

WIRRAL COUNCIL

COUNCIL EXCELLENCE OVERVIEW AND SCRUTINY REPORT

16TH MARCH 2011

SUBJECT:	2010/11 Third Quarter Performance and Financial Review – Council Excellence Report
WARD/S AFFECTED:	All
REPORT OF:	Interim Chief Executive
RESPONSIBLE PORTFOLIO HOLDER:	Councillor Jeff Green
KEY DECISION:	No

1.0 EXECUTIVE SUMMARY

1.1 This report sets out performance of the Council's corporate plan towards delivering the vision of building a more equal and prosperous Wirral. This report is intended to provide members with an overview of performance, financial and risk monitoring for quarter three 2010/11. The format for reporting performance issues and financial information is currently under review and future reports will reflect any changes to the current format.

2.0 RECOMMENDATION/S

2.1 That: the committee is requested to note the contents of this report.

3.0 REASON/S FOR RECOMMENDATION/S

3.1 This report provides a quarterly progress report on delivering the Council's Corporate Plan.

4.0 BACKGROUND AND KEY ISSUES

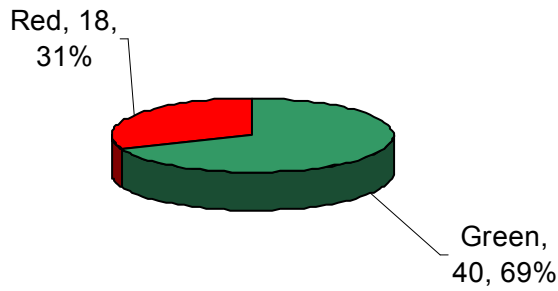
4.1 Performance Summary

This report sets out that the overall performance against the 2010/11 corporate plan projects is as follows:

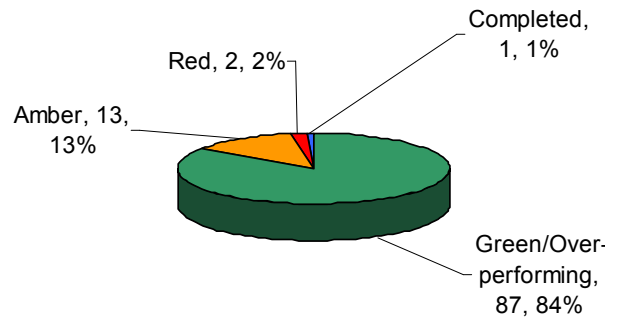
- Performance of the **103 projects** within the corporate plan shows that **87 (84%)** are assessed as green (all milestones that should have been met at this point have been met).
- **13 (13%)** projects are amber, **2 (2%)** are red (some non-critical milestones missed / danger of non-critical slippage) and **1 (1%)** project has been completed.

There are **64** performance indicators at the third quarter period. The following graphs provide a summary of the overall performance:

Performance Summary

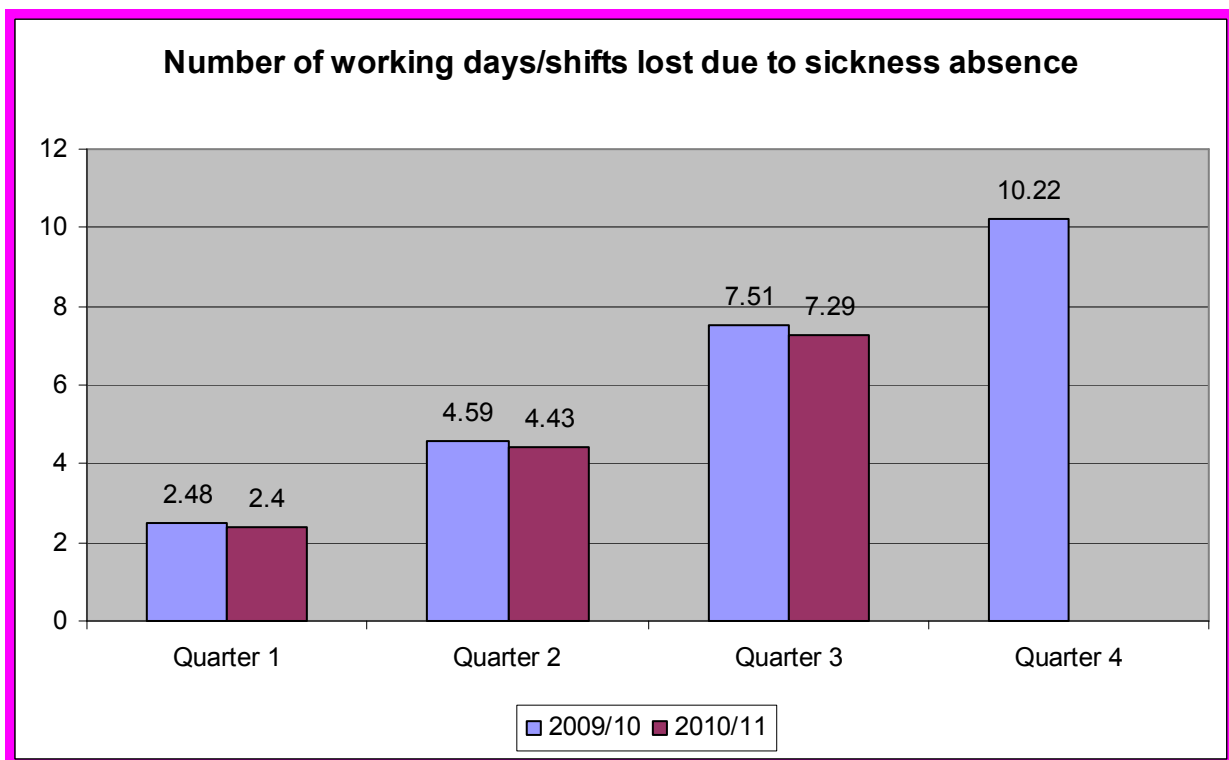


Project Summary



There are **64** reportable indicators at the second quarter. Of the 64 indicators, **54** can be compared with the previous year, and **58** can be reported against target. There are **6** indicators where the target has not been set or the indicator is not applicable, and therefore a RAG status can not be given.

4.2 Absence Figures



The above data is the latest data available, which is provisional.

4.2.1 Strategic Objective: To create more jobs, achieve a prosperous economy and regenerate Wirral

Priorities for improvement: **increase enterprise, reduce worklessness**

4.2.2 What's worked well during Quarter Three 2010/11:

- Work is now underway on the new Asda store in Birkenhead, a development which will result in a £30million investment in the town centre.
- Invest Wirral continues to support Wirral business initiatives such as the Think Big Grant
- Wirral's performance in JSA rates has been excellent over the last year with a reduction of 2312 claimants in 2010. Wirral has also been the top performing authority for JSA rates for four successive months to December 10.
- The successful Wirral Apprentice programme is set to receive a boost after Wirral Council confirmed it would invest a further £1 million (hopefully matched by ESF). With this latest commitment, Wirral Council will have helped employers to create more than 300 apprenticeships.

4.2.3 Performance Issues – Indicators

No performance indicators have been assessed as red or amber within this corporate objective.

4.2.4 Performance Issues – Projects

No projects have been assessed as red or amber within this corporate objective.

4.3 Strategic Objective: Create a clean, pleasant, safe and sustainable environment

Priorities for improvement: **sustain improved levels of recycling, reduce the Council's carbon footprint, and reduce number of people killed or seriously injured in road accidents**

4.3.1 What's worked well during Quarter Three 2010/11:

- Wirral Council installed an additional 110 grit bins across the borough to assist residents during freezing temperatures.
- In response to concerns expressed at Area Forums, extra enforcement to encourage owners to clear up after their pets has been allocated in the Moreton Cross area. Training will be provided to the Police so more patrols are enabled to enforce this.
- Wirral Council has agreed to lease an unused greenbelt land to a local group seeking to manage its own community allotments.

4.3.2 Performance Issues – Indicators

The following indicators have missed the Quarter Three 2010/11 target by more than 10% and are therefore assessed as **red**.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Housing and Community Safety	NI 156	Number of homeless households living in Temporary Accommodation	4 Lower=Better	5 (A)	Red	Deteriorated

Context: Of the 5 households in temporary accommodation on 31 December, 1 was placed due to violence on 30 December, 2 were intentionally homeless and 2 had complex needs with children's and adults social care involvement, therefore sourcing suitable accommodation was challenging. This small increase in the number of households in temporary accommodation compared with the previous quarter is in the context of a 53% increase in the number of homeless applications compared with the same quarter in the previous year, and a high rate of homeless prevention.

Corrective action: We will continue to work with Registered Social Landlords and the private sector to source suitable move-on accommodation for those we have a statutory duty to provide move on accommodation, and to maintain a high success rate in homeless prevention.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 195d	Improved street and environmental cleanliness (levels of fly posting)	0.5% Lower=Better	1% (A)	Red	Unchanged

Context: Noticeable improvement in overall cleansing performance as a result of new initiatives such as extended working hours and resources.

Corrective action: The second tranche score for NI195 D is higher than average as it is the first survey carried out after the summer months. Due to a heightened number of events and overall activity throughout the summer there tends to be a greater level of fly-posting identified (depending on the wards being surveyed). It is anticipated that the third and final tranche will see a drop in occurrence and as such the annual target should still be met.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Housing and Community Safety	LOCAL 7031	Percentage of under-age sales of alcohol during test purchase exercises	5% Lower=Better	10.3% (A)	Red	Deteriorated

Context: As well as carrying out under age sales test purchasing activity in off licences officers are working with the police and HM Revenue and Customs to detect and seize contraband and/or counterfeit alcohol and tobacco (Operation Strandhog.) Officers will use all powers available to them to regulate criminality in off licences.

Corrective action: The rate at Q1 was 20% sales of alcohol, as a result of improved targeting

of the less compliant traders, based on intelligence from the police, public and local councillors. Continued enforcement action (fixed penalty notices, licence review and prosecution) has started to reduce the offending rate, which has reduced to 10.3%.

4.3.3 Performance Issues – Projects

The following projects have been assessed as **amber** (some non-critical milestones have been missed or there is a danger of non-critical slippage)

Portfolio	Key project	Status	Corrective Action
Housing and Community Safety	Housing Market Renewal Initiative New Build Programme	AMBER	Due to the decrease in mortgages available, this continues to hinder the progress on this project. However, there are ongoing meetings with developers and lenders to attempt to make improvements.

4.4 Strategic Objective: To improve health and wellbeing for all, ensuring people who require support are full participants in mainstream society

Priorities for improvement: **reduce health inequalities, promote greater choice and independence, tackle alcohol harm**

4.4.1 What's worked well during Quarter Three 2010/11:

- Alcohol harm related hospital admission rates have decreased this quarter
- The number of clients receiving support through the NHS Stop Smoking Services has achieved its target of 627 quitters this quarter.
- Adults who suffer from learning disabilities who live in settled accommodation has also achieved its target.

4.4.2 Performance Issues – Indicators

The following indicators have missed the Quarter Three 2010/11 target by more than 10% and are therefore assessed as **red**.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Social Care and Inclusion	NI 130	Percentage of Social care clients receiving Self Directed Support	20.0%	11.96% (A)	Red	Improved

Context: This indicator measures the effectiveness of "personalisation". It is the percentage of people who have "self directed support" (having a personal budget or Direct Payment).

Corrective action: Process training rolled out in October to over 200 members of staff. Further training is being planned. Personal budgets went live on 19th November and is now a universal offer to all residents of Wirral. All single service reviews will be assessed using the self directed

assessment process resulting in an indicative budget Assistive Technology provision will be recorded on a initial assessment and support plan and therefore count towards NI130 Those receiving professional support will go through the self directed assessment process and therefore have their support recorded on a support plan. This will count towards NI130. Occupational Therapy and visual impairment teams will begin to use the self directed assessment process which will count towards NI130.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Social Care and Inclusion	NI 146	Adults with learning disabilities in employment	6.75%	4.97% (A)	Red	Improved

Context: This indicator measures the number of people with a learning disability who are in employment at the time of their assessment or latest review.

Corrective action: Through Personalisation and Support Planning, we have accelerated the prioritisation and targeting of individuals in exploring opportunities for paid employment. We have further undertaken a piece of targeted work with people with learning disabilities who use day services to accelerate the Support Planning process which strongly focuses upon options for employment.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Social Care and Inclusion	LOCAL 8857	An increase in the number of new individuals who have received a service via Wirral Assistive Technology (including telecare & telemedicine)	2000	1461 (A)	Red	Improved

Context: As at end of Q3 the new installations 664 installations were completed on a target of 900, thus giving a 49% complete rate against the annual target of 3000. The Provider has confirmed they have adequate capacity to achieve the 3000 target by 31 March 2011, however referrals have decreased since November and have continued to do so. Data shows the main reductions in referrals are from HARTS and the Access Teams, however current department reorganisation, process developments and staffing levels combined with the Christmas period would still have had an impact on the level of referrals. Additionally, in comparison to 2009/10 data shows a decrease in referrals during December also, so this year follows the same trend which is also the trend in other areas. As focus will be primarily on evidencing cashable savings for Q4 to determine the future funding of the project, then this has the potential to have a further impact on the number of installations due to a more targeted approach. Proactive marketing in the public domain has been put on hold due to the refocus to the evidencing of cashable efficiencies. The universal offer for Assistive Technology to residents in Wirral still currently continues. Following the outcome of the recent Wirral Council consultation event, it has been agreed that Assistive Technology will become a chargeable service; however no further work in relation to the impact on the service provision, performance and individuals is yet to be explored and determined.

Corrective action: Further work within Localities is underway regarding Assistive Technology

within processes. Assistive Technology and enablement is being explored to demonstrate how cashable efficiencies can be identified and how best this can be integrated into day to day practices. An Efficiency Task & Finish Group has been established to oversee the work required to evidence cashable efficiencies and to identify key focus areas. Additionally, Assistive Technology within Support Planning in Day Services is being explored with the potential of a pilot study being conducted.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Social Care and Inclusion	LOCAL 8866	Percentage of Adult Safeguarding alerts dealt with in 24 hours	100%	88.54% (A)	Red	N/A

Context: This indicator measures how promptly operational teams are responding to adult safeguarding alerts. The 24 hour target is built into the Adult Safeguarding Process

Corrective action: Following a review of vacancies a selective filling of spaces will take place, including where necessary the short-term use of agency staff. Performance is monitored on a weekly basis with exception reports to Locality Managers where the 24 hour target is not met for immediate remedy. Business processes are being reviewed by the Head of Safeguarding as part of the DASS Improvement Plan. Performance is gradually improving and is forecast to exceed 90% by the year-end which result in amber status.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Social Care and Inclusion	LOCAL 8867	Percentage of Adult Safeguarding incidents closed or dealt with in 28 days	100%	70.53% (A)	Red	N/A

Context: This indicator measures the time taken to complete a safeguarding adult investigation and make decisions and where required a Protection Plan. There is a Departmental target of 28 days to investigate, and ensure a timely resolution to reported safeguarding incidents. This target is built into the Adult Safeguarding Process.

Corrective action: Following a review of vacancies a selective filling of spaces will take place, including where necessary the short-term use of agency staff. As with 8866 the Head of Safeguarding is reviewing the business processes within Access and Assessment. Performance continues to improve slowly but will not reach the 100% target because of the incidents which were not closed within 28 days during the year. Many incidents require more in depth investigations from the statutory agencies, and can appropriately take many months. The target remains as a trigger for exception reporting to Locality Managers to ensure all incidents are being investigated and there are no barriers. Weekly reports are made available to managers so it is understood where every investigation is up to.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Social Care and Inclusion	LOCAL 9000	The number of emergency unscheduled acute hospital bed days occupied by people aged 75+ in NHS hospitals in Wirral who are admitted	4203 Lower=Better	4639 (E)	Red	Deteriorated

		through fractured neck of femur, as measured by Wirral NHS data as a result of a fall.				
<p>Corrective action: Overall non elective activity has increased this year a trend which has been seen across the North West. The Urgent Care Network has agreed to undertake a clinical audit to understand this increase in some more detail. The community falls prevention team has also recently set up new referral pathways with A&E and the ambulance service to ensure that patients who have minor falls are referred to try and prevent more serious injury in the future. The health community has also recently set up a “rapid access discharge service” in partnership with the department of adult social services to ensure that patients are discharged from hospital at the earliest possible point in their pathway, with their care being taken up by health and social care multidisciplinary teams in the community.</p>						

4.4.3 Performance Issues – Projects

The following projects have been assessed as **amber** (some non-critical milestones have been missed or there is a danger of non-critical slippage) or **red** (critical milestones have been missed or there is serious slippage):

Portfolio	Key project	Status	Corrective Action
Social Care and Inclusion	Improving support for carers (Implementing the Carers Commissioning Strategy)	AMBER	Project work now part of the Personalisation Project.
Social Care and Inclusion	Community Development Project (Project 14)	AMBER	Community Development workers are engaged in identifying local priorities.
Social Care and Inclusion	Mental Health Commissioning Strategy	AMBER	Work in progress with close monitoring of targets.
Housing and Community Safety and Social Care and Inclusion	Implement Alcohol Strategy	AMBER	Work in relation to the delivery of the 2007-10 Alcohol Harm Reduction Strategy is developing positively. The Crime, Disorder and Communities Action Plan and performance Indicator Plan has been refreshed and being performance managed by the police and council. Specific achievements include the delivery of Stay Safe operations, introduction of a Detached Substance Misuse Support Worker to support individuals involved with domestic violence, delivery of conflict training within pubs and clubs in the Birkenhead area and the delivery of alcohol support for individuals where alcohol is a causal factor with cocaine use. The Young People's Action Plan is successfully being delivered and a number of

Portfolio	Key project	Status	Corrective Action
			projects are available to support young people involved with alcohol misuse, namely the YPAIP (Young Persons Alcohol Intervention Programme), and a successful and award winning programme of sport and outdoor activities is established and engaging with hard to reach young people at risk of problematic substance misuse. Finally, the Alcohol Treatment Plan is successfully delivering a number of treatment programmes including access to a 7-10 day detox facility, working with people who are homeless or have issues with housing as a consequence of their drinking and increased access to specialist treatment, day care and aftercare. In relation to the position of the development of writing a new strategy then the situation since Q2 has not significantly changed. Work is still ongoing on the development of a new Alcohol Harm Reduction Strategy for Wirral (2011-2013). The interim achievements document is still being worked on but progress has been slowed due to the need to prioritise other tasks. Furthermore, there is still uncertainty from the Government regarding the structure for alcohol at a local level.

Portfolio	Key project	Status	Corrective Action
Social Care and Inclusion	Implementing Assistive Technology Invest to Save Programme	RED	Project evaluation confirms cost avoidance but not cashable savings. Report due at Cabinet in January 2010
Social Care and Inclusion	Reduce Hospital admissions Project (Project 13)	RED	Hospital admissions remain high. Focused activities are underway to reduce these by involving the hospital reablement service, Interim and Intermediate Care.

4.5 Strategic Objective: To help children and young people achieve their full potential

Priorities for improvement: **safely reduce looked after children, raise overall educational attainment, particularly lower achieving young people, reduce teenage conceptions.**

4.5.1 What's worked well during Quarter Three 2010/11:

Wirral is celebrating the recent announcements of high profile OFSTED inspections

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Including:

- Our Lady and St Edward's RC Primary and Pre-schools achieved an outcome of 'outstanding'.
- Clare Mount Specialist Sports College in Moreton is proud to have been awarded the title of an 'outstanding' school.
- Brackenwood Junior School in Bebington, was found to have greatly improved in many areas since their last inspection of being judged 'good'.

4.5.2 Performance Issues – Indicators

The following indicators have missed the Quarter Three 2010/11 target by more than 10% and are therefore assessed as red.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 53	Prevalence of breast-feeding at 6-8 wks from birth	35.1%	31.3% (A)	Red	Improved
<p>Context: Breast Feeding Peer Support Programme service achieved annual target (support 500 women) by month 7 and surpassed the Wirral and England average of women still breastfeeding at 6-8 weeks with 48% in quarter 2 •NHS Wirral has achieved stage one of the UNICEF Breastfeeding Friendly Initiative.</p>						
<p>Corrective action: The following will be taking place over the next few months to continue to promote breastfeeding: •Renew breastfeeding peer support programme contract for a further two years and extend it to support a greater number of women •To run a series of promotions on Juice and Heart FM to promote the breast milk it's amazing campaign •To deliver on-going breastfeeding training updates to professionals •Meeting to be set up in January with key partners and analysts to clarify data requirement, presentation and distribution</p>						

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 59	Percentage of initial assessments for children's social care carried out within 7 working days of referral.	76%	66.6% (A)	Red	Improved
<p>Context: This indicator continues to perform considerably better when compared to the same period during 2009/10 and is inline with the 2009/10 national figure. It should also be noted that the definition of this indicator is changing from 7 working days from referral to 10 working days in 2011/12. The 2010/11 quarter 3 figure for initial assessments carried out within 10 working days of referral is 79.8%.</p>						
<p>Corrective action: With the induction of a new manager, there has been a refreshed and improved focus on work plans and development of new reports to support staff to help ensure time scales are met.</p>						

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 60	Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement	80%	66.6% (A)	Red	Improved

Context: This indicator has improved following the circulation of good practice guidance notes to the teams with support from the data officers on electronic recording. However, there has been a large increase in the volume of work: 833 Core Assessments have taken place to date in 2010/11 compared with 672 at quarter 3 in 2009/10. Despite this there has been an 8% improvement when compared with the same period in 2009/10.

Corrective action: Ongoing support to staff is being provided by the data officers recording information related to this indicator. Child Protection training took place during October – December 2010 which will help staff focus in this area.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	80%	66.7% (A)	Red	Deteriorated

Context: There is continuous monthly monitoring of this indicator.

Corrective action: Small numbers affect this indicator. 10 out of 15 children have been adopted within 12 months of the decision being made that the child should be placed for adoption. Some children are harder to place; these include 2 siblings, 2 further siblings with medical complexities and one older child who has experienced placement disruption.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 63	Stability of placements of looked after children: length of placement	72%	61.7% (A)	Red	Deteriorated

Corrective action: There is continuous activity to ensure placement stability of looked after children where appropriate. Statutory reviews of children in care placements are carried out at prescribed intervals. Increased rigour in the conducting of disruption meetings and learning lessons from past experiences. This indicator is monitored on a monthly basis.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 117	16 to 18 year olds who are not in education, employment or training (NEET)	6.9% Lower=Better	8.2% (P)	Red	Improved

Context: Quarter 3 performance is an improvement when compared with quarter 2 and the same period in 2009/10 which highlights the ongoing trend in the reduction of this indicator year on year. However there are many challenges ahead to achieving the target of 6.9% therefore a revised year end forecast of 8% has been set.

Corrective action: There are a number of innovative programmes being commissioned via European Social Funds which focus specifically on the differing needs of the NEET cohort in order to provide an enhanced bespoke, targeted offer. The 14-19 Strategic Partnership with providers is ensuring that 'offer' in Wirral is flexible in its responses. Analysis of the NEET group has also taken place to inform targeted intervention across the partnership. There is an ongoing trend in the reduction of this indicator year on year, but there are many challenges ahead to achieving the target of 6.9% therefore a revised year end forecast of 8% has been set.

4.5.3 Performance Issues – Projects

The following projects have been assessed as **amber** (some non-critical milestones have been missed or there is a danger of non-critical slippage):

Portfolio	Key project	Status	Corrective Action
Children's Services and Lifelong Learning	Implement the Integrated Youth Support Strategy	AMBER	The integrated youth support is still subject to strategic review. This is the result of a number of factors including proposed Government policy changes and funding reductions. This could result in potential restructuring to improve the service and increase efficiency. The impact of the review is that a strategy for 2010/11 is not currently in place and the 2009/10 strategy is to be extended for this period.
Children's Services and Lifelong Learning	Implement the Integrated Preventative Services Development Plan	AMBER	The number of children identified as needing social work intervention has increased, when compared with the same period in previous years, with a much greater proportion of referrals (90+ %) progressing to an initial assessment. This is in line with other Local Authorities, and is also against a backdrop of an increase in numbers of children looked after nationally. A range of preventative initiatives are in place to respond, as soon as possible, to children and families experiencing difficulties to support children to safely remain in their families, such as Team Around the Child, Family Group Conferences and Multi-Systemic Therapy. With regard to the existing children who are looked after, a considerable number are due to leave care during the 2011/12 financial year due to reaching their eighteenth birthday, and projections based on historical trends indicate that numbers of children looked after should stabilise in the
Children's Services and Lifelong Learning	Implement the Contact, Referral, Assessment and Safeguarding Development Plan	AMBER	
Children's Services and Lifelong Learning	Implement the Corporate Parenting Development Plan	AMBER	

Portfolio	Key project	Status	Corrective Action
			coming years. However, the rate of children ceasing to be looked after, across all age groups, is being further prioritised with a number of strategies, underpinned by the new Fieldwork structure, to ensure that children's plans do not drift, and that more children achieve permanence through Adoption, Special Guardianship or by returning home. Each District Team is tightly overseeing the plans for children to safely leave care; this is monitored by Senior Managers, and plans to overcome barriers to achieving this outcome are in place. This area has also been prioritised with inclusion of the Looked After Children Review as a project in the Strategic Change Programme.
Children's Services and Lifelong Learning	All phases: raise standards in schools and settings by continuing to improve the quality of leadership and management, curriculum, assessment and learning, thereby ensuring none fall into an OFSTED category.	AMBER	Four primary schools remaining in OFSTED category continue to make good progress. To assist schools in category the Local Authority provide Statements of Action which are verified by OFSTED. The Head of Branch for Learning and Achievement, Strategic Service Manager, the schools' Head Teachers and Chair of Governors monitor the action plan on a half-termly basis. All schools have had OFSTED monitoring visits and are now at least satisfactory. We are expecting that 3 of the 4 schools will have a full inspection in the Spring Term 2011 and we have high confidence that they will be taken out of category.

4.6 Strategic Objective: To create an excellent council

Priorities for improvement: **maintain a sustainable and stable budget, providing value for money, improve the council's budgeting process to fully reflect its priorities**

4.6.1 What's worked well during Quarter Three 2010/11:

- The time taken to process Housing Benefit/Council Tax Benefit new claims and changes as well as the percentage of Council Tax collected has met its target, and has improved on quarter three last year.
- Wirral Council has thanked members of four independent groups and over 5500 local people for playing a vital role in helping to shape the future of Council services. 'WIRRAL'S FUTURE *Be a part of it*' was the biggest ever consultation undertaken by the Council.

- Wirral Council installed an additional 110 grit bins across the borough to assist residents during freezing temperatures. The bins were funded through Wirral's Area Forums and are located in pedestrianised streets, many areas around sheltered accommodation, near to steep hills and other problem locations identified by local residents.

4.6.2 Performance Issues - Indicators

The following indicators have missed the Quarter Three 2010/11 target by more than 10% and are therefore assessed as **red**.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Corporate Resources	LOCAL 7011b	The % of top 5% of earners from black and minority ethnic communities	1.80%	1.34% (A)	Red	Deteriorated
Context: Change in figure to 1.34 equates to 1 individual allowed to leave under the EVR/VS scheme.						

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Corporate Resources	LOCAL 7015	The % of employees retiring on grounds of ill health as a % of the total workforce.	0.15% Lower=Better	0.19% (A)	Red	Deteriorated
Context: The numbers are dependent upon circumstance and medical advice						

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Corporate Resources	LOCAL 7016a	The % of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition .	3.10%	2.73% (A)	Red	Improved
Context: A number of employees who have declared a disability have been allowed to leave under the EVR/VS scheme.						

4.6.3 Performance issues – Projects

The following project has been assessed as **amber** (some non-critical milestones have been missed or there is a danger of non-critical slippage):

Portfolio	Key project	Status	Corrective Action
Finance and Best Value	To ensure that the business is subject to good governance	AMBER	Issues identified by Audit Commission; AGS amended by Audit and Risk Management Committee (A&RM); A&RM agreed additions

Portfolio	Key project	Status	Corrective Action
	arrangements: annual governance statement, audit (internal)		to the Audit Programme for 2010/11 to assess response to issues by March 2011.
Community and Customer Engagement	An improvement programme relating to the Local Strategic Partnership and the delivery of the Sustainable Community Strategy and Local Area Agreement	AMBER	A review of the Local Strategic Partnership (LSP) is being undertaken given changes in national policy and local needs, including the cessation of local area agreements. This will be concluded by year end.
Corporate Resources	Review overview and scrutiny arrangements	AMBER	Group Leaders are to discuss this matter in due course.

4.7 FINANCIAL MONITORING

On 1 March 2010 Council agreed the Budget 2010/11 with a planned net spend for the year of £332 million and a projected balance at 31 March 2011 of £6.5 million. The latest position reflects the out-turn for 2009/10, the notification from the Government on reductions in grant and the departmental projections:-

Details	£million	£million
Projected General Fund balance at 31 March 2011 when setting the budget for 2010/11		6.5
Cabinet decisions		
18 Mar - Foster care costs increased for inflation		-0.1
24 June - Financial out-turn 2009/10 showed an underspending and increase in balance		+3.0
24 June - Reduction in grants to local authorities 2010/11. Area Based Grant of £3.9 million and 'One-off' LABGI/LAA grants of £1.6 million		-5.5
22 July - Reduction in grants to local authorities 2010/11. Agreed savings from departmental budgets		+3.9
2 Sep - Actuarial Review released Insurance Fund resources to balance		+3.4
9 Dec – Balance Sheet Management review released £1.2 million but increased Energy Contract costs of £0.1 million in 2010/11		+1.1
Personal Care at Home initiative not progressed by the Coalition Government (Council reduction net of grant)		+1.0
Projected variances / potential overspends		
Overspend Children & Young People	+1.8	
Underspend Finance	-0.6	-1.2

General Fund balance at 31 March 2011 based upon the latest projections		12.1
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4.7.1 Impact of any Cabinet decisions that have budgetary implications

On 18 March allocated £90,000 to meet the inflationary increase in the costs of fostering.

On 24 June agreed a report of the financial out-turn for 2009/10 following the completion of the year-end accounts. Overall this resulted in an increase in the projected balance at 31 March 2010 of £3 million the position benefitting from the release of £2.5 million from the Insurance Fund.

The same meeting also considered a report on the reduction in grants to local government 2010/11. Cabinet requested a further report to the July 22 meeting on the Area Based Grant reduction of £3.9 million. The expected £1.4 million of Local Authority Business Growth Incentive and £0.2 million of Local Area Agreement will not now be received and this loss of 'one-off' funding is being met from balances.

On 22 July agreed to a number of reductions in departmental budgets to offset the loss of the £3.9 million of Area Based Grant in 2010/11.

On 2 September agreed a report on the Insurance Fund Actuarial Review which included the release of £3.4 million from the Insurance Fund to the balance.

On 4 November agreed to the appropriate budget requirements to reflect the re-allocation of the former Regeneration Department activities.

On 9 December the mid-year review of Balance Sheet Management saw £1.2 million being agreed to be released to the balance. The same meeting approved the new Energy Contracts for which there was an increased cost of £150,000 in 2010/11 to be met from the balance.

Within Adult Social Services £2.6 million (partially offset by a projected £1.6 million of Area Based Grant) to support Personal Care at Home was deleted as being no longer required as the Coalition Government reversed the decision to guarantee free Personal Care at Home that was to be effective from 1 October 2010.

4.7.2 Variations from the approved budget

Adult Social Services

There are continuing pressures on the community care budgets (particularly learning disabilities), income targets and transport. These have been assessed at around £4.4 million. This is a reduction upon the last quarter when a figure of £6.1 million was quoted and reflects the work on reducing costs and liaison with the health partners. The Interim Director is reviewing options before declaring a potential overspend.

Children and Young People

There are significant pressures on the budget, particularly care services. The number of children in residential care is currently above the target. Similarly within foster care,

adoption and lodging where the placements have increased during the year. These form the major part of the projected overspend which is partially offset by vacancy control savings giving a net £1.8 million projected overspend (higher than the £1 million reported in September).

Finance

Housing benefit and treasury management activities remain the key areas. The management of the cash-flow has seen the Council benefit from the available interest rates and is expected to achieve a surplus of £0.6 million.

Technical Services

Income streams and particularly planning, development, land charge and car parking income within Technical Services are likely to result in shortfalls of £0.6 million. Within Cultural Services income forms a significant element of the budget are proving difficult to achieve although the Director is looking to identify compensatory savings. The Streetscene contract is subject to an inflationary increase in August for which no budgetary provision has been made and will add £0.2 million to the financial pressures faced by the department in the current year. Overall pressures of £0.8 million have been reported by the Director.

Further supporting information is contained within the Financial Monitoring summary at Appendix 1.

4.8 CAPITAL MONITORING

The Capital Programme 2009/13 was approved by Council on 14 December 2009 and confirmed as part of the budget for 2010/11 by Council on 1 March 2010. Other than the impact of decisions by Council / Cabinet the revisions relate to slippage resulting in both the spend and resources being slipped.

The tables compare the original programme / resources approved as part of the Budget with the latest forecast position that incorporates permanent changes to the programme due to slippage and Cabinet approvals.

Spend	Original Approval	Forecast Sept	Forecast Dec
	£000	£000	£000
Adult Social Services	471	2,193	1,856
Children & Young People	43,527	40,986	35,155
Corporate Services	2,050	6,497	17,530
Finance	1,500	2,929	2,929
Law, HR and Asset Mgt	100	100	2,753
Regeneration	19,802	20,450	0
Technical Services	11,145	12,253	13,622
Total programme	78,595	85,408	73,845

Resources	Original Approval	Forecast Sept	Forecast Dec
	£000	£000	£000
Borrowing	14,340	22,616	19,674
Grant – Education	41,300	34,976	29,210

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Grant – HMRI	7,485	7,485	5,942
Grant – LTP	4,243	3,233	3,233
Grant – Other	7,877	13,388	11,919
Revenue	350	710	867
Capital Receipts	3,000	3,000	3,000
Total resources	78,595	85,408	73,845

The major variation from the Original Approval reflects the slippage of £24 million of schemes with the associated spend and funding from 2009/10 to 2010/11. The re-profiling of schemes, particularly Children & Young People, resulted in £17 million going forward into 2011/13. The reduction in grants announced by the Government has resulted in subsequent revisions to the Children & Young People, former Regeneration and Technical Services grant funded programmes. Cabinet on 4 November 2010 agreed to the re-allocation of the Regeneration programme reflecting the re-allocation of the former department's responsibilities.

4.9 PROGRESS ON THE PROGRAMME

Adult Social Services

The most significant scheme is the Extra Care Housing facility at the former Mendell Lodge site which is progressing well and is due for completion January 2011.

Children & Young People

The opportunity has again been taken to re-profile major capital projects in line with currently expected completion dates, most notably the Pensby Primary/Stanley Special School rebuild and Birkenhead High Academy. The Government reviewed the Building Schools for the Future programme (Woodchurch School unaffected and has now opened); Academies (Birkenhead High School Academy funding confirmed); and a number of changes have been announced impacting on the programme including Harnessing Technology, Youth Capital, Extended Schools and SEN / 14-19 (these changes led to programme revisions).

The Park Primary rebuild is now expected to complete in February 2011 with Pensby Primary School now programmed to complete in March 2012. which will then see work beginning on the co-located Stanley Special School, now due for completion in March 2013. The changed target dates now reflected in the programme.

The Family Support Scheme is the continuation of a previous programme of investment in schemes to support looked after children in gaining placement in a safe and secure environment, avoiding more expensive alternative accommodation.

Corporate Services

Progress continues in delivering support for businesses through the Think Big Investment Fund, with further grants being paid this quarter.

The original grant support required to deliver the Destination West Kirby and the Wirral Country Park schemes was not realised and alternative funding continues to be sought so the schemes currently remain within the programme.

The grant funding agreement between Wirral and Liverpool has now been signed and progress can now be made on delivering the Mersey Heartlands New Growth Point scheme. This was reported to Cabinet on 14 October 2010.

The Government announced a £50 million reduction to the National Housing Market Renewal Programme with the allocation to Wirral further reduced taking the 2010/11 grant allocation down from £9.1 million to £7.4 million of which £5.9 million relates to

capital. Similarly the Regional Housing Pot allocation of £2.4 million for 2010/11 reduced significantly from the 2009/10 allocation of £5.2 million which is in line with the allocations to other Local Authorities. The majority of this funding will be used as match funding to HMRI funding.

Finance

The progression of the Strategic Asset Review - IT investment programme is reliant upon decisions on the future of office accommodation. The projection of the 2010/11 Outturn is assumed to be the full amount of the programme, until future actions are determined and this assumption can be changed.

Technical Services

The Government announcement on reducing grant support to local authorities led to a revised programme being approved by Cabinet on 22 July. The M53 junction 3 scheme, which is the largest within the programme, is nearing completion.

Further supporting information is contained within the Capital Monitoring summary at Appendix 2.

4.10 CUSTOMER FEEDBACK

Customer feedback incorporates corporate/statutory complaints, councillor/MP contacts, Ombudsman enquiries and compliments received in the quarter. The focus for customer feedback is to *'put things right and learn from it'* which recognises that complaints specifically should not be dealt with in isolation and instead should be used to inform future improved service delivery.

During the quarter there were 1,645 customer feedback contacts recorded, a 3% increase from the previous quarter. These were received via e-mail (38%); telephone (21%), web (20%); letter (18%) and in person (3%). The quarter showing an increase in those via e-mail and by telephone and less via the web.

There was a 60% increase in corporate complaints from previous quarter dominated by services affected by the adverse weather condition. 40% of the complaints received related to refuse collection. 95% of all corporate complaints closed were within the 15 working days target (up on the 89% in quarter 2) although slightly more complainants progressed to raise stage 2 or stage 3. Those received encompassing standard of service provided (24%) and delays in service (20%) again due to refuse collection and the weather.

In terms of overall response times the quarter saw an average of 8 working days to respond to corporate/statutory complaints (10 days in the previous quarter), 6 working days to respond to Councillor/MP contacts (95% within the target of 10 working days) and an average of 12 calendar days to respond to contacts from Local Government Ombudsman (14 days in previous quarter)

A total of 42 changes to process/procedure or improvements made to service delivery as a result of customer feedback received which represents a 50% decrease on organisational learning from the previous quarter.

Further supporting information is contained within the Customer Services Monitoring summary at Appendix 4.

5.0 RELEVANT RISKS

The Corporate Risk Register was last approved by Cabinet on 3 September 2009 following the review requested by Cabinet which sought to make use of best practice, rationalise the issues contained and link risks to the Council's corporate objectives.

Whilst risk issues are identified under each of the Strategic Objectives the major issues identified as posing the greatest risk to the achievement of the objectives are:-

The Coalition Government response to the national financial position places additional pressures upon all public sector bodies. Grants to Local Authorities in 2010/11 have been reduced and the Comprehensive Spending Review and Provisional Local Government Finance Settlement identified reductions of 30% over the four years 2011/15 with these being largely front-loaded into 2011/12. In meeting this Cabinet has taken a number of actions during this year and the Strategic Change Programme, the offer to employees of severance as well as reductions in spend following the Consultation as agreed on 9 December 2010 will contribute towards meeting the future reductions in Government support..

In terms of corporate governance the level of risk is considered to have risen because of the current level of interim holders of key posts and the number of officers who have left the organisation through the EVR / VSeverance programme. Actions including procedure manuals, guidance on conducting restructuring exercises will help to manage the risk.

This quarter saw the effect of the winter weather with concerns over highways and service disruption. The revised Winter Maintenance arrangements were approved by Cabinet on 17 November and the winter planning arrangements and the Council's All Hazards Plan are to be reviewed by the Health Safety & Resilience Manager at the end of the winter season

Further supporting information is contained within the Risk Monitoring summary at Appendix 3.

6.0 OTHER OPTIONS CONSIDERED

6.1 Not applicable

7.0 CONSULTATION

7.1 There are no specific consultation implications arising from this report.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 There are no specific voluntary, community or faith implications arising from this report.

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

9.1 Any financial implications are contained in section 4.7, 4.8 and 4.9 of this report.

10.0 LEGAL IMPLICATIONS

10.1 There are no specific legal implications arising from this report.

11.0 EQUALITIES IMPLICATIONS

11.1 The implementation of the Council's corporate plan will have positive equal opportunities impact. The projects and activities identified in the Corporate Plan are included in the ongoing programme of equality impact assessments. This work is monitored by the Corporate Equalities and Cohesion Group and the Council Excellence Overview and Scrutiny Committee.

11.2 Equality Impact Assessment (EIA)

- | | |
|---------------------------------------|-----|
| (a) Is an EIA required? | Yes |
| (b) If 'yes', has one been completed? | Yes |

12.0 CARBON REDUCTION IMPLICATIONS

12.1 There are no specific carbon reduction implications arising from this report.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are no specific planning or community implications arising from this report.

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APPENDICES

To be placed in the web library:

- Appendix 1** – Financial Monitoring Summary
- Appendix 2** – Capital Monitoring Summary
- Appendix 3** – Risk Monitoring Summary
- Appendix 4** – Customer Feedback Summary

REFERENCE MATERIAL

Not applicable.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Quarter One Performance and Financial Review – Council Excellence Report	21st September 2010
Quarter Two Performance and Financial Review – Council Excellence Report	18th November 2010