

# WIRRAL COUNCIL

## CABINET

3<sup>RD</sup> NOVEMBER 2011

<b>SUBJECT:</b>	2011/12 Second Quarter Performance & Financial Review
<b>WARD/S AFFECTED:</b>	All
<b>REPORT OF:</b>	Deputy Chief Executive and Director of Finance
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	Councillor Steve Foulkes
<b>KEY DECISION:</b>	No

### **1.0 EXECUTIVE SUMMARY**

- 1.1 This report sets out performance of the Council's Corporate Plan 2011-14 for July to September 2011, and provides members with an overview of performance, resource and risk monitoring.
- 1.2 The report also provides requested amendments to Corporate Plan projects and indicators for Cabinet approval.

### **2.0 RECOMMENDATION/S**

- 2.1 Cabinet note the contents of this report and request any further information or action to be taken.
- 2.2 Cabinet approve the changes to the timescales for delivering the Corporate Plan projects and indicators identified within this report.

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

- 3.1 Council approved the Corporate Plan on 18<sup>th</sup> April 2011. This report provides a quarterly progress on delivering the Council's Corporate Plan, including performance of relevant projects and indicators and associated financial and risk monitoring information.

### **4.0 BACKGROUND AND KEY ISSUES**

#### **4.1 Performance Summary**

The presentation accompanying this report provides an overview of quarter two performance with more detail outlined in this report including corrective action for performance issues.

## 4.2 Your FAMILY: CHILDREN AND YOUNG PEOPLE

### What's working well

- Projects for young people in Wirral to benefit from £2.8m early intervention funding, which will benefit some local groups and support projects aimed around:
  - Supporting families in difficult circumstances
  - Supporting children and young people with disabilities
  - Promoting positive behaviour in children, young people and families
- Wirral primary schools continue to perform well, 77% of all pupils gained a Level 4 or above in both English and Maths, compared to 74% nationally and 76% for the North West.
- This year's provisional GCSE results show that Wirral students have once again achieved the best ever results. 58% of Wirral students in maintained schools achieved the national benchmark of 5+ A\*-C including English and mathematics, which is up from last year's result of 54%. 80% achieved 5 or more A\*-C GCSE results, which again was up on last year's figure of 73%.
- The percentage of looked after children reaching level 4 at Key Stage 2 were 65.7% in English and 62.9% in Maths, exceeding the targets set and improving on last year's performance of 52% and 56%.
- A series of free fitness activities are now available for local teenagers at five Council-run sports centres. The sessions are open to boys and girls, aged between 13 and 19 and are designed to provide diversionary activities, as well as contributing to the health and wellbeing of our younger residents.
- The percentage of 0 - 5 year olds from disadvantaged backgrounds registered at a Children's Centre is 56%, exceeding its 50% target.
- A successful awareness raising and recruitment event has led to a further 8 young people joining the Children in Care Council, double the set target of four children.

### **The following project has been submitted for consideration at the LGC Awards 2012:**

- Education Quality - a traded school improvement service developed in joint partnership with schools with a 94% take up.

### **Performance against Corporate Plan /Strategic Change project(s)**

All of the Corporate Plan and Strategic Change projects for this theme are on target.

### Performance against indicator(s):

The following indicators have missed their quarter two target and are therefore assessed as red or amber:

Portfolio	PI no	Title	2011/2012		On target	Direction of travel
			Q2 Target	Q2 Actual		
Childrens Services & Lifelong Learning	NI 102a	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2	17.9%	20.8% (P)	Red	
<b>Corrective Action:</b>	The gap between the Free School Meals and the Non Free School Meals groups is lower than the previous year. Though improvements have been made the gap has fallen short of the target. This issue has been raised with primary head teachers and as a result the School Improvement Team has identified target schools to support to deliver improved academic outcomes for those children eligible for Free School Meals.					
<b>Performance Analysis:</b>	This is a provisional figure for the 2010/11 academic year, which may be subject to minor change when the actual figure is released. The annual target has not been met, however the gap is narrowing based on previous year's performance 21% (2010/11) and 24.5% (2009/10).					

Portfolio	PI no	Title	2011/2012		On target	Direction of travel
			Q2 Target	Q2 Actual		
Childrens Services & Lifelong Learning	NI 102b	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 4	30.2%	34.5% (P)	Red	
<b>Corrective Action:</b>	A review is currently underway to examine the results of the 100 identified FSM pupils who were targeted with additional resources. The review has will focus in identifying the impact and actual improvement in achievement were made by this group of young people. From this analysis it will be determined whether to run a similar intervention programme to impact on the 2012 gap and how this may be delivered to ensure that the correct cohort of young people are selected.					
<b>Performance Analysis:</b>	This is a provisional figure for the 2010/11 academic year, which may be subject to minor change when the actual figure is released. The annual target has not been met, however the gap is narrowing based on previous year's performance 36% (2010/11) and 36.9% (2009/10).					

Portfolio	PI no	Title	2011/2012		On target	Direction of travel
			Q2 Target	Q2 Actual		
Childrens Services & Lifelong Learning	NI 105	The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*- C GCSE inc. English and Maths	47%	50.3% (P)	Amber	
<b>Corrective Action:</b>	School Improvement Associates are working with schools to identify the reasons why SEN pupils have not made the expected progress. The SEN Green Paper will focus senior leaders in ensuring that the correct provision is in place to move pupils' learning forward.					
<b>Performance Analysis:</b>	This is a provisional figure for the 2010/11 academic year, which may be subject to minor change when the actual figure is released. The annual target has not been met, however the gap is narrowing based on previous year's performance 52.6% (2010/11).					

Portfolio	PI no	Title	2011/2012		On target	Direction of travel
			Q2 Target	Q2 Actual		
Childrens Services & Lifelong Learning	NI 104	The Special Educational Needs SEN/non-SEN gap – achieving Key Stage 2 English and Maths threshold	46%	52.1% (P)	Red	
<b>Corrective Action:</b>	School Improvement Associates are working with schools to identify the reasons why SEN pupils have not made the expected progress. The SEN Green Paper will focus senior leaders in ensuring that the correct provision is in place to move pupils' learning forward.					
<b>Performance Analysis:</b>	This is a provisional figure for the 2010/11 academic year, which may be subject to minor change when the actual figure is released. Year end performance against this indicator was 47.7% at 2010/11, illustrating that the gap is wider for 2011/12. However, both the SEN and the non SEN groups have made progress since the 2010/11 figures. The non SEN group of children have increased 2.6% in last year's outturn, whilst the SEN group have increased by 0.2%.					

Portfolio	PI no	Title	2011/2012			On target	Direction of travel
			Q1 Status	Q2 Target	Q2 Actual		
Childrens Services & Lifelong Learning	NI 63	Stability of placements of looked after children: length of placement	Green	66.0%	62.3% (E)	Amber	
<b>Corrective Action:</b>	A number of children who have been in placement have turned 16, therefore are no longer included within this indicator. This has contributed to the reduction in performance of this indicator. Foster care recruitment numbers are on target for the end of the year. Increasing the numbers of foster carers will improve placements choice and the matching process.						
<b>Performance Analysis:</b>	2010/11 performance against this indicator was 59.8%. Performance is forecast to achieve 65% for 2011/12, which will miss the year end target (70%)						

Portfolio	PI no	Title	2011/2012		On target	Direction of travel	
			Q2 Target	Q2 Actual			
Childrens Services & Lifelong Learning	NI 70a	Reduce emergency hospital admissions caused by unintentional and deliberate injuries in 0-4 years	113	120 (E)	Amber		
<b>Corrective Action:</b>	The safety equipment scheme is still in existence but there has been a reduction in the number of safety equipment vouchers being issued to parents in receipt of healthy start vouchers who are eligible to redeem free safety equipment. However there has been an increase in the uptake of parents accessing free, fitted safety equipment though the children centres. The Child Safety Implementation Group is monitoring uptake of both schemes. In addition, a needs assessment is to be undertaken during the next quarter, within Children's A&E dept to determine the main reasons and causes for unintentional injuries in the 0-4 group. The results of this along with other data sources will help to inform the future direction of child safety interventions in Wirral.						
<b>Performance Analysis:</b>	This is an estimated figure. Performance has fallen compared to first quarter, but is forecast to achieve the 2011/12 year end target.						

### Resource implications

There are significant pressures within the Children and Young People's revenue budget which are in excess of £5m. Those that are within Children's Social Care for looked after children and within the Integrated Transport Unit are likely to be ongoing requirements, at least in the short term. A number of "one off" reductions have been identified, such as an uncommitted income balance in Children's Centres that had accumulated over a number of years and a surplus within the 14-19 Wirral Wise schemes. Other uncommitted resources have also been included - from within the Early Intervention Grant. These are helping to contain cost pressures; the projected deficit at the end of September was £2m. Work is ongoing with the aim of improving

this position where possible. In the longer term the longer term the Strategic Change program for Looked After Children will help to stabilise the Social Care budget.

The Children and Young People’s capital programme is £31 million (over 50% of the Council total). Numerous projects took place at schools during the summer holidays. The large schemes in progress include work at Birkenhead Academy, refurbishment of Cathcart Primary and satellite Children’s Centre, Pensby Primary/ Stanley Special School and the Short Breaks "Children’s Hotel”.

### Future challenges and risks

The management of children’s safeguarding arrangements is always a very high priority and under constant review. Progress continues on the comprehensive review of services/outcomes for children following the Munro review of child protection. Recruitment to outstanding vacant social work posts has continued within the period.

Additional challenges are being faced through the continuing adverse economic climate placing further demand pressures on services especially children’s social care. The introduction of a new OFSTED framework means that schools need to be fully prepared to meet any changed requirements to meet the inspection criteria and avoid any reduction in score.

## 4.3 Your FAMILY: ADULTS

### What’s working well

- As part of Wirral’s ‘Personalisation’ agenda, a proposal has been set out to pilot a new business centre that will offer training, education and work opportunities to vulnerable adults, as part of day service transformation.

### Performance against Corporate Plan project(s) and indicator(s)

All of the Corporate Plan projects and indicators are on target.

### Performance against Strategic Change project(s)

The following strategic change projects have been assessed as **red** or **amber**:

Status Q1	Status Q2	Project	Corrective Action
Red	Red	Learning Disabilities	This project was initiated some time ago to stabilise the £2m overspend in this service area. This project has struggled to progress as scoping the activity as a distinct project, separate from core business has proved challenging. The project is currently under review. Under the original OBC the project is scheduled to conclude in March 2012, but the service area is projecting around £3.4m overspend. This overspend is due to underlying pressures from increased demand and slippage against the savings relating to the market management project.

Status Q1	Status Q2	Project	Corrective Action
Amber	Red	Market Management	<p>The project was set to deliver £5.37m savings during 2011/12. Current projections indicate a shortfall of £1.63m (30%) against this target (analysis provided to the SCPO). The current “Red” status reflects the fact the full financial benefits will not be achieved.</p> <p>Despite the shortfall in anticipated savings, this project has been well managed in terms of planning, delivery and approach to risk management. The project was ambitious in anticipating 9.5% reduction in all fees, but is still forecasting the highest level of savings in the entire programme.</p>

Status Q1	Status Q2	Project	Corrective Action
Green	Amber	Re-provision of in-house care services	This project has moved from Green to Amber because the closure documentation evidencing the achievement of savings has not been provided for several months.

### Resource implications

Significant financial pressures of £7.1 million are being experienced upon the Adult Social Services revenue budget. Underlying pressures from increased demand on older peoples and learning disability budgets account for £2.9 million. An additional £4.2 million of pressures has arisen from potential slippage on savings implementation relating to market review contract negotiations and Early Voluntary Retirement / Voluntary Severance savings.

The £3 million Adult capital programme for 2011/12 includes a new grant allocation of £941,000 to support developments relating to personalisation, reform and efficiency and £732,000 relating to the final payments for the Mendell Lodge extra care housing scheme.

### Future challenges and risks

Safeguarding arrangements for adults are under constant review by the Department of Adult Social Services and its partners on the Safeguarding Adult Partnership Board.

To aid risk mitigation new policies and procedures were approved by the Safeguarding Adults Board on 4 July. Cabinet on 22 September approved a new staffing structure for the Department of Adult Social Services which should strengthen safeguarding arrangements.

On going challenges remain regarding demand pressures from an ageing population requiring greater levels of support with more complex needs having to be managed. This needs to be achieved within budgetary constraints. Services also need to be configured to deliver greater levels of personalisation and choice to our clients.

## 4.4 Your NEIGHBOURHOOD

### What's working well

- 'Big Beach Clean Up' recognises the contribution and celebrates the achievement of day service volunteers who have been going out to Wirral's popular beauty spots and beaches on a regular basis, picking up litter, and helping Rangers keep the areas spick and span.
- Wirral's parks and open spaces are among the best in the country – 12 of the borough's parks received the Green Flag Award, a sign to visitors that the park is well-maintained

and well-managed, with excellent facilities. Birkenhead Park has retained its Green Heritage status in addition to its Green Flag.

- The 'Wiser Walker, Wiser Driver' roadshow events, aimed at improving road safety among older drivers and pedestrians, called at Spital, West Kirby, Heswall and Wallasey, engaging with local people over the age of 50 and getting them thinking about road safety.
- There has been an increase in the proportion of household waste recycled, 5.5% above target.
- There has been a reduction in the number of missed bin collections, (25 below the target of 40 missed bins per 100,000 collections) and in the combined levels of litter and detritus (2.5% below the 8% target).
- The level of CRed pledges has increased by 381, exceeding the target by 52.40%.

### Performance against Corporate Plan project(s)

The following projects have been assessed as **red** or **amber**:

Portfolio	Key project	Status Q1	Status Q2	Corrective Action
Housing & Community Safety	Implement a new Sub Regional Choice Based Lettings Scheme by December 2011	<b>Green</b>	<b>Red</b>	Due to delays in agreeing configuration with partners, delivery date has now slipped to April 2012, but development has now started. The implementation date is now likely to be June 2012.

Portfolio	Key project	Status Q1	Status Q2	Corrective Action
Housing & Community Safety	Deliver a heating improvement programme to 140 vulnerable private sector residents per year in 2011-12 and 2012-13	<b>Amber</b>	<b>Amber</b>	Original target for Number of households assisted will be met over the two year period but with greater numbers in year 2. This is due to the start of the scheme being delayed until the Financial Assistance Policy has been approved, which is a statutory requirement.

Portfolio	Key project	Status Q1	Status Q2	Corrective Action
Housing & Community Safety	Renegotiate / Retender Supported People/Housing services for people with Learning Difficulties (Existing LD contracts to be extended until September 2011 to allow time for renegotiated services to be implemented)	Amber	Amber	Cabinet (13/10/11) approved an extension of four months, with an option to extend further up to six months if required.
	Implement proposals to reduce under occupation in social housing by August 2011	Green	Amber	Re-forecast to December 2011. Consultation is currently underway with those under-occupying with urgent need status.

Portfolio	Key project	Status Q1	Status Q2	Corrective Action
Streetscene & Transport Services	By 2020, reduce the total number of people killed or seriously injured (KSI) road traffic casualties by 50%, compared with the average for 2004-8; (Target for 2011 : reduce to 106; Target for 2012 : reduce to 104; Target for 2013 : reduce to 102)	Green	Amber	Greater than normal incidents involving motorcycles and in-car casualties. Develop a short term action plan to include :- <ul style="list-style-type: none"> <li>(i) Further and more focussed research into "additional" road user groups, including broader data collection and analysis to improve trend identification.</li> <li>(ii) Additional enforcement activity proposed with Police.</li> <li>(iii) Identify and develop best practice networks. Improvements in the action plan are expected later in 2011/12. Analytical resource to assist with research, on a project basis, would help improve action plan delivery.</li> </ul>
	Implement a speed restriction programme during 2011/12	Green	Amber	Letter sent to DfT asking for timescale on revised speed limit guidance.

Portfolio	Key project	Status Q1	Status Q2	Corrective Action
Environment	Effectively implement the Community Energy Efficiency Fund by March 2012	Green	Amber	Decision being sought on improving Grant criteria and transfer of ownership of the scheme from Asset Management to Sustainability Unit.

Portfolio	Key project	Status Q1	Status Q2	Corrective Action
Community & Customer Engagement	Complete 1st phased integration to co-locate two libraries with one stop shops by July 2011	Green	Amber	Target changed to November 2011 in light of major restructure of Libraries Structure following EVR/VS exercise. Pathfinder to open in September 2011, 2nd to open in November 2011.

Portfolio	Key project	Status Q1	Status Q2	Corrective Action
Culture Tourism & Leisure	Roll out Wi Fi across Libraries by July 2011	Green	Amber	Target changed to November 2011. WiFi currently available in 2 libraries. ITS indicate on target to meet November 2011 completion date.
	Install information Screens in every Library by July 2011	Green	Amber	Target changed to November 2011 due to procurement exercise. Quotes obtained and on target to install by November 2011
	Install E books in every Library by September 2011	Green	Amber	Target changed to November 2011 due to procurement process. Contract entered into with Over Drive. Expected start date October 2011. On target to meet November deadline.
	Successfully deliver the Parks and Countryside Services Procurement Exercise to enable proposed contract benefits to be achieved by January/ February 2012.	Green	On Hold	This is also a Strategic Change Project, please see PACSPE project overleaf for corrective action.

### Performance against Strategic Change project(s)

The following strategic change project has been assessed as **amber**:

Status Q1	Status Q2	Project	Corrective Action
<b>Green</b>	<b>Amber</b>	Street Lighting	The key activities were behind schedule and it is not known if this has impacted on the ability to deliver the full year savings. An update position will be provided to Strategic Change Programme Board before the next quarter outturn.

Status Q1	Status Q2	Project	Corrective Action
<b>Green</b>	<b>Amber</b>	PACSPE	Cabinet have decided to retain this service in house, however following call in, Overview & Scrutiny Committee has referred this back to Cabinet and this item is referred to elsewhere on this agenda.

### Performance against indicator(s):

The following indicator has missed its quarter one target and is therefore assessed as **red**:

Portfolio	PI no	Title	2011/2012			On target	Direction of travel
			Q1 Status	Q2 Target	Q2 Actual		
Housing & Community Safety	NI 32	Repeat incidents of domestic violence	<b>Green</b>	7.53	8.37 (A)	<b>Red</b>	
<b>Corrective Action:</b>	The increase in referrals has been in part due to the success in engaging agencies in the MARAC process and improved police reporting systems. The unprecedented number of repeat cases in September (13) is largely due to a high percentage of victims with alcohol misuse issues for whom it is more difficult to reduce risk. This has already been addressed by the substance and alcohol misuse worker applying more focussed interventions and an in-depth analysis of domestic violence to identify any other underlying trends.						
<b>Performance Analysis:</b>	Referrals have increased by 11.16% compared to 2010/11 and 10.28% compared to quarter one. This is currently expected to meet the year end target.						

The following indicator is awaiting data:

Portfolio	PI no	Title	Reason for reporting delay
Environment	7050	Install solar panels at up to 30 sites by 2013	On 1 <sup>st</sup> September 2011 Cabinet approved: <ul style="list-style-type: none"> <li>▪ the implementation of the Solar PV Project capital scheme</li> <li>▪ the commencement of the construction phase of the project commencing in April 2012</li> <li>▪ that regular performance reports to be provided for the Cabinet's consideration following the implementation of the scheme.</li> </ul>
<b>Recommendation:</b>		That this indicator removed from 2011/12 reporting schedule and re-introduced in 2012/13 reporting schedule.	

### Resource implications

The main area of concern remains the achievement of income targets including car parking and cultural services. The delayed sale of the Pacific Road complex may also have a budgetary impact.

A number of policy options being progressed include the 'free after three' parking initiative, the deep clean street cleansing initiative, support for the Anti-Social Behaviour team and library equipment and engagement schemes. The community asset transfer programme is also continuing

Capital schemes include renovations to the Williamson Art Gallery which commenced in the spring and the Landican Crematorium Mercury Abatement scheme which commenced in September. Discussions are currently taking place with the Diocese of Chester regarding the Birkenhead Priory Scheme which is part funded by the Heritage Lottery Fund.

### Future challenges and risks

It is important to deliver services to meet the needs and wants of our citizens and businesses. To help achieve this a significant consultation process is currently under way to develop Neighbourhood Plans for each Area Forum Area, whilst a Budget Consultation using a 'You Choose' on-line budget simulator is also currently in progress.

Weather events may also impact upon Council services. A review of winter maintenance arrangements has been undertaken to help mitigate possible negative impacts.

## 4.5 Your ECONOMY

### What's working well

- Following on from the extremely successful Wirral Apprentice programme Wirral Council is launching the Wirral Intermediate Labour Market (ILM), a flexible programme to support businesses to grow and enable them to employ more people on an anticipated 52 week contract with the Council contributing funding for the first 26 weeks of that contract.
- A recent NESTA (National Endowment for Science, Technology and Arts) stated that Birkenhead had the highest concentration of fast growing companies in England. The research, published in The Sunday Telegraph, showed that 12% of Birkenhead companies had reached the minimum 20% growth in each of the last three years. .

- Wirral's tourism businesses attending the bi-annual meeting of the Wirral Tourism Business Network at Tranmere Rovers in July received a presentation highlighting New Brighton, including the exciting £60m Neptune Development's project at Marine Point.
- 552 jobs were created or safeguarded via Invest Wirral, 90 above target.
- 215 businesses were assisted through Investment Marketing providing support that helped multiple businesses at once and the Partnership Officer meeting with several new tourism businesses, 140 above target.

**The following project has been submitted for consideration at the LGC Awards 2012:**

- Wirral's Investment Strategy - an ambitious, innovative and extremely effective approach to supporting / developing the local economy, endorsed by local business testimonials.

**Performance against Corporate Plan project(s) / indicator(s):**

All of the Corporate Plan projects and indicators are on target

**Performance against Strategic Change project(s):**

There are no projects falling within this theme in the Strategic Change Programme

**Resource implications**

Particular pressures within this area relate to planning and building control income with an underachievement of £0.5 million possible.

A number of initiatives are being progressed including through the business support programme and empty shops scheme. The Wirral Waters scheme continues to progress which will bring significant financial benefits to the area.

The capital programme forecast outturn has increased by £3 million due to grant funding for housing improvement activity being carried forward from 2010/11. Progress continues on housing improvement schemes with over £1.6 million spent so far this year. Progress is being made on delivering the Mersey Heartlands Growth Point Scheme.

**Future challenges and risks**

Growth in Wirral's economy will make it easier for the Council to deliver its vision of a more prosperous and equal Wirral.

Cabinet 21 July approved proposals to develop a series of targeted inward investment activities. Invest Wirral continues to build business network and to provide assistance to businesses. The Investment Strategy 2011-2016 was also approved by Cabinet on 21 July. The Regeneration and Planning Teams are supporting an increasing number of developers seeking to bring forward residential and mixed use schemes in the East of the borough.

The Wirral Waters scheme continues to progress with permission granted for the International Trade Centre which will bring substantial future benefits for the area.

**4.6 Your COUNCIL**

**What's working well**

- Wirral Council is using an online budget simulator to consult with residents on the financial challenges facing the authority. Out of all other authorities using this simulator, Wirral Council has received the 2nd highest response rate in the UK as well as completing over 50 'road show' events throughout the borough.

- Wirral has introduced a scheme to hand out an interim membership card to parents or carers, for their child for Wirral Libraries, when going through the legal process of officially naming their child at the Registrar's Office; in response to the recent Government document on the modernisation of the library service, which made it a priority that libraries make library membership available to a child at the earliest possible stage of their life.
- There has been a 57% recovery of Council Tax, 8% above target.
- 4.02 working days/shifts were lost due to sickness absence, 0.47 below the 4.49 target.

**The following projects has been submitted for consideration at the LGC Awards 2012:**

- Neighbourhood Plan project - giving communities the power to influence the future of their area and the way the Council invests resources in it

**Performance against Corporate Plan project(s)**

The following projects have been assessed as **amber**:

Portfolio	Key project	Status	Status	Corrective Action
		Q1	Q2	
Corporate Resources	Publish workforce information as set out in the 2010 Equality Duty by July 2011	Green	Amber	Requires further action & re-direction of resources
	Review HR policies by September 2012	Amber	Amber	Additional resources bid for to support timely delivery
	Implement Job Evaluation (Stage 3) by April 2012	Green	Amber	Project plan is working to tight deadlines with variable dependencies Phase 3 JE currently two months behind original timescale, the process is taking longer than anticipated due to late returns. Proposal to extend the scope of phase 3 JE into Phase 4 (Chief Officer and Head of Service) is the subject of further Cabinet report recommending additional resources.
	Agree membership, form and function of Wirral's Local Strategic Partnership by June 2011	Green	Amber	A new memorandum of understanding and work programme has been developed. The LSP Board meeting originally scheduled for September 2011 to agree the membership, form and function will now be held in November 2011.

Portfolio	Key project	Status Q1	Status Q2	Corrective Action
Community & Customer Engagement	Work with the voluntary, community and faith sector to put in place a single strategy for funding the sector and commissioning services from April 2012 by December 2011	Amber	Amber	Corporate Procurement Board now established to take the strategic lead on this.

Portfolio	Key project	Status Q1	Status Q2	Corrective Action
Finance & Best Value	Deliver SCP 2011-2012 projects to deliver agreed benefits to the agreed quality, on time and to budget	Amber	Amber	<p>Latest analysis shows the programme is forecast to achieve £8.79m of the £10.725m target (82%), which is a slight improvement on the June position.</p> <p>The market management project has improved its forecast from £3.54m to £3.74m.</p> <p>Asset management projects will not achieve their savings targets.</p>

### Performance against Strategic Change project(s)

The following strategic change projects have been assessed as **red** or **amber**:

Status Q1	Status Q2	Project	Corrective Action
Red	Red	Disposal of Assets	<p>Grange Road has now completed. Cabinet agreed a one off budget allocation of £250k for Pacific Road for 2011/12.</p> <p>The Project Manager is forecasting the disposal of additional buildings by March 2012 which will achieve £212k.</p> <p>The Head of Asset Management has prepared a project variation requesting that the Strategic Change Programme Board vary the benefits and timing to reflect this position.</p>

Status Q1	Status Q2	Project	Corrective Action
Red	Red	Office Rationalisation	<p>The savings target included in the SCP relates to the reduction in running costs based on the disposal of Council buildings – Westminster House, Willowtree and Old Court House. The failure to dispose of these assets by the original timescales has resulted in a reduction in the forecast saving from £368k to £110k (-70%).</p>

Status Q1	Status Q2	Project	Corrective Action
Red	Red	Procurement Back Office	Proposals currently being reviewed to ensure compliance with corporate governance report.

Status Q1	Status Q2	Project	Corrective Action
Amber	Red	Transforming Business Support	A revised schedule will be developed by mid-November.

Status Q1	Status Q2	Project	Corrective Action
Amber	Red	Contract Review	Proposals currently being reviewed to ensure compliance with corporate governance report.

Status Q1	Status Q2	Project	Corrective Action
Green	Red	Printing Review	Activities are behind schedule. There is some concern regarding the ability to realise benefits within the timescale.

Status Q1	Status Q2	Project	Corrective Action
Amber	Amber	Facilities Management	Temporary arrangements are now operational, ensuring business continuity following the Early Voluntary Retirement departures. Further report awaited.

Status Q1	Status Q2	Project	Corrective Action
Amber	Amber	Procurement	Proposals currently being reviewed to ensure compliance with corporate governance report.

#### Performance against indicator(s):

The following indicators have missed their quarter one targets and are therefore assessed as red:

Portfolio	PI no	Title	2011/2012			On target	Direction of travel
			Q1 Status	Q2 Target	Q2 Actual		
Finance and Best Value	DEPT 2098	Percentage of audits in the Internal Audit Plan completed in 2011/12.	Green	35%	30%	Red	n/a
<b>Corrective Action:</b>	Currently being discussed with Director of Finance.						
<b>Performance Analysis:</b>	Performance has fallen compared to first quarter, but is forecast to achieve the 2011/12 year end target.						

Portfolio	PI no	Title	2011/2012			On target	Direction of travel
			Q1 Status	Q2 Target	Q2 Actual		
Finance and Best Value	DEPT 2099	Percentage financial assessments completed within 30 working days.	Red	85%	12%	Red	n/a
<b>Corrective Action:</b>	Provisional agreement reached in Oct-11 with DASS on acceptable information gathering procedures. Likely to take some months to implement. Division to identify resources to clear backlog. If the backlog is cleared by Jan-12 it is still possible that we will achieve 75% in Mar-12. If resources are not deployed, then the PI will remain low.						
<b>Performance Analysis:</b>	This missed the quarter one target by 45% and the quarter two target by 73%, and is forecast to miss the year end target by 10%.						

Portfolio	PI no	Title	2011/2012			On target	Direction of travel
			Q1 Status	Q2 Target	Q2 Actual		
Finance and Best Value	DEPT 2111	Percentage of Council Invoices from all suppliers paid within 30 days.	Amber	95%	84.15%	Red	n/a
<b>Corrective Action:</b>	Improvement Plan being developed.						
<b>Performance Analysis:</b>	This missed the quarter one target by 8.43% and the quarter two target by 10.85%, but is forecast to meet the year end target.						

Portfolio	PI no	Title	2011/2012			On target	Direction of travel
			Q1 Status	Q2 Target	Q2 Actual		
Finance and Best Value	DEPT 2112	Percentage of Council Invoices from SMEs paid within 10 days.	Red	60%	34.06 %	Red	n/a
<b>Corrective Action:</b>	Improvement Plan being developed.						
<b>Performance Analysis:</b>	This missed the quarter one target by 14.26% and the quarter two target by 25.94%, but is forecast to meet the year end target.						

## Resource implications

There are no significant budgetary issues to raise at present. However there are a number of volatile areas which require close monitoring. These include asset management costs and the savings from the rationalisation of buildings, achievement of procurement savings and treasury management activities.

Expenditure remains low as a significant element of the agreed programme relates to works connected with the release of building assets.

## Future challenges and risks

A critical report into corporate governance within the Council has been received during the period. A robust response is required to ensure the Council provides services to the community in an appropriate and open manner, that future inward investment into Wirral is not jeopardised, and to prevent damage to our reputation.

The council has responded by accepting the report and has established a Cabinet sub-committee with a specific mandate to drive improvements and tackle issues raised within the report. The implementation of any recommendations for improvement will be a key future challenge.

To deliver services to meet the needs and wants of our citizens and businesses a significant consultation process is currently under way to develop Neighbourhood Plans for each Area Forum Area. A Budget Consultation using a 'You Choose' on-line budget simulator is also currently in progress to identify priority areas and suggestions for improvement.

## 4.7 Customer Feedback

- 4.7.1 There were a total of 1,331 customer feedback contacts recorded in quarter 2 (Q2), which represented a 21% decrease from the 1,688 contacts reported in previous quarter 1 (Q1) and significantly below the quarterly average of 1,656 contacts for 2010/11.
- 4.7.2 By channel, internet and email was used for 64% of all contacts (57% in Q1).
- 4.7.3 Compared to Q1, there was a 14% increase in corporate complaints offset by the following comparative reductions:
- 14% less councillor/MP contacts
  - 29% less statutory complaints
  - 32% less Local Government Ombudsman (LGO) contacts.
- 4.7.4 There was an increased average response rate for complaints, from 11 working days in Q1 to 15.5 working days in this quarter. Adult Social Services reported an average of 49 working days to respond to statutory complaints (compared to 13 working days in Q1) and Law, HR and Asset Management reported an average of 18 working days in responding to their corporate complaints (3 working days in Q1 and against a corporate target of 15 working days).
- 4.7.5 Responses to councillor/MP enquiries took on average 6 working days in Q2 compared to 6.5 working days in Q1. Adult Social Services took an average of 23 working days to respond to councillor/MP contacts, against a corporate target of 10 working days.
- 4.7.6 LGO contacts took slightly longer to respond to in Q2 with an average of 15 calendar days taken compared to 14 days in Q1. The Law, HR and Asset Management and Corporate Services averages of 43 and 31 days respectively (slide 4 of presentation) both related to a single contact each for these departments.

- 4.7.7 There were significant departmental increases in complaints received by Corporate Services (74%); Adult Social Services (27%) and Finance (12.5%). After reporting a 38.5% comparative increase in Q1, Children & Young Peoples Department (corporate and statutory) complaints reduced by 54% in Q2 to a total matching the quarterly average reported in 2010/11 of 24 complaints per quarter.
- 4.7.8 The focus for complaints and wider customer feedback is '*putting things right and learning from it*' and Technical Services reported 14% of their complaints resulted in some positive organisational learning for future service delivery. Law, HR and Asset Management and Finance reported no changes implemented and Adult Social Services was unable to provide statistical evidence due to staff shortages.
- 4.7.9 Examples of organisational learning reported in Q2:
- Improved communication protocols to ensure letting agents have confirmed with landlord acting on behalf of that agrees to accreditation scheme inspection
  - Improved training instigated for SEN school escorts
  - Tighter controls on COLAS works undertaken to ensure expected standards adhered to
  - Re-emphasised guidance provided for COLAS to ensure sufficient notice given to local residents for planned works
  - Street included on list for future service review of green waste collections
  - autism awareness training to be developed for relevant staff within Adult Social Services
  - Improved disabled access provided at leisure centre
  - Improved contact arrangements between schools and admissions team to arrange 11+ exams
  - Customer questionnaire arranged in response to customer comments to review fitness suite opening hours
  - Transfer of fitness class to larger venue in response to customer suggestions

## **5.0 RELEVANT RISKS**

- 5.1 The successful implementation of actions to deal with issues arising from the recent report into Corporate Governance issues will be a key priority. There will therefore also be a key risk in ensuring issues arising are dealt with in a timely and appropriate manner.
- 5.2 Enhancements to corporate risk management arrangements and procedures were drawn up during the period for inclusion within the Risk Management Strategy approved by Cabinet on 13th October. The strategy over the medium term will provide a framework and processes which are in accordance with the latest British Standard for Risk Management.
- 5.3 The Corporate Risk Register has been updated during the quarter. Significant changes have been included within the relevant sections above.

## **6.0 OTHER OPTIONS CONSIDERED**

- 6.1 Not applicable

## **7.0 CONSULTATION**

- 7.1 Consultation in relation to the draft Corporate Plan engaged individuals and organisations from across Wirral's diverse communities and this is reflected in the Corporate Plan.

## 8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 The Corporate Plan sets out commitments and clear actions in relation to working with voluntary, community and faith sector organisations to improve outcomes for local people.

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

9.1 The Council Budget 2011/12, Schools Budget 2011/12 and Capital Programme 2011/13 have been agreed and support the delivery of the Corporate Plan. Resource implications relating to the delivery of actions in the Corporate Plan have been set out in individual departmental plans. Further details are contained in Appendices 2, 3 and 4 which are placed within the Library.

9.2 The projected general fund balance at 31 March 2012 is £7.3 million as shown below

Details	£million	£million
<b>Projected General Fund balance at 31 March 2012 when setting the budget for 2011/12</b>		6.9
<b>Cabinet decisions</b>		
17 March – Fernleigh retained		-0.5
2 June – New Homes Bonus/ Local Services Grant		+0.5
23 June - Financial out-turn 2010/11 showed a net increase in the balance of £1 million after meeting a net revenue overspend of £0.3 million		+1.0
23 June - Integrated Transport Unit additional funding		-0.3
23 June - EVR/VS scheme funded as part of 2010/11 thereby releasing the requirement to fund in 2011/12		+4.4
21 July – Social Services Reprovision		-3.5
21 July – National Insurance changes		-1.0
21 July – Support for School Pay		-0.2
<b>Projected variances / potential overspends</b>		
None declared although pressures identified at the end of September 2011 within:		-
- Adult Social Services                      £7.1 million		
- Children and Young People                £2.0 million		
- Corporate Services                            £0.5 million		
<b>General Fund balance at 31 March 2012 based upon the latest projections</b>		7.3

9.3 The Adult Social Services Children and Young People and Corporate Service Departments have highlighted pressures on their departmental budgets. Any subsequent overspend would impact upon the general fund balances.

9.4 The capital programme is summarised below:

Spend	Original	Forecast	Forecast
	Approval	Jun	Sep
	£000	£000	£000
Adult Social Services	1,154	2,943	2,943
Children & Young People	25,889	39,195	24,444
Corporate Services	5,181	10,788	13,488
Finance	1,000	3,671	3,671
Law, HR and Asset Mgt	8,163	8,779	8,779
Technical Services	7,872	11,564	11,564
<b>Total Programme</b>	<b>49,259</b>	<b>76,940</b>	<b>64,889</b>

<b>Resources</b>	<b>Original Approval £000</b>	<b>Forecast Jun £000</b>	<b>Forecast Sep £000</b>
Borrowing	15,905	28,553	22,819
Capital Receipts	3,000	3,000	3,000
Revenue, reserves, contributions	300	4,194	1,434
Grants - Education	23,441	26,283	21,536
Grants - Integrated Transport	1,155	1,155	1,155
Grants - Local Transport Plan	3,095	3,095	3,095
Grants - Other	2,363	10,660	11,850
<b>Total resources</b>	<b>49,259</b>	<b>76,940</b>	<b>64,889</b>

- 9.5 The outturn forecast for the 2011/12 capital programme has reduced by £12 million since quarter 1. This is in the main a result of the reprofiling of a number of CYP capital schemes with expenditure to take place in later years. The Corporate Services forecast has increased due to further grant funding relating to housing improvement schemes being carried forward from 2010/11.
- 9.6 Progress continues to be made on a number of schemes including those at Pensby and Cathcart Primaries and numerous other school capital projects funded from the capital maintenance and basic need grant. Work has begun on the Landican Crematorium Mercury Abatement building works programme and the Town Link Viaduct in Birkenhead.

## **10.0 LEGAL IMPLICATIONS**

- 10.1 Legal implications relating to the actions set out in the Corporate Plan will be addressed by departments as appropriate.

## **11.0 EQUALITIES IMPLICATIONS**

- 11.1 The Corporate Plan has a clear focus on supporting those who are disadvantaged, including the delivery of specific services and through ensuring that all of Wirral's diverse communities are equally able to access services.
- 11.2 Equalities implications relating to the actions set out in the Corporate Plan will be addressed by departments as appropriate, and details set out in individual departmental plans. This work is also monitored by the Corporate Equalities and Cohesion Group and the Council Excellence Overview and Scrutiny Committee.

## **12.0 CARBON REDUCTION IMPLICATIONS**

- 12.1 Carbon reduction is a specific goal in the Corporate Plan, with associated actions and measures as set out in the agreed Interim Carbon Budget 2011-12. Any carbon reduction implications have been identified in Section 4 of this report.

## **13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

- 13.1 Planning and Community Safety is a specific goal in the Corporate Plan, with associated actions and measures. Any planning and community safety implications have been identified in Section 4 of 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** – Corporate Risk Monitoring Summary

## **REFERENCE MATERIAL**

Previous Council and Cabinet reports as detailed in the subject history below

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

<b>Council Meeting</b>	<b>Date</b>
<b>CABINET – 2011/12 Q1 Performance and Financial Review</b>	<b>21 July 2011</b>
<b>CABINET - Delivering the Corporate Plan</b>	<b>17 April 2011</b>
<b>COUNCIL - Adoption of Corporate Plan 2011-14</b>	<b>14 April 2011</b>
<b>CABINET - Draft Corporate Plan for 2011-14</b>	<b>17 March 2011</b>