delay to the scheme is due to waiting for the business case to be approved by the Environment Agency.
- 3.5.9 Digital corporate storage - there are a number of solutions available with each of the main vendors, such as Dell EMC and Netapp offering various options. We are in the process of going to tender for an ICT strategic partner who will

work with us to determine the best solution for the council and it is anticipated that initial expenditure will be committed around January.

3.5.10 Windows 10 rollout - the Digital team will be providing all staff with new computers featuring the latest Operating System (Windows 10), and providing additional software to make it easier for staff to work in an agile way. This process has been completed in Children's Services and will continue across the council starting in November.

3.5.11 There are 2 additional funding requirements:

Early voluntary retirement/voluntary severance (£2.0 million) - This will assist the Council in making savings that are necessary to achieve a balanced budget for 2019/20 and beyond. The "Flexible use of capital receipts" strategy will be amended to reflect this;

Access Wirral (£0.25 million) - This is currently included in revenue and can be included in the Capital Programme which will release revenue resources.

#### **4.0 FINANCIAL IMPLICATIONS**

4.1 The financial implications of this report are discussed throughout the report. This is essentially a financial monitoring performance update report.

#### **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. The council faces financial challenges in this period as it seeks to increase income, reduce costs whilst transforming its approach to services. There is a risk in future years that the Council does not achieve a planned approach.

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

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

#### **9.0 EQUALITY IMPLICATIONS**

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

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## **APPENDICES**

Appendix 1 – Capital Programme and Funding 2018/19

## **BACKGROUND PAPERS**

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

<b>Council Meeting</b>	<b>Date</b>
Budget Council	5 March 2018
Cabinet – Revenue Monitoring 2018/19 Quarter 1	16 July 2018
Cabinet – Capital Monitoring 2018/19 Quarter 1	16 July 2018
Cabinet – Revenue Monitoring 2018/19 Quarter 2	26 November 2018
Cabinet – Capital Monitoring 2018/19 Quarter 2	26 November 2018

**Capital Programme and Funding 2018/19****APPENDIX 1**

<b>Business Theme</b>	<b>Revised Programme £000</b>	<b>Spend to Date £000</b>	<b>Council Resources £000</b>	<b>Grants £000</b>	<b>Total Funding £000</b>
Highway maintenance	<b>2,637</b>	1,888	-	2,637	<b>2,637</b>
BAMN Commercial Settlement	<b>305</b>	305	305	-	<b>305</b>
Pot hole action fund	<b>563</b>	300	-	563	<b>563</b>
Bridges	<b>306</b>	89	156	150	<b>306</b>
Dock bridges replacement	<b>900</b>	808	758	142	<b>900</b>
Coast protection	<b>38</b>	3	38	-	<b>38</b>
Transport for growth	<b>2,803</b>	691	1,653	1,150	<b>2,803</b>
BAM vehicles purchase	<b>145</b>	-	145	-	<b>145</b>
Sustainable transport (STEP)	<b>1,465</b>	692	887	578	<b>1,465</b>
Street lighting and LED replacement	<b>349</b>	387	349	-	<b>349</b>
Street lighting column upgrade/replacement/LED replacement	<b>700</b>	-	-	700	<b>700</b>
Car parking	<b>3</b>	3	3	-	<b>3</b>
Illuminated lighting and street signage	<b>250</b>	-	250	-	<b>250</b>
New Brighton infrastructure	<b>250</b>	14	250	-	<b>250</b>
Thermal mapping	<b>10</b>	-	10	-	<b>10</b>
Key Route Network	<b>367</b>	-	40	327	<b>367</b>
TAG feasibility studies	<b>210</b>	169	-	210	<b>210</b>
Major infrastructure development/planning	<b>200</b>	-	200	-	<b>200</b>
Tower Rd National Productivity Fund	<b>200</b>	-	-	200	<b>200</b>
Highways asset management system	<b>266</b>	-	266	-	<b>266</b>
Cleveland St transport depot	<b>330</b>	-	330	-	<b>330</b>

<b>Business Theme</b>	<b>Revised Programme £000</b>	<b>Spend to Date £000</b>	<b>Council Resources £000</b>	<b>Grants £000</b>	<b>Total Funding £000</b>
Surface water management	<b>160</b>	-	-	160	<b>160</b>
West Kirby flood alleviation	<b>699</b>	16	84	615	<b>699</b>
Building refurbishment to increase occupancy	<b>162</b>	142	162	-	<b>162</b>
Fund to assist land assembly and re-sale	<b>246</b>	118	246	-	<b>246</b>
Demolish former Rock Ferry High	<b>0</b>	23	0	-	<b>0</b>
Treasury building	<b>150</b>	19	150	-	<b>150</b>
Windows 10 rollout	<b>2,022</b>	592	2,022	-	<b>2,022</b>
Digital corporate storage	<b>1,000</b>	-	1,000	-	<b>1,000</b>
Data centre	<b>169</b>	162	169	-	<b>169</b>
Creative and digital team software/hardware	<b>48</b>	-	48	-	<b>48</b>
Transformation Programme EVR/VS	<b>2,000</b>	-	2,000	-	<b>2,000</b>
Access Wirral	<b>250</b>	-	250	-	<b>250</b>
	<b>19,203</b>	<b>6,421</b>	<b>11,771</b>	<b>7,432</b>	<b>19,203</b>



## **Business Overview and Scrutiny Committee Wednesday, 28<sup>th</sup> November 2018**

<b>REPORT TITLE:</b>	<b>WIRRAL WATERS SCRUTINY WORKSHOP</b>
<b>REPORT OF:</b>	<b>THE CHAIR OF THE COMMITTEE</b>

### **REPORT SUMMARY**

This report sets out the outcomes of a scrutiny workshop held in October for Members to scrutinise the latest developments of Wirral Waters. The Workshop was commissioned as part of the Business Overview & Scrutiny Committee's agreed work programme for the municipal year.

Members of the Business Overview and Scrutiny Committee are requested to note the contents of the report and consider any recommendations arising from it.

### **RECOMMENDATION/S**

Members are requested to:

Note the contents of the report and agree any recommendations arising from the scrutiny workshop.

## **SUPPORTING INFORMATION**

### **2.0 REASON/S FOR RECOMMENDATION/S**

For the committee to endorse the work of the scrutiny workshop and to consider any recommendations moving forward.

### **3.0 OTHER OPTIONS CONSIDERED**

Not Applicable

### **4.0 BACKGROUND INFORMATION**

4.1 The Business Overview & Scrutiny Committee agreed to convene a scrutiny workshop to review the progress in delivering Wirral Waters as part of the committee's work programme for 2018/19. This workshop was held on 16<sup>th</sup> October, 2018. Due to the interest in Wirral Waters, Members from all four of Wirral's overview & scrutiny committees were invited.

4.2 The workshop was conducted through presentations delivered by the Assistant Director for Regeneration & Inward Investment and the Director of Development for Wirral Waters before being opened up to a question and answer session.

4.3 A summary of the workshop presentations and Member comments is detailed in the report attached as **Appendix 1**.

### **5.0 FINANCIAL IMPLICATIONS**

Not Applicable

### **6.0 LEGAL IMPLICATIONS**

Not Applicable

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

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

### **8.0 RELEVANT RISKS**

Not Applicable

### **9.0 ENGAGEMENT/CONSULTATION**

Not Applicable

## 10.0 EQUALITY IMPLICATIONS

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

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### APPENDICES:

**Appendix 1:** Wirral Waters Scrutiny Report

### REFERENCE MATERIAL

### SUBJECT HISTORY (last 3 years)

Council Meeting	Date

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## WIRRAL WATERS

### Scrutiny Report of the Business Overview & Scrutiny Committee

OCTOBER 2018



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## 1. INTRODUCTION

As part of the Business Overview & Scrutiny Committee's Work programme for 2018/19, it was agreed to undertake a scrutiny workshop on the latest development relating to Wirral Waters. As a result, a scrutiny workshop was held on 16<sup>th</sup> October 2018 and was open to all Overview & Scrutiny Committee Members.

It was agreed by the Chair and Party Spokesperson of the Business Overview & Scrutiny Committee that it would be useful for both representatives of Wirral Council and Peel Holdings Land & Property to attend the scrutiny workshop and deliver presentations.

## 2. OVERVIEW OF WIRRAL WATERS

Wirral Waters is one of the largest regeneration projects in the UK. It is focused on the semi-derelict Wirral Dock system on the banks of the River Mersey. The Wirral Waters project seeks to utilise the unique water assets of the Liverpool City Region to drive growth across various sectors, especially energy (linked to City Region priorities for offshore renewables, civil nuclear and tidal energy generation), maritime (linked to Liverpool 2 investment and Cammell Laird), automotive and the SME sector. It represents a nationally significant project, capable of contributing to a 'rebalancing' of the economy aligned with the vision for the Northern Powerhouse.

The Mersey Waters Enterprise Zone was established in 2012. Peel, in its capacity as land owner, has secured planning consent for over 600,000 sq meters of new mixed use floorspace, including up to circa 13,000 homes, as part of a long-term vision for Wirral Waters.

The masterplan groups approximately 60 development plots within seven zones:

**Four Bridges** – an initial phase of commercial office, culture and education related activity, building upon recent investment to deliver a new campus for Wirral Metropolitan College and new office accommodation. The restoration of the Hydraulic Tower and associated new development to create a Maritime Knowledge Hub lie at the heart of proposals for this area. This will act as a catalyst for investment and development activity projects coming forward, which also includes a further Grade A office development and an amenity / arts hub with cafes and workspace;

**Northbank East / West** – the focus for new high density, innovative residential development, extending along Dock Road and either side of the existing East Float apartments. This comprises of three residential schemes, with plans well advanced for two of the schemes. The development of this area will firmly establish Wirral Waters as a residential location and ensure that the benefits of designation as a Housing Zone are maximised;

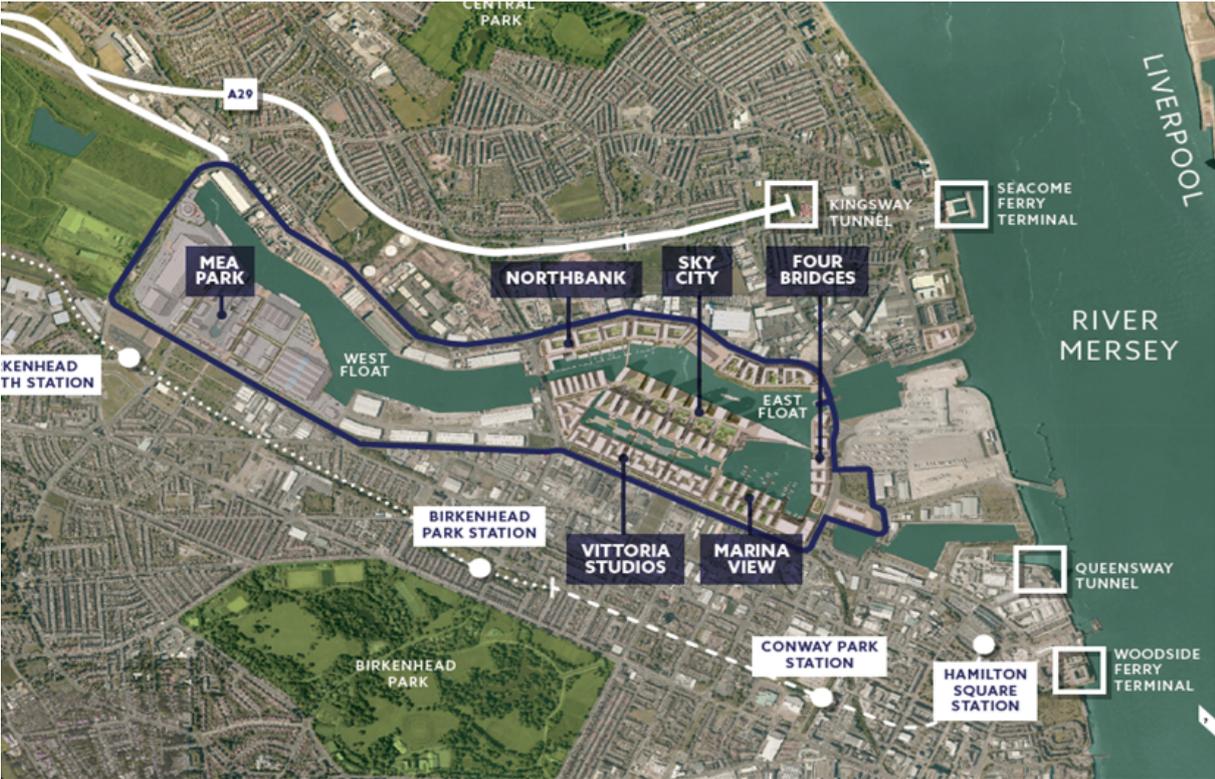
**West Float** – located at the western end of the Wirral Waters area, this industrial zone is the focus for the MEA Park (Marine, Energy and Automotive), providing a focus within the Liverpool City Region for the development of key energy infrastructure within the maritime, civil nuclear and renewables growth sectors;

**Vittoria Studios** – located at the junction of Corporation Road and Duke Street, this will be a mixed use area for both office, workshop and residential use and further extending activity at Marina View over the longer term.

**Sky City** –the focus for long term investment, the Sky City zone will be transformed into a high density mixed use environment.

The overall masterplan for Wirral Waters is shown below as Fig 1.

Fig1. Wirral Waters Masterplan



### 3. SUMMARY OF KEY DEVELOPMENTS

Presentations were delivered to Members attending the scrutiny workshop by the Council's Assistant Director for Growth, Regeneration & Place and the Director of Development for Wirral Waters before the session was opened up for a question and answer session. A summary of the presentations is detailed below, followed by Members' comments and observations.

#### Background and context of regeneration in Wirral

In respect of regeneration in Wirral, the Council is working with Peel to bring forward development in Wirral Waters,

Job density and economic output have improved over the last few years in Wirral, but there are still approximately 33,000 economically inactive residents. Wirral has the lowest economic output in England and there is an overreliance on public administration. Market failures have been a hurdle to successful regeneration and Wirral has worked to address barriers to delivery by using a range of regional, national & E.U. funding. This has been particularly important within areas such as Wirral Waters where there are issues with ground conditions, including polluted and contaminated land, as well as poor transport infrastructure around the dock area.

Wirral Waters benefits from Enterprise Zone status to enable growth as well as the simplification of planning. However, there are viability issues and a need for funding not just at Wirral Waters but across the northwest. Wirral Council and Peel are looking to maximise support from regional and national government.

Peel is working with Wirral Council to develop the Place Shaping agenda in the context of Wirral Waters. Housing is critical as well as other industrial and commercial projects, and Wirral Waters One should be an enabler for future projects. Wirral Council has worked with Peel to ensure that local needs are met. This includes a proposal for more affordable housing (20% rather than 10%) and prioritisation of local amenity offers (i.e. food retail). There is an appetite to attract new people to live in Birkenhead's dock areas and town centre. These plans include the desire to encourage more students to live in the area, something that has started with the launch of the University of Chester's nursing facility in Birkenhead and subsequent Hamilton Hub development. Wirral Met College provides technical courses in essential skills to maximise local value.

Wirral needs facilities and services to match business needs. Wirral Waters will help provide space for local businesses to grow by linking regeneration to key sector and spatial priorities. The needs of local and inward investing businesses are central to the regeneration plans, with regular engagement on skills provision and wider business requirements taking place at sector forums with Wirral Chamber of Commerce and Wirral Met College.

Wirral Waters will have links to both Wirral Growth Company and Birkenhead Town Centre. The growth in the number of businesses and residents in Wirral Waters aims to revitalise Birkenhead Town Centre through service demand.

'Eureka! Mersey', the National Children's Museum will be located at the Spaceport site next to the Seacombe Ferry Terminal and is planned to open in Spring 2021 with projected visitor

numbers of 187,000. Eureka! Mersey Is aimed at children and families and promotes STEM subjects, Science, Technology, Engineering and Maths.

Wirral Waters aims to support revenue streams whilst contributing to the growth of the local economy by increasing Council Tax and Business Rates collection through housing and commercial developments.

### Wirral Waters Project Overview

Peel has interests across the Northern Powerhouse and, through working partnerships, aims to deliver over 150 projects with investment totalling over £5 billion. Over £1 billion of this is currently committed by Peel and its partners in projects that support Central Government's ambitions for the Northern Powerhouse.

Peel is keen for Wirral Waters to be a significant contributor to the Northern Powerhouse initiative and is dedicated to making this happen. Peel expressed the view that a stronger dockland area will assist in the regeneration of Birkenhead. Members were informed that the success of Salford Quays should be used as a benchmark and it was suggested that the Mersey dock real estate is superior to Salford Quays. To deliver Wirral Waters, Peel is keen to build on the existing partnership with the Council.

The International Trade Centre was considered a key project. However, it was explained that Peel considered the project too high risk which resulted in the project being terminated/ Peel reported that it has undertaken a lot of work since 2012 to address the hurdles to delivery. These include:

- Planting trees in the area in conjunction with the Forestry Commission and Mersey Forest to bring the greenery of West Wirral to the harsh dockland area.
- Securing government support. Wirral Waters is the only development in the UK to hold both Enterprise Zone and Housing Zone status. Peel is keen to involve construction students from Wirral Met College in any building works to add social value to the project
- Securing funding from various strands, including European Regional Development Fund, Single Investment Fund, and Coastal Communities Fund.

Peel will match money from grant funding to make their contribution go further and there is a robust funding strategy in place to address market failure.

### Wirral Waters - Areas of Development

The Wirral Waters Programme Overview, shown at the workshop, is attached as **Appendix 1** to this report and a summary of the key areas being developed within Wirral Waters is detailed below:

- *Maritime Knowledge Hub* – A project that creates an education, research and development, training and skills facility for the maritime and marine sector. Peel has already appointed an architect for this project, which is located at the former Hydraulic Tower building

- *Egerton Village* – A local amenity village with retail units (coffee shops, bars, food hub, restaurants) alongside managed studio and workshop spaces for the creative and arts Industries of Wirral.
- *Wirral Waters One* – An innovative, high density and sustainable new waterfront development of 500 units with ancillary amenities. Following an international design competition, the £90m project is due on site in 2019.
- Northbank Phase 3 – a multi-phased £65m project on both Northbank East and West is to be delivered as a joint venture between Urban Splash and Peel. It will comprise of 347 units in differing typologies / products, including family housing and apartments delivered in modular form.
- *Belong Village Extra Care Facility* – Residential supported living facility comprising 38 apartments and 12 dementia care households. This project is likely to go to the Planning Committee towards the end of the year.
- *MEA Park* – Waterside manufacturing campus serving west coast energy projects (offshore wind, civil nuclear, and tidal energy) all of which require off- site manufacturing.
- *No.1 Tower Road South* – A 30,000 sq ft waterside BREEAM Excellent office building.
- *Skills Factory* – Peel are working with a Government Catapult Centre to create a new Skills Factory at MEA Park.
- *Modular Development Centre* – Located at the former Mobil building, this 30,000 sq ft project provides industry-led prototyping and testing centre for Modular Construction in marine, maritime, energy and construction sectors. This project compliments the adjoining Skills Factory.

#### 4. MEMBER COMMENTS AND OBSERVATIONS

- Members queried the plans for the development of the wider area, particularly around Birkenhead North station, and if this will be linked with the Wirral Waters project. Members were informed that a residential redevelopment scheme was scoped out for this area but construction costs were not found to be viable. The developer did not have the capacity at the time to take the project forward. However, the team is actively looking at that area and will revisit the plans.
- In response to any unresolved issues remaining, the difficulty of regeneration and the complexities of delivering projects were highlighted to Members. There have been issues around the International Trade Centre facility and the proposed Rolls Royce site that have not come to fruition, resulting in frustration from Peel. Although acknowledged by Members, disappointment at this was expressed. Members were assured that Peel fund the application and design process so any failed projects do not financially impact the Council.
- Members sought assurances that the current projects would gain pace and become reality. It was explained that the larger projects, such as the ITC, come with more risk, whereas the planned commercial and residential buildings are not on the same scale. Additionally, the Council has changed to become a facilitator of the work, and there is now a better partnership between the public and private sector organisations – effectively, striking the right balance.
- Members were interested in the planned Eureka! Mersey Children’s Museum and clarifying who will be responsible for it. It was explained that Merseytravel own the land so will in effect be

landowners. However, the benefit for Wirral will be based on the increased patronage of the ferry, with more people coming to Wirral and potentially utilising services in the vicinity.

- In relation to ensuring slower traffic on Tower Road, Members were informed that £3m will be invested into the Tower Road area with a focus on improving functionality and safety. Improvements, which have already gained pace, will be put in from the Tower Road/Rendel Street roundabout to the bridge. Although the road will remain primarily as a carriageway, there will be a civilised street scene and a much improved access route for pedestrians and cyclists.
- Members encouraged Peel and Wirral Council to ensure that the approach to projects ensures that they are more sustainable, such as what is currently underway with the tree planting work and improving transport infrastructure. Members were informed that other approaches to sustainability include the development of cycleways which have made up a large part of the plans. In addition the 500 residential flats at Wirral Waters One will have car parking spaces for 350, thereby encouraging the use of more sustainable methods of transport for residents. To support this, the Council is liaising with Merseytravel to look into options with the immediate objective to “get people here”. Improving public transport to the docklands is critical to save money on highway improvements and maintenance. Members were informed that there was an appraisal for a streetcar service using the existing tramway, and work is on-going to ensure that options for high quality feeder services into the current public transport network are advanced.
- Members queried the European funding streams available and the impact on these following Britain leaving the European Union. It is understood that funding related to this area has been received through the European Regional Development Fund (ERDF) and wider European Structural and Investment Fund (ESIF) grants. It is anticipated that withdrawal from the E.U. there should be access to funding through the Government’s proposed Prosperity Fund, but the Council is awaiting further information regarding this.
- Members required clarification on what financial contribution is expected from the Council towards the Wirral Waters projects. Members were informed that there is no specific Council capital budget funding expected for these schemes. However, the Council has established the Wirral Waters Investment Fund so that any uplift in business rate collection will be reinvested back into the Fund. In time, this will kick start other investment projects which should create further Business Rates or Council tax income. This fund will work alongside other funding streams such as SIF and ESIF.
- Members highlighted the importance of placing social value with all Wirral Waters projects. Assurances were given that it will be a ‘place for all’ and will cater for all income streams. Additionally, there is an objective to create diverse community, with affordable housing included within the private rental market. Peel also wants to ensure that the project works sustainably and cohesively and aims to make it the most sustainable project in the UK. Peel will work with local organisations and businesses to support the employment of local people. This was evidenced by the building of Wirral Met College where Peel actively engaged with students and local people during the development.

- It was noted that Peel will be involved in tidal technologies through the Mersey Tidal Scheme, which they were involved in approximately 2010. It is understood that this scheme is now back on the agenda with projects looking at harnessing the tides of the River Mersey. It was explained that Wirral Waters will support the development of the skills and construction opportunities which are needed in this sector and this is why the development of the Wirral Met site was one of the first projects to take place to ensure time was given to build up the workforce.
- It was highlighted that the unattractive surrounding area could potentially be a barrier to encouraging people to live in the area. This was acknowledged by Peel and Council officers but clarification was given that areas north of Dock Road and Seacombe are all part of the wider regeneration plan. Additionally, the regeneration of Salford Quays was cited as a similar example of an unattractive area which was in close proximity to a deprived estate. It was explained that over the period of ten years, people began to see the changes for themselves, until enough had been done to boost local confidence. For Wirral Waters, Members were assured that over time the new community will flourish, and that this has been seen through other regeneration zones in Newcastle Gateshead and Hartlepool.
- Members queried how much of the project depends on the success of the first phase. Members were informed that when maximising potential, every phase needs to be a success and some stages are inter-related. It was also emphasised that amenity provision is key to projects such as this. An example would be the synergy between the Maritime Knowledge Hub and the success of the hotel development. With this project. Peel is looking to create momentum and then focus on 2023 and beyond.



## **Appendix 2 – Workshop Attendance**

Cllr. Pat Hackett (Chair)

Cllr. Phil Gilchrist

Cllr. Alan Brame

Cllr. Chris Carubia

Cllr. Dave Mitchell

Cllr. Tony Norbury

Cllr. Angela Davies

Cllr. Leslie Rennie

Cllr. Steve Williams

Cllr. David Elderton

Cllr. Pat Cleary

Cllr. Jo Bird

Cllr. Tom Usher

Cllr. Jean Stapleton

### **Wirral Council Officers**

Alan Evans, Assistant Director Regeneration & Inward Investment

Brian Bailey, Director for Economic & Housing Growth

Sally Shah, Lead Commissioner: Place and Investment

### **External Representatives**

Richard Mawdsley, Director of Development – Wirral Waters

James Dunningham, Director, Kenyons Marketing

Chris Hargreaves, Director, Vector

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**Business Overview and Scrutiny Committee  
Wednesday, 28 November 2018**

<b>REPORT TITLE</b>	<b>FURTHER INFORMATION REQUESTED IN RELATION TO THE CONSULTANTS AND INTERIMS</b>
<b>REPORT OF</b>	<b>INTERIM DIRECTOR OF CHANGE AND ORGANISATIONAL DESIGN</b>

**1.0 REPORT SUMMARY**

1.1 This report was requested by the Business Overview and Scrutiny Committee at its meeting on 18 September 2018: It was resolved that a further report detailing the following would be brought to a future meeting to outline:

1. The possible benefits and dis-benefits of setting a ceiling for the amount consultants and interim staff are paid, reflecting the national pay grades for such work;
2. The possibility of recruiting from outside of the Matrix agency system if the Council is unable to recruit the specialists it needs; and
3. Adding a column in to the list of interims / consultants showing the day rates next to each post, prior to the Committee reaching any decision on the matter.

**2.0 RECOMMENDATION/S**

2.1 Business Overview and Scrutiny Committee are recommended to note the contents of the report, alongside the previous information shared in the report to this Committee on 18 September 2018.

**3.0 REASON/S FOR RECOMMENDATION/S**

3.1 The Committee requested this further information in relation to the Council's use of, and approach to managing interims and consultants.

**4.0 BACKGROUND INFORMATION**

4.1 The current agency contract is managed through Matrix SCM who operate a 'managed service' on the Council's behalf, acting as a 'broker' with the wider recruitment market to ensure best value and the right candidates are put forward for temporary placements. The contract is the result of a collaborative tender process within the Liverpool City Region (LCR), contracted to March 2021.

- 4.2 Matrix act in the same way as an insurance broker: the Council provides details of requirements, including rate and role brief for the work required and they automatically circulate those details to all agencies who are signed up to supply workers in the relevant category.
- 4.3 Matrix is able to use their preferred supplier position to negotiate the percentage margins from agencies who want to supply workers to the Council. The Council gets a quarterly rebate from Matrix which is a share of the savings that Matrix has made from negotiating the lower percentage fees.

The Council has been using Matrix since 2010 to date. Over the lifetime of the contract the table below shows the transactional history including spend and savings:

Net Spend	£46m
Net Saving (contractual rebate)	£6.2m
Saving %	13%

- 4.4 In some cases, the role covered by the interim or consultant is an established and budgeted role in the staffing structure. In these circumstances, the costs of the interim/consultancy arrangement need to be offset against the total cost of the Council employing someone directly (including associated on costs for pension etc).
- 4.5 When we have a short-term, clearly defined piece of work to deliver which requires specialist skills, it is cost-effective to bring in a company or an individual on a shorter-term contract to complete the work, get paid and leave the organisation. Using temporary staff brings much less additional costs such as sickness, holidays, pension and national insurance. We are also not required to continue paying them once their work is complete.
- 4.6 From the Council's perspective, whilst there are agency fees, an interim appointment does not carry pension or other on-costs (approx. 28% for directly employed staff) or any long-term cost to the organisation. There are other benefits to the engagement of interims and consultants. Experienced interims are used to hitting the ground running, able to pick up organisational context quickly and depending on the nature of the role, can add capacity very quickly.
- 4.7 The number and cost of interims and consultants the Council has engaged over the last two financial years are as follows:

Year	Number	Total Net cost
2016/17	37	£0.807m
2017/18	45	£1.8m

- 4.8 The Council has explored the use of fixed term contracts as an alternative but generally there is limited scope at more senior and executive level from candidates on the interim market.

4.9 The Council's Senior Leadership Team discussed the use of interims and consultants (and wider agency use) in August and agreed some changes to the approach to manage use and costs as robustly as possible.

4.10 This approach includes the following measures:

- Request for all temporary staff must be made via an online internal request approval system.
- Implementation of a 'cap' on agency placements at 12 weeks – any further extensions would require a robust business case before approving.
- It is proposed the approvers would be those currently on the vacancy 'freeze' panel(s) with the recommendation to include a representative from Commercial Management Service to support the panel/approval process.
- Posts approved for over 12 week placements (e.g. maternity cover, Interims Consultants working on specific projects) will be employed on a fixed Agency finders' fee rate.
- Monthly status report presented to SLT; detailing placements and associated costs.
- Monthly status report to each DMTs, to ensure DMTs take control and that they hold managers to account for managing their temporary workforce.
- Full time resource from Commercial Management dedicated to drive this new approach and model forward, working closely with HR and Finance.

## **5.0 PAYMENT CEILING**

5.1 The Committee asked for an assessment of whether it would be beneficial for the Council to set a ceiling for the amount consultants and interim staff are paid, reflecting the national pay grades for such work. Firstly it is important to point out that there are no national pay grades for consultants and interims but the potential benefits and disadvantages of operating under a cap are outlined below:

### **5.2 Benefits:**

- This would effectively set a cap for the amount consultants and interims are paid and would therefore provide recruiting managers with boundaries to operate within.
- The ceiling amount may support the Council in controlling spend on consultants/interims.
- The ceiling amount could be determined as a proportion of the permanent salary for the role, allowing costs to be offset within a controlled cost variance.
- Depending on the ceiling amount, it may encourage some workers to take up a fixed term contract as opposed to an agency placement.

### **5.3 Disadvantages/remaining issues:**

- It would be difficult to determine the ceiling amount as there are no national pay grades for consultants or interims in terms of benchmarking data. Benchmarking data is only available from the market, and this is largely the rate of pay the interims/consultants expect for a certain role. This information is largely available from recruitment consultants and has

been used by the Council in the past to determine levels of pay for placements.

- The only other comparison information available would be the equivalent permanent salary for the role. However, the rate would always be considerably higher for a short term engagement due to the market variation in terms of supply and demand, and the nature of interim work i.e. interims do not have the same benefits as employee: pension, holiday, sickness, pension etc.
- Depending on what the ceiling amount is set at, it may stop some highly experienced and skilled consultants and interims applying for work with the Council.
- Consultants/interims may request/expect the ceiling rate.
- This is an issue of supply and demand. There is a going rate in specific sectors and for particular skills. If the Council isn't competitive in rates we pay, there is a risk that interims and consultants won't apply to work in Wirral.
- Would not provide any further control around the length of time a consultant or interim is engaged for.

## **6.0 RATIONALE FOR USING THE MATRIX CONTRACT**

- The Matrix contract brings control and ALL expenditure through one contract to thoroughly manage costs.
- The Matrix contract also shows transparency in all expenditure through detailed management information.
- Matrix ensures that individuals working with the Council on a temporary basis are suitably qualified and that they have been suitably vetted.
- That correct precautions have been taken to ensure the welfare and safety of clients.
- That agency workers and interims are appropriately managed.
- Full safeguarding measures are in place.
- Wirral Council are satisfied with the 99% success rate that is being achieved through this contract is an acceptable level of success.

## **7. OPERATING OUTSIDE OF MATRIX FOR HARD TO RECRUIT ROLES**

7.1 It is possible to operate outside of Matrix if we have particularly hard to recruit roles and we have tried to recruit through Matrix but they have not been able to fulfil the brief.

7.2 In this situation (about 1% of all agency/interim recruitment) the following would happen:

- As the Agency Staff Project Lead and Head of Procurement, we would need to make a determination if there is a case for operate outside of the contract for certain roles. E.g specialist planning roles, homeless prevention roles, specialist children's legal roles.
- Under the contract procedure rules, the recruiting manager would be required to submit a case for procuring outside of the preferred supplier contract (PRAD) and the corporate procurement team would then work with the department to either sign up the relevant agency to Matrix

(preferred route) or to procure direct. The disadvantage of procuring direct is that it increases administration costs and the cost of the agency margins will be much higher.

- Where we know that we have hard to recruit roles we would invite new and existing agencies to attend supplier forums where recruiting managers and agencies can discuss the Council's needs and the type of candidates we are looking for.
- We also hold candidate open days for any roles that prove hard to fill. Matrix will advertise the role to candidates in the local area and host an open day providing an opportunity for candidates to sign up to the local agencies that operate through Matrix.

## **8. TERMINATING THE MATRIX CONTRACT**

8.1 The Committee asked about the possibility of terminating the preferred supplier contract with Matrix SMC.

8.2 The Council has a corporate contract in place with Matrix SCM for the engagement of all temporary workers including consultants and interims. This is a Merseyside collaboration contract through the LRC local authorities and is in place until March 2021. The Council is therefore required by contract procedures rules to source temporary workers through this route. Where Matrix are not able to meet the requirements of a particular role, authorisation by a chief officer and procurement must be given to make an exception to the corporate contract. Justification must be provided, including reasons why the Council is seeking to use the services of another provider.

8.3 If the Council were to come out of the Matrix Contract before the contract is due to end (contracted to March 2021) this would not be an easy process and would carry substantial risk as follows.

- The Council would be in breach of contract and would be sued for that breach.
- If we cancelled the contract Wirral would have to manage approximately 200 agencies instead of one contract which would mean employing more staff to manage the process.
- Agency margins would increase therefore increased spend on budgets.
- The Matrix contract brings control and all expenditure through one contact to thoroughly manage costs.
- The Matrix contract also shows transparency in all expenditure through detailed management information.

8.4 Legally unless we are able to demonstrate that Matrix have breached their side of the contract we would have no legal reason for ending the contract and will be required to continue with their services until March 2021, or suffer a breach of contract and be sued accordingly.

## **9.0 DAY RATES**

9.1 The Committee asked for information showing the day rates for consultants/interims. This is attached at appendix A for the financial year 2016-17 and Appendix B for the financial year 2017-18.

- 9.2 It is important that the day rate that an interim or consultant is charging is not looked at in isolation. In order to do an accurate comparison of the cost of an interim/consultant against a permanent pay rolled member of staff you need to look for the net figure rather than the gross figure. The net figure will be achieved by taking the salary for the permanent equivalent role and adding on 28% on costs for pension and employers NI. You would then need to take the annual figure and divide it by the number of days worked by the interim/consultant. For the interim/consultant you would multiply their day rate by the days worked, minus the permanent cost+ on costs and this will give you the net difference between the two.
- 9.3 It is also important to remember that an interim/consultant worker is not entitled to any benefits such as sickness and annual leave and if they don't work they don't get paid whereas the permanent member of staff will still be paid.
- 9.4 An example of a permanent member of staff taking an average of 2 weeks annual leave and having 3 days sickness in a 6 month period, compared to an interim on £600 a day and £700 per day is shown in the table below:

	<b>Permanent Employee Director level (top of D1)</b>	<b>Interim (based on £600 per day, 5 days a week)</b>	<b>Interim (based on £700 per day, 5 days a week)</b>
Equivalent salary (6 months)	£75,543 including on-costs	£78,000	£91,000
2 weeks holiday	Included in salary	- £6,000	- £7,000
3 days sickness	Included in salary	- £1,800	- £2,100
<b>Total cost</b>	<b>£75,543</b>	<b>£70,200</b>	<b>£81,900</b>

- 9.5 An example of a permanent member of staff at EPO25 level taking an average of 2 weeks annual leave and having 3 days sickness in a 6 month period, compared to an interim on £300 a day and £400 per day is shown in the table below:

	<b>Permanent Employee at EPO25 (top)</b>	<b>Interim (based on £300 per day, 5 days a week)</b>	<b>Interim (based on £400 per day, 5 days a week)</b>
Equivalent salary (6 months)	£43,141 including on-costs	£39,000	£52,000
2 weeks holiday	Included in salary	- £3,000	- £4,000
3 days sickness	Included in salary	- £900	- £1,200
<b>Total cost</b>	<b>£43,141</b>	<b>£35,100</b>	<b>£46,800</b>

9.6 The Director level example shows the total difference in cost for the £600 per day interim is actually £5,343 cheaper than the permanent member of staff, and the interim on £700 per day is £5,357 dearer than the permanent member of staff. Therefore it does not always follow that an interim will cost more than a permanent member of staff. The Interim will also have to pay a higher level of tax as they are required to pay both employee and employer NI to the Revenue.

## **10.0 FINANCIAL IMPLICATIONS**

10.1 The costs of interims are set out above and further detail is attached at appendix A and B of the report.

## **11.0 LEGAL IMPLICATIONS**

11.1 Interims and consultants are not employees of the Council. However, the agency worker regulations 2010 guarantee equal treatment with regards to basic working and employment conditions for any agency worker after 12 weeks of service in the same job.

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

12.1 All interim and consultant arrangements are met within existing resources. The costs of which are set out elsewhere in the report.

## **13.0 RELEVANT RISKS**

13.1 The Council may be at risk of breach of contract with Matrix SCM if it were to not use the corporate contract for engaging temporary workers.

13.2 The Council will also be at risk of increased costs in both internal resources to manage agency and interim workers together with higher agency margins.

## **14.0 ENGAGEMENT/CONSULTATION**

14.1 N/A

## **15.0 EQUALITY IMPLICATIONS**

15.1 There are no direct equality implications arising from the report.

**REPORT AUTHOR (S):** Liz Hammond  
Interim Director of Change and Organisational Design

## **APPENDICES**

**Appendix A** Interims and consultants in 2016/17, including day rate  
**Appendix B** Interims and consultants in 2017/18, including day rate

## REFERENCE MATERIAL

### SUBJECT HISTORY (last 3 years)

<b>Council Meeting</b>	<b>Date</b>
Business Overview & Scrutiny Committee	18 September 2018

**Business Overview and Scrutiny Committee**  
**28 November 2018**

The Council engaged interims and consultants in 2016/17 in a range of roles and projects as set out below:

	Service Area	Job Title	Start Date	End Date	Day Rate
1	Adult Services	Senior Manager – Integrated Hospital Discharge Team	11/02/2016	12/03/2017	£360
2	Adult Services	Interim Assistant Director: Adult & Disability Services	01/12/2016	10/05/2018	£675
3	Business Services	Operational Consultancy & Support	07/11/2016	30/09/2017	£500
4	Children's Services	Children's Safeguarding Senior Manager	03/01/2017	30/06/2017	£640
5	Children's Services	Interim senior manager	01/09/2015	27/11/2017	£653
6	Children's Services	Development Support Lead	20/03/2017	01/07/2018	£500
7	Children's Services	Interim senior manager	02/11/2015	28/05/2017	£594
8	Children's Services	Quality Assurance and Coaching Auditor	17/10/2016	22/12/2017	£419
9	Children's Services	Safeguarding Quality Assurance Manager	27/02/2017	07/01/2018	£411
10	Children's Services	Quality Assurance and Coaching Auditor	23/01/2017	10/03/2017	£350
11	Children's Services	Quality Assurance and Coaching Auditor	14/11/2016	20/03/2017	£350
12	Children's Services	Interim Head of Services	07/11/2016	30/06/2017	£514
13	Children's Services	Project Co-ordinator	17/08/2015	01/11/2016	£500
14	Children's Services	Interim senior manager	07/09/2015	30/04/2016	£334
15	Children's Services	Senior Children's Commissioning Manager	15/02/2016	30/04/2017	£900
16	Children's Services	Interim Lead for Social Care Improvement	26/09/2016	01/06/2017	£772
17	Children's Services	Interim Lead for Social Care Improvement	19/09/2016	21/01/2018	£650

**APPENDIX A**

18	Children's Services	Interim senior manager	11/08/2015	29/07/2016	£754
19	Children's Services	Interim Revenues and Benefits Development Consultant	06/03/2017	31/01/2018	£500
20	Children's Services	Quality Assurance and Coaching Auditor	24/10/2016	09/11/2016	£340
21	Children's Services	Strategic Improvement Lead	26/05/2016	27/04/2017	£750
22	Children's Services	Safeguarding Manager	30/10/2015	31/03/2017	£550
23	Delivery	Interim Assistant Director	24/10/2016	N/A	£719
24	Finance	Senior Accountancy Assistant	30/06/2015	31/12/2016	£427
25	Finance	Senior Accountancy Assistant	30/06/2015	30/09/2016	£485
26	Transformation Office	Interim Project Manager	10/10/2016	27/10/2017	£640
27	Transformation Office	Programme Manager	08/08/2016	22/12/2017	£708
28	Transformation Office	PMO Manager	01/09/2016	23/12/2016	£450
29	Transformation Office	Interim Project Manager	30/01/2017	01/03/2017	£374
30	Transformation Office	Interim Project Manager	01/02/2017	01/03/2017	£300
31	Transformation Office	Change Programme Manager DASS CYPD	01/02/2016	21/11/2016	£356
32	Transformation Office	Interim Director	01/04/2016	28/09/2017	£475
33	Transformation Office	Interim Project Manager	21/12/2015	30/06/2016	£464
34	Transformation Office	Interim Investment Lead	20/02/2017	N/A	£350
35	Transformation Office	Interim Project Manager	01/08/2016	16/10/2016	£722
36	Transformation Office	Interim Project Manager	08/08/2016	31/05/2018	£375
37	Transformation Office	Interim Project Manager	01/08/2016	28/04/2017	£354

Please note this includes all engagements that commenced or ended within 2016/17 and may in some cases have spanned financial years

## Business Overview and Scrutiny Committee

28 November 2018

The Council engaged interims and consultants in 2017/18 in a range of roles and projects as set out below:

	Service area	Job Title	Start Date	End Date	Day Rate
1	Adult Services	Interim Assistant Director: Adult & Disability Services*	01/12/2016	10/05/2018	£675
2	Business Services	Operational Consultancy & Support*	07/11/2016	30/09/2017	£500
3	Business Services	Interim Infrastructure Manager	15/05/2017	N/A	£506
4	Business Services	Communications & Investment Lead	02/01/2018	N/A	£450
5	Business Services	Interim AD: Law & Governance	17/07/2017	30/03/2018	£800
6	Business Services	Interim Strategic Financial Support	17/07/2017	29/06/2018	£650
7	Business Services	Interim Revenues and Benefits Development Consultant*	06/03/2017	31/01/2018	£500
8	Business Services	Interim Finance Adviser	07/02/2018	N/A	£247
9	Business Services	Subject Matter Expert: Assets	02/01/2018	N/A	£600
10	Children's Services	Fostering Consultant Executive	08/01/2018	N/A	£750
11	Children's Services	Children's Safeguarding Senior Manager*	03/01/2017	30/06/2017	£640
12	Children's Services	Performance Team Development Lead	04/09/2017	24/08/2018	£550
13	Children's Services	Interim senior manager*	01/09/2015	27/11/2017	£653

**APPENDIX B**

14	Children's Services	Interim Head of Services	17/07/2017	N/A	£540
15	Children's Services	Safeguarding Quality Assurance Manager	13/07/2017	N/A	£500
16	Children's Services	Development Support Lead*	20/03/2017	01/07/2018	£500
17	Children's Services	Head of Children's Safeguarding	04/01/2018	02/09/2018	£514
18	Children's Services	Interim senior manager*	02/11/2015	28/05/2017	£594
19	Children's Services	Strategy & Transformation	26/02/2018	31/07/2018	£512
20	Children's Services	Quality Assurance and Coaching Auditor*	17/10/2016	22/12/2017	£419
21	Children's Services	Permanence Co-ordinator	14/08/2017	N/A	£411
22	Children's Services	Safeguarding Quality Assurance Manager	27/04/2017	30/07/2017	£400
23	Children's Services	Group Manager	08/06/2017	13/05/2018	£400
24	Children's Services	Service Manager	05/03/2018	N/A	£411
25	Children's Services	Service Manager	02/01/2018	01/07/2018	£411
26	Children's Services	Service Manager	31/01/2018	08/04/2018	£400
27	Children's Services	Service Manager	01/11/2017	11/03/2018	£411
28	Children's Services	Service Manager	04/01/2018	15/04/2018	£411
29	Children's Services	Service Manager	06/11/2017	17/12/2017	£400
30	Children's Services	Commissioning Manager	26/02/2018	29/04/2018	£400
31	Children's Services	Safeguarding Quality Assurance Manager	27/02/2017	07/01/2018	£411

**APPENDIX B**

32	Children's Services	Quality Assurance and Coaching Auditor	13/11/2017	10/06/2018	£350
33	Children's Services	Quality Assurance and Coaching Auditor	14/02/2018	N/A	£350
34	Children's Services	Interim Head of Service*	07/11/2016	30/06/2017	£514
35	Children's Services	Interim Lead for Social Care Improvement*	26/09/2016	01/06/2017	£772
36	Children's Services	Interim Lead for Social Care Improvement*	19/09/2016	21/01/2018	£650
37	Delivery	Project Officer	22/08/2017	30/11/2017	£300
38	Delivery	Interim Assistant Director*	24/10/2016	N/A	£719
39	Transformation Office	Communications Lead	14/08/2017	31/05/2018	£257
40	Transformation Office	Interim Project Manager*	10/10/2016	27/10/2017	£640
41	Transformation Office	Programme Manager*	08/08/2016	22/12/2017	£708
42	Transformation Office	Interim Director*	01/04/2016	28/09/2017	£475
43	Transformation Office	Interim Investment Lead*	20/02/2017	22/12/2017	£350
44	Transformation Office	Commissioning & Modernisation Lead	06/11/2017	23/02/2018	£716
45	Transformation Office	Interim Project Manager*	08/08/2016	31/05/2018	£375
46	Transformation Office	Interim Project Manager*	01/08/2016	28/04/2017	£354

\*Commenced in previous financial year

Please note this includes all engagements that commenced or ended within 2017/18 and may in some cases have spanned financial years.



**Business Overview and Scrutiny Committee  
Wednesday, 28 November 2018**

<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.

This is not a key decision.

**RECOMMENDATION/S**

Committee is requested to note and comment on latest developments.

## **SUPPORTING INFORMATION**

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

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

### **2.0 OTHER OPTIONS CONSIDERED**

2.1 N/a

### **3.0 LATEST DEVELOPMENTS**

A wide range of activity continues, of which the following is just a small extract.

#### **3.1 Strategic Investment Fund (SIF)**

The Combined Authority recently re-launched the Strategic Investment Fund (SIF) - £0.5 billion fund to help transform the city region's economy, create high-quality jobs and boost living standards for local people. Underpinning the regeneration fund is a commitment to Social Value, with applicants having to demonstrate positive social impact such as local jobs that pay the living wage; recognise trades unions; create apprenticeships; and use local supply chains and labour.

Around £100 million will be available in the first year of the fund, rising to £500 million over four years, to support projects transport infrastructure, economic development, business growth, skills, culture and housing.

The new SIF recognises the need to improve the city region's capacity to develop high-impact investment-ready projects and will provide pre-development funding to help expand and improve the pipeline of projects that it can fund, by providing support to prospective applicants to help analyse markets, identify opportunities and develop projects.

The SIF also recognises the importance of culture to the Liverpool City Region, with a short-form approval process for projects of less than £1m, designed to enable the Combined Authority to offer better support for smaller cultural projects.

Wirral colleagues continue to develop a number of priority projects to ensure we are well prepared to maximise funding opportunities.

#### **3.2 LCR Housing First**

The Combined Authority was recently awarded £7.7 million Housing First funding award from the Ministry of Housing, Communities and Local Government.

The specific details on how the funding can be used, what it will fund, and detailed delivery plans will be brought back to a future Combined Authority meeting.

However the report does recommend that Housing First support services should be commissioned jointly across the Liverpool City Region and must include:

- Skilled, well trained and supported staff;

- A responsive on call 24/7 support service;
- access to appropriate 2nd tier mental health services

The commissioning priorities should be developed in partnership with people with lived experience of homelessness, Local Authorities, Landlords, Homelessness support services and other statutory partners.

A future report to the Combined Authority will be brought back to set out the principles and priorities for deploying the funds for Housing First schemes and how this agenda will be linked with the wider housing and homelessness strategic priorities of the Combined Authority and constituent Local Authorities.

### **3.3 Tackling poor air quality across the Liverpool City Region**

City Region partners are setting up an advisory LCR Air Quality Task Force, in order to raise awareness and make recommendations to tackle poor air quality.

This builds on one of the Metro Mayor's key pledges for LCR to be Carbon Neutral by 2040 and to be the greenest UK City Region. It also follows earlier evidence and recommendations by the Combined Authority's Overview and Scrutiny Panel.

The work of the Scrutiny Panel stemmed from growing realisation of the need to take urgent action to address the challenges presented by poor air quality from nitrogen dioxide (the main pollutant) at a pan-city region level.

Although the Combined Authority is not specifically covered by local air quality management legislation, the evidence developed by the Overview and Scrutiny panel culminated in a recognition that it can, and must act in response. The main cause of excess nitrogen dioxide stems from transport emissions, which transcend local authority boundaries. As the Combined Authority has statutory responsibilities over transport policy and funding, it was recognised that its policies and priorities have a direct bearing on transport, and in turn, on transport emissions and local air quality management.

In addition, the wider CA responsibilities of economic development, employment and skills, land use planning, housing, fairness, the low carbon economy and digital agenda all have linkages to air quality emissions. The development of tidal power is a specific example of a priority that could offer very significant air quality benefits.

The CA Task Force will support the six constituent local authorities in their statutory duties to monitor and address air quality and work with central government to tackle the problems caused by vehicles and engines that create the most pollution. CA Members will nominate political representatives from their constituent local authorities onto the group.

A preliminary LCR air quality feasibility study is currently being finalised, and an action plan will be developed in response, both to be considered by a future meeting of the CA Overview & Scrutiny Committee and Combined Authority.

### **3.4 High Speed 2 and Northern Powerhouse rail update**

LCR partners continue to work with Transport for the North (TfN) on a range of activity to improve transport connectivity with the City Region and across the North. This includes making the case for Northern Powerhouse Rail and an enhanced High Speed 2 link to Liverpool.

The City Region is heavily engaged with TfN in all aspects of its work, in order to ensure that the LCR's priorities and growth sectors are represented.

Key workstreams include:

#### **a) Northern Powerhouse Rail**

- To develop a new pan-North rail (PNR) network, important for the LCR;
- TfN suggests that, for Liverpool the NPR network could mean *'More than 100,000 extra businesses will be within an hour's reach of Liverpool and nearly 2m more people within 90 minutes of the city centre'*
- A Strategic Outline Business Case (SOBC) for NPR is expected in December 2018.

#### **b) High Speed 2 (HS2)**

From 2014 to 2018 the LCR commissioned a series of economic studies detailing the potential economic impacts of a direct HS2 link into the city. This has changed from assessing just the impacts of HS2 in 2014 to considering the full impacts resulting from both HS2 and NPR.

The most recent work for the LCR – produced in September 2018 by Steers – is the most robust in the series of reports to date. This has produced a range of estimated economic benefits for the City Region, including:

- £15bn GVA uplift – including benefits from journey time savings and property developments;
- An extra 24,000 jobs;
- 3.6m more visitors per annum

A number of strands of TfN's work will be providing updated publications over the coming months, including an Outline Business Case for Northern Powerhouse Rail in December 2018 and publication of the TfN Strategic Transport Plan in January 2019.

### **3.5 Conclusion**

Further updates on all of the above will be brought back to this Committee as further detail emerges in the coming months. As previously stated, the above is just a short snapshot of LCR activity, and further detail on all of the most recent developments can be found here <http://liverpoolcityregion-ca.gov.uk/>

### **4.0 FINANCIAL IMPLICATIONS**

The Devolution arrangements propose the devolution of financial resources to LCR.

### **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 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 wide range of approaches and communications.

## 8.0 EQUALITY IMPLICATIONS

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

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

## SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Council	19 November 2015
P&P Regeneration & Environment Committee	18 January 2016
P&P Regeneration & Environment Committee	2 March 2016
Council	13 September 2016
Cabinet	14 November 2016
Council	8 December 2016
Business Overview & Scrutiny Committee	6 December 2016
Business Overview & Scrutiny Committee	24 January 2017
Business Overview & Scrutiny Committee	29 March 2017
Business Overview & Scrutiny Committee	4 July 2017
Business Overview & Scrutiny Committee	19 September 2017
Business Overview & Scrutiny Committee	29 November 2017
Business Overview & Scrutiny Committee	23 January 2018
Business Overview & Scrutiny Committee	27 <sup>th</sup> March 2018
Business Overview & Scrutiny Committee	4 <sup>th</sup> July 2018
Business Overview & Scrutiny Committee	September 2018

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## **Business Overview and Scrutiny Committee Wednesday, 28 November 2018**

<b>REPORT TITLE:</b>	<b>2018/19 QUARTER 2 WIRRAL PLAN PERFORMANCE</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF ECONOMIC AND HOUSING GROWTH</b>

### **REPORT SUMMARY**

This report provides the 2018/19 Quarter 2 (July – September 2018) performance report for the Wirral Plan pledges under the remit of the Business Overview and Scrutiny Committee. The report, which is included as Appendix 1, provides an overview of progress in Quarter 2 as well as providing available data in relation to a range of outcome indicators and supporting measures.

### **Quarter One Wirral Plan Performance Summary**

- The number of jobs created shows strong performance this quarter at 373, a result of SME small-scale recruitment and a large-scale recruitment exercise for one business experiencing rapid growth and further expansion of production lines.
- Wirral’s employment rate this quarter has improved to 74.8, the highest recorded figure for this measure. This good performance means Wirral has narrowed the gap with England and is outperforming the North West by 0.4%.
- An extension of European Funds to support young people into work and training through the Wirral Ways to Work Programme has been secured which will enable continued delivery of programmes up to 2020.
- Latest figures show a rise in the value of Tourism to Wirral at £426m; an average increase of 6.6% p.a. since 2014.
- In Quarter 2 there was a major investment in our Assisted Travel Services to help residents with disabilities and special educational needs to get to our day centres, schools and colleges. The investment in technology and vehicles will enhance the transport experience for service users.
- There has been a reduction in people killed or seriously injured (KSI) in road traffic accidents in Quarter 2, at 17 people, compared to 40 in the same quarter the previous year. A range of initiatives to improve safety have been delivered including motorcycle safety engagements and Bikesafe workshops.
- The annual figure for the Council’s emission of carbon dioxide is 26,463 (tonnes) exceeding the target set by 12.3%. Emissions have reduced by 19,018 tonnes from a 2008/09 baseline of 45,481 tonnes, a reduction of 41.8% over 8 operational years, with an annual reduction of 5.85%.

## **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 18 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 during the year. As a result of this, not all Pledges will have results each quarterly reporting period. Some indicators can be reported quarterly and some only on an annual basis. Annual figures are reported in the quarter they become available against the 2018/19 year end column.
- 3.4 For each of the indicators, a trend is shown (better, same or worse). In most cases, this is determined by comparing the latest data with the previous reporting period i.e. 2017/18 year end. In some cases, i.e. where data accumulates during the year or is subject to seasonal fluctuations, the trend is shown against the same time the previous year. This is indicated in the key at the end of the report.
- 3.5 For some indicators, targets have been set. Where this is the case, 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.
- 3.6 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 the supporting strategy action plans. The link to this web page is: <https://www.wirral.gov.uk/about-council/council-performance>

3.7 Each of the Wirral Plan Pledges has a Lead Commissioner responsible for overseeing effective delivery. The Lead Commissioners for the Pledges in the report at Appendix 1 are as follows:

- Greater job opportunities in Wirral – Brian Bailey
- Workforce skills match business needs – Brian Bailey
- Increase Inward Investment – Brian Bailey
- Thriving small businesses – Brian Bailey
- Vibrant Tourism Economy – Brian Bailey
- Transport and technology infrastructure fit for the future – Mark Smith
- Assets and buildings are fit for purpose for Wirral’s businesses – Brian Bailey

#### **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**

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 Committee 2018/19 Quarter 2 Pledge Reports

**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>
<b>Business Overview and Scrutiny Committee</b>	<b>4 July 2017</b>
<b>Business Overview and Scrutiny Committee</b>	<b>19 September 2017</b>
<b>Business Overview and Scrutiny Committee</b>	<b>29 November 2017</b>
<b>Business Overview and Scrutiny Committee</b>	<b>27 March 2018</b>
<b>Business Overview and Scrutiny Committee</b>	<b>4 July 2018</b>
<b>Business Overview and Scrutiny Committee</b>	<b>18 September 2018</b>

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# Appendix 1

## Wirral Plan Business Theme 2018-19 Quarter 2 Reports

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## Growth Plan

### Greater job opportunities in Wirral

#### Overview from Lead Cabinet Member

Delivery of the Growth Plan continues to progress well with a full schedule of planned activities to support growth. Highlights on pledge indicators for the quarter include a significant increase in performance in the number of jobs created and safeguarded (via Wirral Chamber Data Recording) with the figures quoted made up fully of job creation.

Key activity highlights for Quarter 2 include:

**EMPLOYMENT:** Successfully securing an extension of European Funds (Priority 1.3) to support young people into work and training through the Wirral Ways to Work Programme which will enable continued delivery of programmes up to 2020.

**WORKFORCE SKILLS:** The successful devolution of the Adult Education Budget to the City Region via Summer Parliamentary Orders to ensure a devolved budget of c.£52m per annum will follow.

**INVESTMENT:** Secured agreement between the council and Peel for the delivery of a 500 unit housing scheme, Wirral Waters One within Wirral Waters and the submission of 3 further planning applications by Peel for further developments within the Enterprise Zone.

**BUSINESS:** A marked increase in participants and the creation of 26 new enterprises via Wirral Chamber's StartUp Wirral Programme and a full programme of Sector Network activity underway.

Wirral Plan Indicator	Indicator	Wirral Plan Start	Benchmark Data	Year End 2017-18	2018-19 Q1	2018-19 Q2	2018-19 Q3	2018-19 Q4	Year End 2018-19	Trend (See Key)	Comment
Increase the number of jobs created and safeguarded (via Wirral Chamber Data Reporting)	Quarterly Higher is better	970.0 (2014-15)		3,122.0 (2015-18)	Red Actual: 46.5 Target: 140.0 (Apr-Jun 2018)	Blue Actual: 419.5 Target: 280.0 (Apr-Sep 2018)				Better	Strong performance this quarter as a result of a number of SME's reporting small scale recruitment and a large scale recruitment exercise for one business experiencing rapid growth and further expansion of production lines. Further recruitment is likely with this company and Wirral Chamber are working closely with them on their recruitment strategy.
Increase the employment rate in Wirral	Quarterly Higher is better	66.7 (2014-15)	England: 75.0 (Apr 2017 - Mar 2018) North West: 73.4 (Apr 2017-Mar 2018)	72.6 (Jan 17-Dec 17)	73.8 (Q1 2018-19)	74.8 (Q2 2018-19)				Better	Performance this quarter has improved by 1.2% and Wirral is still at its highest ever performance for this PI. This good performance means Wirral has narrowed the gap with England and is now outperforming the North West average for the first time by 0.4%.

Supporting Measure	Indicator	Wirral Plan Start	Benchmark Data	Year End 2017-18	2018-19 Q1	2018-19 Q2	2018-19 Q3	2018-19 Q4	Year End 2018-19	Trend	Comment
Percentage of working age people claiming out-of-work benefit or economic in-activity	Quarterly Lower is better	(n/a)	North West: 10.10% (Nov 2016)		13.46% (Q1 2018-19)	13.10% (Q2 2018-19)				Better	This proxy figure has been calculated using the latest benefit datasets available and shows positive reduction in worklessness. The national indicator set is still subject to change due to a current DWP consultation on the production of out of work benefit statistics. This consultation closed in July 18 and therefore findings and a new methodology are due to be released later in the year.

### Workforce skills match business needs

Wirral Plan Indicator	Indicator	Wirral Plan Start	Benchmark Data	Year End 2017-18	2018-19 Q1	2018-19 Q2	2018-19 Q3	2018-19 Q4	Year End 2018-19	Trend (See Key)	Comment
Reduce the Employer Skills Gap in Wirral	Annual Lower is better	15.0% (2015)								n/a	This indicator shows results from the bi-annual Skills Survey. 2017 outcome will be reported next quarter, Q3

### Increase inward investment

Wirral Plan Indicator	Indicator	Wirral Plan Start	Benchmark Data	Year End 2017-18	2018-19 Q1	2018-19 Q2	2018-19 Q3	2018-19 Q4	Year End 2018-19	Trend (See Key)	Comment
Total investment secured into Wirral developments	Annual Higher is better	£38,044,660 (2014-15)		£147,533,345 (2017-18)						n/a	2018/19 data will be available May 2019.
Gross Value Added per head of population	Annual Higher is better	£12,482 (Jan-Dec 2013)	England: £27,060 (Jan - Dec 2016) North West: £22,899 (Jan - Dec 2016)	£15,051 (Jan-Dec 2016)						n/a	2017 data will be available December 2018.

### Thriving small businesses

Wirral Plan Indicator	Indicator	Wirral Plan Start	Benchmark Data	Year End 2017-18	2018-19 Q1	2018-19 Q2	2018-19 Q3	2018-19 Q4	Year End 2018-19	Trend (See Key)	Comment
Deliver a net additional 250 new businesses over the life of this Plan	Annual Higher is better	7,400 (2014-15)		8,705 (2017-18)						n/a	Data available December.

## Vibrant tourism economy

**Overview from Lead Cabinet Member**

Through the delivery of the actions within the Wirral Visitor Economy Strategy with partners, progress has been made in Quarter 2 to achieve the Vibrant Tourism Economy pledge, which is a key element of the Wirral Growth Plan.

The development of a three-year Destination Marketing Strategy is underway, overseen by Wirral Council and Wirral Chamber collaboratively. Consultation with key stakeholders is currently being carried out, including those within the WVEB (Wirral Visitor Economy Board) and the WVEN (Wirral Visitor Economy Network).

The Wirral Visitor Economy Board (WVEB) has now formed and met twice. It is chaired independently by Paul Askew - locally acclaimed chef from The Art School Restaurant. The purpose of WVEB is to drive forward the key actions of the Wirral Visitor Economy Strategy and to build a clear governance structure.

The Wirral Accommodation & Conference Study, commissioned by Wirral council has now been received with a draft acceleration plan, which is currently being reviewed in order to enhance and expand the accommodation and conference offer in Wirral. This will be achieved through the wider growth planning of Wirral Council.

Through Imagine Wirral, the major events programme continues to attract significant visitor numbers with events such as The Tall Ships Regatta and The Giant Spectacular. Additional commercial opportunities and funding are being secured for this event programme in partnership with the Commercialisation Team and Wirral Chamber of Commerce. This is enabling us to develop these approaches further and planning is already underway for commercial opportunities during the Borough of Culture Year in 2019.

The Volunteer base goes from strength to strength with over 2000 in roles supporting the visitor economy.

A full review of the Visit Wirral website is currently being undertaken with a view to enhance the user experience and achieve increased traffic. Twitter followers are at 13k, Facebook likes are over 1200 and Instagram, which is a new visitwirral account since May, now has over 1000 followers.

Funding and development plans for the proposed new Eureka! attraction at Seacombe Ferry Terminal are moving at pace; updates on the progress can be viewed in the Growth Plan Quarterly Pledge Performance Reports. Visitor Economy is playing a key role in moving these plans forward.

Wirral Plan Indicator	Indicator	Wirral Plan Start	Benchmark Data	Year End 2017-18	2018-19 Q1	2018-19 Q2	2018-19 Q3	2018-19 Q4	Year End 2018-19	Trend (See Key)	Comment
Increase visitor numbers each year based on the 2014 baseline (m)	Annual Higher is better	7.59 (Jan-Dec 2014)		8.50 (Jan-Dec 2016)					8.79 (Jan-Dec 2017)	Better	Performance for 2017 has confirmed that total visitor numbers have increased in Wirral by an average of 5.3% p.a. since 2014. 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.
Increase value of tourism economy by at least 5% each year (£m)	Annual Higher is better	£355.00 (Jan-Dec 2014)		£402.40 (Jan-Dec 2016)					<b>Green</b> Actual: £426.35 Target: £411.49 (Jan-Dec 2017)	Better	Performance for 2017 has confirmed an average increase of 6.6% p.a. since 2014. 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.

Supporting Measure	Indicator	Wirral Plan Start	Benchmark Data	Year End 2017-18	2018-19 Q1	2018-19 Q2	2018-19 Q3	2018-19 Q4	Year End 2018-19	Trend	Comment
Increase overnight stays & hotel occupancy by 5% by 2020 based on the 2016 baseline	Annual Higher is better	77.75% (Jan-Dec 2016)		77.62% (2017)						n/a	Due January 2019
Increase the numbers of Wirral Visitor Economy Network members	Annual Higher is better	85 (Jan-Dec 2016)		73 (2017)						n/a	Due January 2019

## Transport and technology infrastructure fit for the future

### Overview from Lead Cabinet Member

I am delighted to report that over Quarter 2 we have made major investment in our Assisted Travel Services to help residents with disabilities and special educational needs to get to our day centres, schools and colleges. It's important that we make our Assisted Travel offer more modern and efficient for the residents who need this service. The investment in both technology and vehicles will make a huge difference. It will give everyone involved a straightforward way to communicate changes – reducing the impact on the residents using the service, making it a much better experience for them.

Over the summer months we have also been working with partners across the City Region, and with key partners and businesses, attending community events such as the “Be In Birkenhead” festival and “One World” festival to promote walking and cycling and our Bike and Boots Cycling and Walking to Work scheme. We have supported residents with journey planning, cycle and ride confidence training as well as providing cycling and fitness equipment, to support sustainable access to employment.

Looking forward to next quarter we will be seeking Cabinet approval to accept a £4.6 million interest free loan to deliver Phase 2 of our LED light replacement programme. This funding, along with the £5.95 million capital investment approved by Cabinet in March 2018 which will enable the replacing of 27,000 lights over a 3 year period.

Wirral Plan Indicator	Indicator	Wirral Plan Start	Benchmark Data	Year End 2017-18	2018-19 Q1	2018-19 Q2	2018-19 Q3	2018-19 Q4	Year End 2018-19	Trend (See Key)	Comment
Increased the volume percentage of people cycling	Annual Higher is better	0% (index for 2013-14)		11% (2016-17)						n/a	2017-18 data will be published in January 2019.
Reduce the number of people killed or seriously injured in road traffic accidents	Quarterly Lower is better	140 (2014-15)	English Metropolitan Authorities: 107 (2013-15) North West: 90 (2013-15)	127 (2017-18)	6 (Jan-Mar 2018)	17 (Jan-Jun 2018)				Better	We have continued to develop and implement a wide range of initiatives including the progression of safety engineering schemes together with educational/engagement events such as regular motorcycle safety engagements and Bikesafe workshops. Using an additional grant from the Road Safety Trust we are developing new road safety initiatives aimed at improving safety for taxi use and also aimed at small businesses that utilise vans. There have been some issues with police systems passing collision data to the Council, these are known and measures being taken to address the issue..
Maintain the condition of Wirral's strategic network – Principal Roads	Annual Lower is better	1.40% (2014-15)	English Metropolitan Authorities: 4.00% (2015-16) North West: 4.00% (2015-16)	1.30% (2016-17)						n/a	Next data available October 2018.
Maintain the condition of Wirral's strategic network – Non-Principal Roads	Annual Lower is better	2.20% (2014-15)	English Metropolitan Authorities: 5.00% (2015-16) North West: 6.00% (2015-16)	1.30% (2016-17)						n/a	Next data available October 2018.

Supporting Measure	Indicator	Wirral Plan Start	Benchmark Data	Year End 2017-18	2018-19 Q1	2018-19 Q2	2018-19 Q3	2018-19 Q4	Year End 2018-19	Trend	Comment
% levels of satisfaction overall with transport and highway services.	Annual Higher is better	56.7% (2015)	National Highways and Transport Survey: 54.0% (2017)	56.0% (2017)						n/a	Next data available December 2018.
Increase levels of public satisfaction with public transport	Annual Higher is better	64% (2015)	National Highways and Transport Survey: 61% (2017)	63% (2017)						n/a	Next data available December 2018.
Increase levels of public satisfaction with walking/cycling facilities	Annual Higher is better	56% (2015)	National Highways and Transport Survey: 55% (2017)	55% (2017)						n/a	Next data available December 2018.
Travel Training – Number of successfully travel trained young people (Integrated Transport)	Annual Higher is better	26 (2014-15 Acad Year)		23 (2017-18 Acad Year)						n/a	Data available end of academic year.

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

**Overview from Lead Cabinet Member**

2018/19 is a significant year for the Wirral Partnership with strong asset management being key to the future stability of the Borough as a whole. Whilst the establishment of the Wirral Growth Company is key, other asset decisions are being explored for Commercial benefit, including a number of strategic acquisitions. Good progress is being made towards the Capital Receipt target for assets no longer required by the Council either for service delivery or commercial benefit. The Asset Strategy is increasingly important to other pledges such as Housing, Leisure, Culture Regeneration and Economic Development and great efforts are being made to ensure that good meaningful dialogue and sound asset advice is being shared with other pledge leaders. Greater collaboration with health and care partners is also being actively explored to ensure asset strategies are aligned for the benefit of all Wirral residents.

Wirral Plan Indicator	Indicator	Wirral Plan Start	Benchmark Data	Year End 2017-18	2018-19 Q1	2018-19 Q2	2018-19 Q3	2018-19 Q4	Year End 2018-19	Trend (See Key)	Comment
£m Income generation from investment properties and underperforming space	Annual Higher is better	£1.6 (2015-16)		£1.6 (2017-18)						n/a	This is an annual indicator that will report at year end.
£m Capital Receipts generated by the disposal of Wirral Council's surplus assets	Annual Higher is better	£1.28 (2015-16)		£2.82 (2017-18)						n/a	This is an annual indicator that will report at year end.
Commercial asset space available for release (m2)	Annual Higher is better	5,711 (2015-16)		31,203 (2017-18)						n/a	This is an annual indicator that will report at year end.

Supporting Measure	Indicator	Wirral Plan Start	Benchmark Data	Year End 2017-18	2018-19 Q1	2018-19 Q2	2018-19 Q3	2018-19 Q4	Year End 2018-19	Trend	Comment
Reduction in Wirral Council's corporate emissions of carbon dioxide (CO2) due to energy use (tonnes)	Annual Lower is better	31,999 (2013-14)		28,106 (2016-17)					Green Actual: 26,463 Target: 30,173 (2017-18)	Better	Corporate performance over the 2017/18 financial year has exceeded the 2017/18 emissions target by 12.3%. To date, we have reduced emissions of CO2 by 19,018 tonnes from a 2008/09 baseline of 45,481 tonnes, a reduction of 41.8% over 8 operational years. The year-on-year reduction is 5.85%. Next annual update due September 2019.
Number of multi-use of assets through shared / alternative use	Annual Higher is better	4 (as at April 2016)		12 (as at March 2018)						n/a	This is an annual measure that will report at year end.

**Report Key**

**Trend - Performance is shown as Better, Same or Worse compared with the last reporting period except for Increase the number of jobs created and safeguarded (via Wirral Chamber Data Reporting) and Number of People Killed or Seriously Injured which is compared with same period the previous year.**

**Target - Where targets apply, these are shown as either Blue, Green, Amber, Red based on the agreed tolerance range for individual measures.**

**Action - These are shown as either:**

- Green (on track to deliver on time)
- Amber (off track but action being taken to deliver on time)
- Red (off track and won't deliver on time)

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**Business Overview and Scrutiny Committee  
Wednesday, 28<sup>th</sup> November 2018**

<b>REPORT TITLE:</b>	<b>BUSINESS OVERVIEW &amp; SCRUTINY COMMITTEE - WORK PROGRAMME UPDATE</b>
<b>REPORT OF:</b>	<b>THE CHAIR OF THE COMMITTEE</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 on committee agendas 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:

Approve the proposed Business Overview & Scrutiny Committee work programme for 2018/19, making any required amendments.

## 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 Wirral Plan pledges and strategies of particular relevance to the Business Overview & Scrutiny Committee are:

<b>Pledge</b>	<b>Plans &amp; Strategies</b>
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

### 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:

<b>Principles for Prioritisation</b>	
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 cut across the Wirral Plan themes, it is anticipated they 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 will be explored.

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

#### **4.0 SCRUTINY WORK PROGRAMME ITEMS**

##### **4.1 Wirral Waters**

The scrutiny workshop for Members to review the latest developments of Wirral Waters was convened on 16<sup>th</sup> October 2018 and was open to all overview & scrutiny Members. A report detailing the outcomes of the workshop is elsewhere on this agenda and requests Committee to consider any recommendations arising from it.

##### **4.2 Budget Savings Proposals**

As part of the Committee's work programme for the year, it was agreed for scrutiny to be undertaken on any potential budget savings proposals before approval by Cabinet. Following agreement with the Chair and Party Spokespersons, a scrutiny workshop has now been scheduled for 11<sup>th</sup> December 2018 and Members have been notified of this. A report of the outcomes of the workshop will be presented to the committee meeting scheduled on 22<sup>nd</sup> January before the report is referred to Cabinet as part of the budget setting process.

##### **4.3 Camper Vans Task & Finish Scrutiny Review**

A Task & Finish Scrutiny Review on 'Camper Vans' was agreed to be added to the Committee's work programme. A scoping meeting has now been convened with Cllr. Mitchell, Rennie and Hackett comprising the Review Panel, with Cllr. Hackett as the Chair. The review will focus on understanding the current issues around campervan parking on Wirral and to inform the development of a campervan policy.

#### **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)

Council Meeting	Date

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**AGENDA ITEMS – Wednesday 28<sup>th</sup> November 2018**

Item	Format	Officer / Councillor
2018/19 Quarterly Finance Monitoring Report – Quarter 2	Report / Presentation	Finance to present report
Use of Consultants and Interims – Follow-up Report	Report	Liz Hammond, Interim Director of Change & Organisational Development
Wirral Waters Workshop – Scrutiny Report	Report	Chair of the Committee
Liverpool City Region Combined Authority Update	Officer Report / Presentation	Rosemary Boylan, Policy and Strategy Manager (External)
2018/19 Quarter 2 Wirral Plan Performance Report	Report	Brian Bailey , Corporate Director for Economic and Housing Growth
Scrutiny Work Programme Update	Report	Report of the Chair of the Committee

**STANDING AGENDA ITEMS**

Item	Format	Officer / Councillor
2018/19 Quarterly Finance Monitoring Report	Report / Presentation	Finance to present report
2018/19 Quarterly Wirral Plan Performance Report	Report	Brian Bailey, Corporate Director for Economic and Housing Growth
Liverpool City Region Combined Authority Update	Report / Presentation	Rosemary Boylan, Policy and Strategy Manager (External)
Liverpool City Region Combined Authority Overview & Scrutiny Update	Verbal / Report	Chair of the Committee

## ADDITIONAL AGENDA ITEMS – WAITING TO BE SCHEDULED

Item	Format	Approximate timescale	Lead Departmental Officer
Delivery of Wirral Growth Company	Committee Report	TBC	TBC
Disaster Recovery Scrutiny Review – Follow-up report	Committee Report / Presentation	TBC	TBC
Tourism Scrutiny Review – Follow-up report	Committee Report / Presentation	TBC	TBC
Digital Strategy	Committee Report	TBC	TBC
Assets Strategy and Action Plans update	Committee Report	TBC	TBC
Car Parking charges at Country Parks – Impact report	Committee Report	TBC	TBC
Resident Parking Policy – Impact Report	Committee Report	TBC	TBC
Investment and Change Board / Commercial Ideas Panel	Presentation	TBC	TBC

## WORK PROGRAMME ACTIVITIES OUTSIDE COMMITTEE

Item	Format	Timescale	Lead Departmental Officer	Progress / Comments
Camper Vans Scrutiny Review	Task & Finish	2018/19	TBC	Panel confirmed and scoping meeting convened on 5 <sup>th</sup> November 2018
Impact of Universal Credit	Workshops	February 2019	Lisa Jamieson	Previous workshops held in February 2018 and reported at Committee in September.

Wirral Waters	Workshop	TBC	Brian Bailey / Alan Evans	Workshop held on 16 <sup>th</sup> October. Item to remain on work programme to ensure Member oversight.
Transforming Wirral – further business cases	Workshop	TBC	TBC	
Reality Check Visits	Site Visits	TBC	TBC	
Budget Proposals Scrutiny	Workshop	December	Senior Leadership Team	Workshop scheduled for 11 <sup>th</sup> December. Report to be presented at Committee meeting on 22 <sup>nd</sup> January 2019

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