

WIRRAL COUNCIL

CABINET

27 NOVEMBER 2008

REPORT OF THE CHIEF EXECUTIVE

FINANCIAL AND PERFORMANCE MONITORING SUMMARY

1. EXECUTIVE SUMMARY

1.1. This is one of a series of reports submitted throughout the year presenting an overview of the performance of the Council in delivering the Vision for Wirral as set out in the Corporate Plan and is for the quarter-ended 30 September.

2. OVERVIEW

2.1. The main influence continues to be the economic situation. The financial pressures within the global economy have repercussions at national and local levels as the volatility of the world financial markets continues.

2.1.1 Wirral benefitted through exercising prudent financial management around cash flow and investments that realised additional income and a reduced need for temporary borrowing. However the impact upon the banking sector has placed at risk £2 million of investments with an Icelandic bank although there remains every possibility that this will be recovered.

2.1.2 The current, and projected, world economic position is placing additional pressures upon all who rely on the financial sector with implications for the delivery of the Wirral Investment Strategy, major investment schemes and the NewHeartlands initiative. As such the developing links with the thriving China economy present an opportunity for securing additional investment to Wirral.

2.1.3 Against this background the Council continues to seek to maintain progress in achieving the priorities set out in the Corporate Plan whilst recognising the impact on the building industry and, as a consequence, the worklessness priority.

2.2. The following sections report on the progress in delivering the priorities including the financial and risk issues with further details down to departmental level in the appendices. The underpinning projects are presently either on target or actions are in place to enable them to be achieved during the year. In terms of the supporting indicators again, of those presently measurable, most are on target.

2.3. The key issues highlighted and requiring to be addressed in the forthcoming period are the:-

- continuing development of the personalisation agenda;
- safe reduction of the number of looked after children;
- development and implementation of the strategic asset review;
- management of the potential overspends in 2008/09 within Adult Social Services, Children & Young People and Regeneration;
- decisions to enable the setting of the Council budget for 2009/10.

3. CORPORATE PLAN AND PERFORMANCE

- 3.1 On 13 March 2008, Cabinet agreed the Council's Corporate Plan which detailed how the vision 'of a more prosperous and equal Wirral, enabling all communities and people to thrive and achieve their full potential' would be achieved. The vision set five clear objectives, and identified eleven immediate priorities for improvement in the year ahead.
- 3.2 This section includes narrative and performance indicators on the priorities for improvement areas for 2008/09. The narrative includes the progress made to date, challenges remaining and further improvements to be completed.

3.3.1 Reduce worklessness

Progress made:

Wirral continues to make steady progress in reducing the number of Incapacity Benefit (IB) and Lone Parent claimants. However, reductions in these benefit groups have been negated by rises in Job Seekers Allowance claimants.

The Wirral Economic Development and Skills partnership (WEDS), through the Working Wirral programme has commissioned activity to support workless people into training and employment in line with the agreed priorities.

The reach out programme has achieved impressive outcomes which include supporting 1,016 workless residents from Wirral's most deprived communities into employment. It has also developed extensive partnership working by making referral to other organisations including Registered Social Landlords, Primary Care Trust and Merseyside Fire and Rescue. This activity has been enhanced by the launch of *Reach Out Plus* that provides in-work mentoring to priority groups such as lone parents and Incapacity Benefit recipients.

Challenges remaining:

The current global economic slowdown has led to a rise in unemployment in the UK and this is expected to get worse over the next twelve months, with JSA trends in Wirral rising above the national average.

WEDS continues to press central government to provide confirmation of funding for Working Neighbourhood Funding for 2009/10 and 2010/11 and have concern that further delay could significantly impact on future commissioning timescales.

Refresh discussions will commence shortly with regards to Wirral's Local Area Agreement, it is important to note that the worklessness target is an already challenging target and will be even more challenging due to the economic slow down. This improvement target will be discussed with Government Office in the refresh discussions.

How we're making further improvements:

Wirral will continue to support economically inactive residents to move into employment as well as supporting vulnerable residents who are in employment but have low or no qualifications and may struggle to return to the labour market if hit by the economic downturn. Wirral continues to work strongly with partners sub regionally to develop employment and skills policy, including developing a multi area agreement submission to central government and the Working Wirral programme will continue to be used to respond to local circumstances in line with council and investment strategy agreed priorities. Wirral is further improving its

engagement with employers to ensure they benefit from the range of support services offered locally.

3.3.2 Increase enterprise

Progress made:

Wirral continues to support enterprise growth through the Wirralbiz programme and the current LAA stretch targets have been achieved in terms of the number of new business starts and those which are still in operation after twelve months of trading.

Challenges remaining:

The current transitional funding for new business starts finishes in March 2009 and Wirral Council is working closely with the Northwest Development Agency (NWDA) to ensure that any future activity in Wirral is in line with the National Business Support Simplification Programme (BSSP) and also the activities funded by the Regional Development Agency.

Wirral also has a high proportion of small businesses who are not VAT registered and support for business will be tailored around the BSSP to support business growth. This is critical given the current economic slowdown.

How we're making further improvements:

We continue to work with the NWDA to ensure Wirral adds value to regional programmes to support businesses in Wirral to grow.

3.3.3. Increase levels of recycling

Progress made:

Recycling rates for July – September have increased to around 41%. This is an increase on the last quarter (39.86%), primarily due to good garden waste tonnages.

The doorstep survey of 6,000 residents has been completed and has identified that residents prefer to receive specific recycling information direct to their door.

Challenges remaining:

To continue to increase participation and decrease contamination particularly in areas of low uptake.

How we're making further improvements:

Multi Occupancy recycling will be rolled out from January – March 2009, this will help to increase levels of recycling. In addition on street recycling receptacles are to be introduced in main shopping areas to encourage the public to recycle while out and about early New Year

A study will take place in November 2008 to identify areas of low material capture throughout the borough; these areas can then be targeted with specific campaigns to increase participation.

A funding bid has been put into WRAP to support a communications campaign based on education and awareness using participation officers to reduce contamination levels and increase recycling rates.

3.3.4. Reduce the Council's carbon footprint

Progress made:

The Investment in Energy Efficiency Programme continues to reduce emissions, progress was reported to Cabinet in September.

On the 25 September 2008 Cabinet approved the creation of the Sustainability Unit within the Department of Law, H.R. and Asset Management to improve energy efficiency and to work with Businesses and the Community to raise awareness of the urgent need to reduce Wirral's Carbon footprint, to take action to reduce Carbon emissions and to sign up to the CRed community carbon reduction programme.

As detailed in the above report, part of the development of the Sustainability Unit is the establishment of a Climate Change Officer and a Sustainability (Cred) Liaison Officer. A report to the Employment and Appointments Committee has been drafted together with the production of Job Descriptions. The report is due to be presented to the committee on 3 December 2008.

Two Energy Awareness officers have been recruited and are now in post to push the energy savings message to staff. An environmental awareness poster campaign (as detailed below) has been produced and is currently being rolled out across the council.

Challenges remaining:

Energy costs have risen significantly over the last twelve months and are likely to add around six million pounds to the Council's annual expenditure. A large part of the authority's energy consumption is buildings related.

It is vital that the Climate Change and CRed officers are appointed and the Sustainability Unit set up as soon as is practicable within the new department. These two new posts are key to progressing NI 185, once the Sustainability (CRed) Liaison Officer has been appointed we will be able to complete the development of the Wirral CRed website and promote the scheme and CO2 emission reduction initiatives across the borough.

To ensure increased awareness of this priority amongst council staff and managers across the Council.

How we're making further improvements:

The Strategic Asset Review will consider energy conservation as a key consideration during the current review of all the Council's buildings and will make appropriate recommendations.

A waste energy survey is being conducted with council staff to get a baseline figure of staff's understanding of energy reduction methods.

Energy Saving week will take place 3–11 November, with 7 events across the council for employees. Target has been set for recruitment of 30 energy champions from throughout the organisation.

As part of the work of the Nottingham Declaration Working Group, which includes our partners Wirral PCT and Cheshire and Wirral Partnership NHS Trust, a co-funded joint poster campaign has been produced around the themes contained within the Council's Climate Change Strategy of Awareness, Energy, Transport and Adaptation. The joint launch will take place in November 2008 to coincide with Energy Saving week.

3.3.5. Reduce number of people killed or seriously injured in road accidents.

Progress made:

Numbers of people killed or seriously injured continued to fall. In the past quarter a successful pilot campaign of Bring Accidents down 2 zero has taken place. Results of this campaign showed that 74% of drivers preferred the new scheme with the voluntary 20mph speed limit to physical speed reducing measures and 89% of drivers thought that the scheme should be provided in other areas of Wirral.

Challenges remaining:

New locations need to be identified and agreed in order to roll out the Bring Accidents down 2 zero campaign.

How we're making further improvements:

Partners continue to work closely to monitor progress of this priority for improvement.

Working in partnership with the Police a Christmas Drink Driving campaign will be implemented over the next quarter and education programmes within schools will continue including Go Goliath and 4 Wheel Ed. Road Safety Officers are continually delivering Road Safety Education in primary and high schools across the Borough. A new Schools Road Safety Campaign to encourage children to walk to school will be implemented in the New Year.

In addition an anti-speeding and in car safety campaign in partnership with the Police during the month of October.

3.3.6. Promote greater independence and choice**Progress made:**

Progress this quarter against many key performance indicators is significantly improved upon the same period last year, in particular timeliness of payments. Staff have taken responsibility for the personalisation agenda and have been implementing changes and promoting their benefit throughout this period. This has resulted in an immediate impact on improved outcomes for service users.

A detailed project management methodology has ensured that changes were delivered to deadlines with robust impact and risk assessment, incorporating Equality Impact Assessments of the projects. The IDeA review of Healthier Communities reported "the Council's partnership with Wirral PCT is strong and mature with evidence of joint working".

Structured investment by DASS & Primary Care Trust to develop early an intervention network & a range of "transitional care services". The Home Assessment and Reablement Team is now in place and is embedding the reablement ethos across the whole range of provider services. This ensures timely transfers from hospital care and where appropriate, new pathways into these services which avoids the need for secondary care. There is a strong evidence base demonstrating improved outcomes from people who have used these services.

Challenges remaining:

The Department has commenced a major restructure to transform social care and continues to face significant financial pressures.

Capturing the new information required for a number of the new performance indicators in partnership with the PCT has been a challenge during this period.

How we're making further improvements:

The issue relating to partnership performance indicators is being resolved as a result of productive partnership working with the PCT.

A three year strategy has been adopted to address financial pressures, with the Efficiency Plan (Budget Stabilisation Strategy) monitored at Departmental level, linked to the Transformational Change Programme Board.

A steering group for the Joint Strategic Needs assessment has been established with a full time project manager appointed. The JSNA to be published shortly will address issues of equality and inclusion, with specific target groups highlighted amongst learning disabilities, mental health, older people and carers.

DASS has also undertaken to become a member of the Carers UK forum called Employers for Carers, which will demonstrate the Department's active involvement in setting positive practice standards and will hopefully encourage other local employers to follow. It is intended that this development will be marked by a communication to all staff about their rights as carer's via their November pay-slip which will in turn be reported upon as part of Carer's Rights Day in December 2008.

Work on early intervention continues to be prioritised for example the development of the System dynamic modelling tool based on Wirral's Dementia Pathways working with Care Services Efficiency Delivery Programme.

Key focus for the coming months will be the further development of integrated posts and work to reduce duplication across the health and social care economy as part of the Wirral Integrated Services Programme (WISP).

3.3.7. Raise overall educational attainment, particularly lower achieving young people**Progress made:**

At Key Stage 1 Levels 2+ and 3+ performance is slightly down. This is mainly the result of work undertaken to moderate assessments in order to ensure that a more accurate benchmark was established. A gender gap is apparent at KS1 which is in line with the national trend but the actual position will become clearer once the figures for Wirral's statistical neighbours are available.

At Key Stage 2 complete data for all schools is not available. The current position is that good progress has been made at level 4+ for all indicators. All of the indicators are above Fischer Family Trust (FFT) level B, with overall performance in English equivalent to the Fischer Family Trust (FFT) level D and a significant improvement for boys in all subjects.

The picture at Key Stage 3 is less clear because of the significant percentage of schools that received incomplete data for one or more subjects. Provisional indications are that we continue to perform better than the national figures but performance in 2008 has either remained static or dropped slightly. The recent announcements about the cessation of Key Stage 3 SATs will impact upon how we measure progress across this Key Stage and across secondary schools in the future.

At Key Stage 4 Wirral pupils have achieved over 50% (50.4%) for five GCSE subjects at A*-C grades, including English and Maths. Overall, 66% of students have achieved 5 A*-C grades. This is above the FFT level B. At A-level there has been a significant improvement in the percentage of pupils gaining A-C grades, from 63.7% in 2007 to 67.6% in 2008. The Average Point Score per student has also increased.

With regard to looked-after children, there continues to be a wide shortfall in performance:

- At Key Stage 2 they are, respectively, 23, 17 and 11 percentage points below the Wirral average for English, Maths and Science;
- At Key Stage 3, the gaps were 57, 44 and 49 percentage points.
- At Key Stage 4, provisional figures indicate that 10% of children achieved 5+ A*-C grades including English and maths compared to 8% in 2007 and 50.4% for all Wirral children. 51% achieved 5+ A*-G grades compared to 68% in 2007 and 98% for all Wirral children
- Further analysis of the performance of Looked After Children, using pupil-level FFT data and value-added data is being undertaken to see whether LAC pupils made the progress they should have done even though the overall outcomes are lower in 2008 than 2007.

Challenges remaining:

Improving the outcomes for Maths at all Key Stages will be a priority.

National Strategies through the Target Setting Guidance expect all schools to set targets at FFT-D, and SIPs in Wirral have engaged with schools so they set targets that are appropriately aspirational to FFT-D. The Government has also produced combined statistics for English and Maths, with the aim of ensuring that standards in both subjects are improved simultaneously.

There is also the challenge of increasing the proportion of pupils who make two levels progress across the Key Stages.

Improving the tracking and monitoring of the progress of Looked After Children, using FFT data is a priority to ensure that LAC achieve their potential, taking into account prior attainment. In addition improving the performance of National Challenge schools is also crucial.

How we're making further improvements:

Wirral, as with most other local authorities, has made its views clear on the KS3 marking issue and has submitted anecdotal evidence to the Sutherland Report Committee. There has been some significant variations in the performance of individual schools at Key Stage 3 (level 5+) which still needs to be analysed.

The attainment of looked-after children is examined on an individual basis and various factors that might affect performance are taken into account, such as level of attendance. Designated teachers for Looked After Children are in place. Schools have been given an additional £500 per pupil through their budgets to assist in work to support Looked After Children.

3.3.8. Safely reduce the number of looked after children

Progress made:

The number of children who are looked after at the year end (March 2009) is targeted to reduce to **590**. In September 2008 the position against the target was 608.

We expect to receive between 250 – 300 referrals each month; these are requests for a service. The target is that 71% of these referrals will proceed to an initial assessment (NI 68). A high percentage of work progressing to an initial assessment – confirms that people know what and when to refer to Social Care – and is indicative of a good understanding of criteria for referral. In September 2008 the position against the target was 53.3%.

Our target is to reduce the number of repeat referrals from 26% last year, to 23% or below. Low numbers of repeat referrals signifies that a request for service is fully and properly responded to – it evidences that thresholds are becoming appropriately lower, and prevents children and families being stuck in a revolving door. Some repeat referrals will always be appropriate, since it shows that cases are not remaining open unnecessarily; and people return to seek help when experiencing further difficulties. In September 2008 the position against the target was 25%.

Our target is to make sure (NI 59) 72% or more initial assessments are completed within 7 working days, and (NI 60) 80% or more core assessments are completed within 35 working days. In September 2008 are position against these targets was NI59 68.2% NI60 60%.

Compared to statistical neighbours, we would expect to have between 160 – 170 children to have a child protection plan. Best practice indicates that between 10 – 15% of children subject to a plan have been on the CPR previously (NI 65). The target is to have 6% or less, children who have ceased to be subject to a child protection plan during the year, who have been subject to a plan for two years or more (NI 64). In September 2008 the position against the target was NI65 16.2% NI64 2.8%.

Challenges remaining:

Safely reducing the numbers is not about delaying children becoming looked after when this is required to meet their needs – so, there may be relatively high numbers of children who become looked after, however the length of time children remain looked after is reduced, as appropriate plans, which include support, are put in place.

On a Team basis we will be identifying children whose plans need to be expedited to support their return home; remove the Care Order if they are safely living at home or to achieve permanence through adoption or Special Guardianship. There will be individual Team Targets based on known children's needs.

How we're making further improvements:

Developing a consistent approach and clear understanding about when to convene a case conference shows a good understanding of when the level of concern about a child and / or family warrants a child protection plan. Prompt convening of case conferences is evidence of children and families not being stuck in limbo, or experiencing drift once a decision is made that the level of concern is such that a case conference should be convened.

Each Team will consider all children who are subject to Section 20 (Children Act 1989) and review their circumstances through the Legal Gatekeeping process to identify whether parent/s are properly exercising PR/the child is safely supported within this arrangement.

The target is to reduce the number of children placed with parents to 110 by the end of 2009. This will involve consideration of all children's plans on a Team by Team basis, focusing on those children subject to an interim care order and living at home, and those children placed with parents for a long period of time – to determine whether there is evidence that they will be safely supported in the community with no order at all, or a supervision order. This will require the presentation of compelling evidence to Court, based on sound assessment and analysis.

3.3.9. Improve the use of the Council's land and assets

Progress made:

The principles that will guide the Council's Strategic Asset Review in the future have now been agreed. A working group of senior managers has been established to undertake seven area based reviews of the Council's public facing assets. These reviews are now complete and will be reported to Cabinet. The Strategic Development Plan for Leisure and Cultural Services was also approved this quarter and will be taken forward as part of the Strategic Asset Review.

Challenges remaining:

Routine maintenance and necessary structural repairs of the Council's building stock remains costly. There is a programme of planned preventative maintenance in place; however, given the age of many buildings it is inevitable that unforeseen problems will emerge causing unplanned restrictions on use. Energy costs have risen significantly in the last year adding significantly to the Council's annual expenditure budget. A large proportion of the Council's energy bill is buildings related.

How we're making further improvements:

A full review of the Council's office and administrative buildings (including Facilities Management arrangements) is underway with a view to moving to a smaller number of buildings and maximizing value for money.

The remaining Area reviews have commenced and are being expedited to ensure the Asset Review progresses on a Borough wide basis.

Discussions are underway with the PCT and the Police (and other potential public and voluntary sector partners) to explore opportunities for shared use of assets.

In addition Cabinet reports are being prepared on:

- An update on backlog maintenance (together with an action plan)
- A draft policy on community management and ownership of public assets
- A draft policy on asset disposals

3.3.10 Create a sustainable and stable budget, providing value for money

Progress made:

The Council Budget for 2008/09 was agreed in March and was supported by the s151 officer statement as being sustainable.

The regular financial monitoring updates have highlighted potential overspends and increased 'one-off' resources. The overspending is primarily in Adult Social Services as reported to Cabinet in September.

The Annual Efficiency Statement 2007/08 reported to Cabinet in June was submitted to, and subsequently, agreed by Government in July.

A review of the high spending areas as identified by the Audit Commission 'spend profiles' was reported to Cabinet on September 25.

The Director of Finance provides regular updates on the Projected Budget position to Cabinet and this is supported by regular liaison between Cabinet and Chief Officers to assess the implications and address the gap between likely spend and resources.

Challenges remaining:

To address the identified areas of overspending in 2008/09 to ensure overall spend remains within the resources available.

To report to Government the achievements in respect of NI 179. (the net value of ongoing cash releasing gains).

To agree a sustainable and stable budget for 2009/10 by March 10 2009.

How we're making further improvements:

The Director of Adult Social Services is providing regular updates to Cabinet on progress in stabilising the departmental budget.

Clarification now received around the reporting of NI 179 and a projection for 2008/09 is required in October.

The Projected Budget position is regularly reported to Cabinet with investment/saving decisions being taken at the appropriate times.

3.3.11 Improve the Council's budgeting process to fully reflect its priorities

Progress made:

The 2008/09 Council Budget resolution included references to, and linkages to, the Council priorities.

An Efficiency Investment Fund of £5.3 million was created as part of the 2008/09 budget with further amounts set aside for future years.

The Council strategies including the Customer Access Strategy, Medium Term Financial Strategy, IT Strategy and Risk Strategy were revised in line with the agreed Corporate Plan and then approved by Cabinet on 23 July.

In September Cabinet re-affirmed that the Corporate Plan priorities for 2008/09 remain as the priorities for 2009/10.

The budget process has been further refined in terms of the information flow to Members and Officers. The regular updates give greater clarity and focus upon the key changes.

Challenges remaining:

The present financial climate is bringing additional pressures on the available Council resources and the delivery of the aims and objectives of the Corporate Plan. This links to the setting of a sustainable and stable budget for 2009/10.

How we're making further improvements:

The Efficiency Investment Fund is available for initiatives that require resources to deliver future benefits and to invest in the priority areas of the Council. This will continue as part of the budget setting process.

Any submissions for increased resources, including from the capital and IT programmes require a Business Case which is weighted towards meeting the agreed priorities.


3.4 This following section shows the performance indicators and key projects for the priority for improvement areas 2008/09.

3.4.1 Reduce Worklessness

PI No.	Title	Yr End Target	Yr End Forecast	Quarter 2 Target	Quarter 2 Actual	On Target	Direction of Travel	Corrective Action
NI 152	Working age people on out of work benefits	17.74% (Lower is Better)	17.23%	17.84%	17.23%	Green	n/a	
NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods (WNF)	35.22 (Lower is Better)	35.07	35.22	35.07	Green	n/a	

Key Project	Lead Department	Quarter 2 status (green, amber or red - see below)	Corrective action (amber or red only)
Implementation of the Full Employment and Skills plan	Corporate Services	GREEN	

3.4.2 Increase Enterprise

PI No.	Title	Yr End Target	Yr End Forecast	Quarter 2 Target	Quarter 2 Actual	On Target	Direction of Travel	Corrective Action
LOCAL 4128	Number of new business start-ups supported through Wirral Biz or Business Link in Wirral as measured by data from both organisations	262	262	160	171	Amber		This is a demand led initiative. The performance over the last quarter recognises the increased demand for the service.

Key Project	Lead Department	Quarter 2 status (green, amber or red - see below)	Corrective action (amber or red only)
Implementation of the Enterprise Strategy	Corporate Services	GREEN	
Co-ordinate the implementation of local, sub regional and regional enterprise development and business support strategies	Corporate Services	GREEN	

3.4.3 Increase levels of recycling

PI No.	Title	Yr End Target	Yr End Forecast	Quarter 2 Target	Quarter 2 Actual	On Target	Direction of Travel	Corrective Action
NI 191	Residual household waste per household	636 (Lower is Better)	600	315	287.35	Amber	n/a	Green waste & recycling is diverting more residual from landfill and we are performing better than expected.
NI 192	Percentage of household waste sent for reuse, recycling and composting	34%	35%	36%	40.50%	Over Performing	n/a	The over-performance can be explained by unexpectedly high recycling yields coming on top of the anticipated seasonal increase in green waste. As such, no corrective action is required but we should adjust our year-end forecast. It is difficult to be precise at this stage but an increase of at least 1% on the 34% target seems justifiable. A further assessment will be made at Q3.

Key Project	Lead Department	Quarter 2 status (green, amber or red - see below)	Corrective action (amber or red only)
Increase participation in alternate weekly collection scheme	Technical Services	GREEN	
Promote waste minimisation initiatives to householders	Technical Services	GREEN	
Encourage recycling and minimisation of municipal waste	Technical Services	GREEN	

3.4.4 Reduce the council's carbon footprint

There are no performance indicators to report for this priority area at Q2.

Key Project	Lead Department	Quarter 2 status (green, amber or red - see below)	Corrective action (amber or red only)
Continue the Energy Efficiency Investment Programme	Technical Services	GREEN	
Develop and implement Wirral CRed initiative	Technical Services	GREEN	
Produce a Developer's Guide for Sustainable Development	Technical Services	GREEN	
Development of Sustainability Unit within Wirral Council	Technical Services	GREEN	

3.4.5 Reduce number of people killed or seriously injured in road accidents

There are no performance indicators to report for this priority area at Q2.

Key Project	Lead Department	Quarter 2 status (green, amber or red - see below)	Corrective action (amber or red only)
Develop initiatives to deliver road safety education, training and publicity	Technical Services	GREEN	
Implement engineering measures to improve road	Technical Services	GREEN	
Work with Merseyside Police via the Accident Reduction Partnership to improve road safety	Technical Services	GREEN	



3.4.6 Promote greater independence and choice

PI No.	Title	Yr End Target	Yr End Forecast	Quarter 2 Target	Quarter 2 Actual	On Target	Direction of Travel	Corrective Action
NI 130	Social care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	322.3	241	255.2	155.6	Red	n/a	The Direct Payments Team is continuing to monitor the take up of Direct Payments and exploring reasons why people are opting not to enter into an agreement for a Direct Payment. Solutions to these barriers will then be explored in order to eliminate or reduce them. A Monitoring Group is established with a risk management action plan monitored on a monthly basis.. From April 2009 a Resource Allocation System (RAS) will be in place and Individual Budgets will be an option for all.
NI 135	Carers receiving needs assessment or review and a specific carer's service, or advice and information	18.0%	18%	10.0%	23.63%	Over Performing	n/a	Performance for this new national indicator has exceeded targets at present. Monthly monitoring of performance will continue, and consideration will be made to refresh targets as part of the LAA review.
NI 136	People supported to live independently through social services (all adults)	2185.80	2185.80	2161	2326.44	Amber	n/a	Currently over performing and corrective action is not required at present. Targets will be refreshed within the new Departmental Plan.

NI 146	Adults with learning disabilities in employment	8.3%	8%	6.0%	3.5%	Red	n/a	The next quarter (Q3) will show an increase due to people completing the JOBS (Jointly Overcoming Barriers equals Success) programme and entering the jobs market.
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Key Project	Lead Department	Quarter 2 status (green, amber or red - see below)	Corrective action (amber or red only)
Enablement and re-ablement	Adult Social Services	GREEN	
Carers Strategy	Adult Social Services	GREEN	
Access and assessment arrangements	Adult Social Services	AMBER	Clear timescales and plans to implement changes to the structure.
Promoting independence	Adult Social Services	GREEN	
Develop Self Directed Support services	Adult Social Services	AMBER	Action plan in place and monitoring group from April 2008 resource allocation system will be in place and individual budgets an option for all. Key element of personalisation agenda.
Implement the Strategic Framework for Health and Wellbeing	Adult Social Services	Awaiting Status	
Joint Strategic Needs Assessment	Adult Social Services	GREEN	

3.4.7 Raise overall educational attainment, particularly lower achieving young people




PI No.	Title	Yr End Target	Yr End Forecast	Quarter 2 Target	Quarter 2 Actual	On Target	Direction of Travel	Corrective Action
NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	54%	48.3%	54.0%	48.3%	Red		Provisional*
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2		74%		74%		n/a	Provisional*
NI 74	Achievement at level 5 or above in both English and Maths at Key Stage 3		70.7%		70.7%		n/a	Provisional*
NI 75	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	52%	49.9%	52.0%	49.9%	Green		Provisional*
NI 83	Achievement at Level 5 or above in Science at Key Stage 3	76%	73.3%	76.0%	73.3%	Green	n/a	Provisional*

PI No.	Title	Yr End Target	Yr End Forecast	Quarter 2 Target	Quarter 2 Actual	On Target	Direction of Travel	Corrective Action
NI 87	Secondary school persistent absence rate	(Lower is Better)	5.7%		5.7%		n/a	Provisional*
NI 92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	31.5% (Lower is Better)	32.0%	31.5%	32.0%	Green	n/a	Provisional*
NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2		83.5%		83.5%		n/a	Provisional*
NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2		76.9%		76.9%		n/a	Provisional*
NI 95	Progression by 2 levels in English between Key Stage 2 and Key Stage 3		29.9%		29.9%		n/a	Provisional*
NI 96	Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3		59.9		59.9		n/a	Provisional*
NI 97	Progression by 2 levels in English between Key Stage 3 and Key Stage 4		58%		58%		n/a	Provisional*
NI 98	Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4		22.1%		22.1%		n/a	Provisional*
NI 99	Looked after children reaching level 4 in English at Key Stage 2	60%	61.5%	60.0%	61.5%	Green	n/a	Provisional*
NI 100	Looked after children reaching level 4 in maths at Key Stage 2	62.5%	61.5%	62.5%	61.5%	Green	n/a	Provisional*
NI 101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and maths)	13.5%	10.3%	13.5%	10.3%	Red	n/a	Provisional/Un-validated - The attainment of looked-after children is examined on an individual basis and various factors that might affect performance are taken into account, such as level of attendance. Designated teachers for Looked After Children are in place. Schools have been given an additional £500 per pupil through their budgets to assist in work to support Looked After Children.

*All audited data for attainment figures will be received in January.


Key Project	Lead Department	Quarter 2 status (green, amber or red - see below)	Corrective action (amber or red only)
Project plan to close the attainment gap where poverty affects achievement	Children & Young People	GREEN	
Strategies Intervention Project	Children & Young People	GREEN	
Ensure there are no schools in Ofsted categories	Children & Young People	AMBER	Intervention and support provided to the one school in a category.
Develop a range of intervention strategies to support underachieving and under attaining pupils	Children & Young People	GREEN	
develop literacy and numeracy via family learning programmes	Children & Young People	GREEN	

3.4.8 Safely reduce the number of looked after children

PI No.	Title	Yr End Target	Yr End Forecast	Quarter 2 Target	Quarter 2 Actual	On Target	Direction of Travel	Corrective Action
NI 61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	68.0	68.0	50.0	50.0	Green	n/a	
NI 62	Stability of placements of looked after children: number of placements	11% (Lower is Better)	13.0%	11%	13.2%	Red		We have identified all young people with two moves so far this year to be alert to their potential instability & are being extra vigilant about how we support them in their current placement to prevent them having a 3 rd move. This figure of 13.2% falls within the OFSTED "Very Good" category.
NI 63	Stability of placements of looked after children: length of placement	63.0	65.5	63.0	65.5	Green		
NI 68	Percentage of referrals to children's social care going on to initial assessment	71%	71.0%	71.0%	53.3%	Red		A review of data recording practice has been undertaken. A team by team analysis of performance against this target is being prepared monthly in order to more closely identify issues. As a result of this work it is anticipated that over future months improvements will occur.

Key Project	Lead Department	Quarter 2 status (green, amber or red - see below)	Corrective action (amber or red only)
Project plan to safely reduce the number of looked after children	Children & Young People	GREEN	

3.4.9 Improve the council's use of land assets

PI No.	Title	Yr End Target	Yr End Forecast	Quarter 2 Target	Quarter 2 Actual	On Target	Direction of Travel	Corrective Action
LOCAL 6275	The number of working days/shifts lost due to sickness absence	8.5	10.00		10.21	No target set for Q2		Detailed work is being undertaken with Departments and this should ensure that the figure is likely to continue a downward trend

Key Project	Lead Department	Quarter 2 status (green, amber or red - see below)	Corrective action (amber or red only)
Undertake a Strategic Asset Review	Law, HR & Asset Management	GREEN	
Deliver and implement the people strategy	Law, HR & Asset Management	GREEN	

3.4.10 Create a sustainable budget, providing value for money

There are no performance indicators to report for this priority area at Q2.

Key Project	Lead Department	Quarter 2 status (green, amber or red - see below)	Corrective action (amber or red only)
Agree a budget which is sustainable, and which identifies resources for further developing Council Services.	Finance	GREEN	
Contain expenditure within agreed budgets and provide services to agreed standards.	Finance	AMBER	Potential DASS overspend of £3.6m reported to Cabinet on 4th September. Further report to November Cabinet
Review comparative data to ensure we provide our services most cost effectively taking into the needs of our community	Finance	GREEN	
Implement our procurement strategy to ensure that services and goods are acquired economically and efficiently, and if advantageous, in partnership with others.	Finance	AMBER	Further improvements in communication and co-ordination are taking place corporately in order to reinforce procedures and ensure that invoices are processed more efficiently. The Procure to Pay section is analysing information which will identify and classify service areas that do not forward invoices in a timely manner, allowing for targeted support and corrective action.

Key Project	Lead Department	Quarter 2 status (green, amber or red - see below)	Corrective action (amber or red only)
Implement agreed change programme which includes change, financial systems, customer access and IT development.	Finance	AWAITING STATUS BUT RED (PART)	Cabinet agreed 23 July to team to prepare scope for implementation of the HR System. Suspended due to non-acceptance by sponsor department. Update to Cabinet on 27 November.
Exceed government standards for Housing and Council Tax benefits and Council Tax collection.	Finance	GREEN	
Delivering the pay review	Law, HR & Asset Management	GREEN	

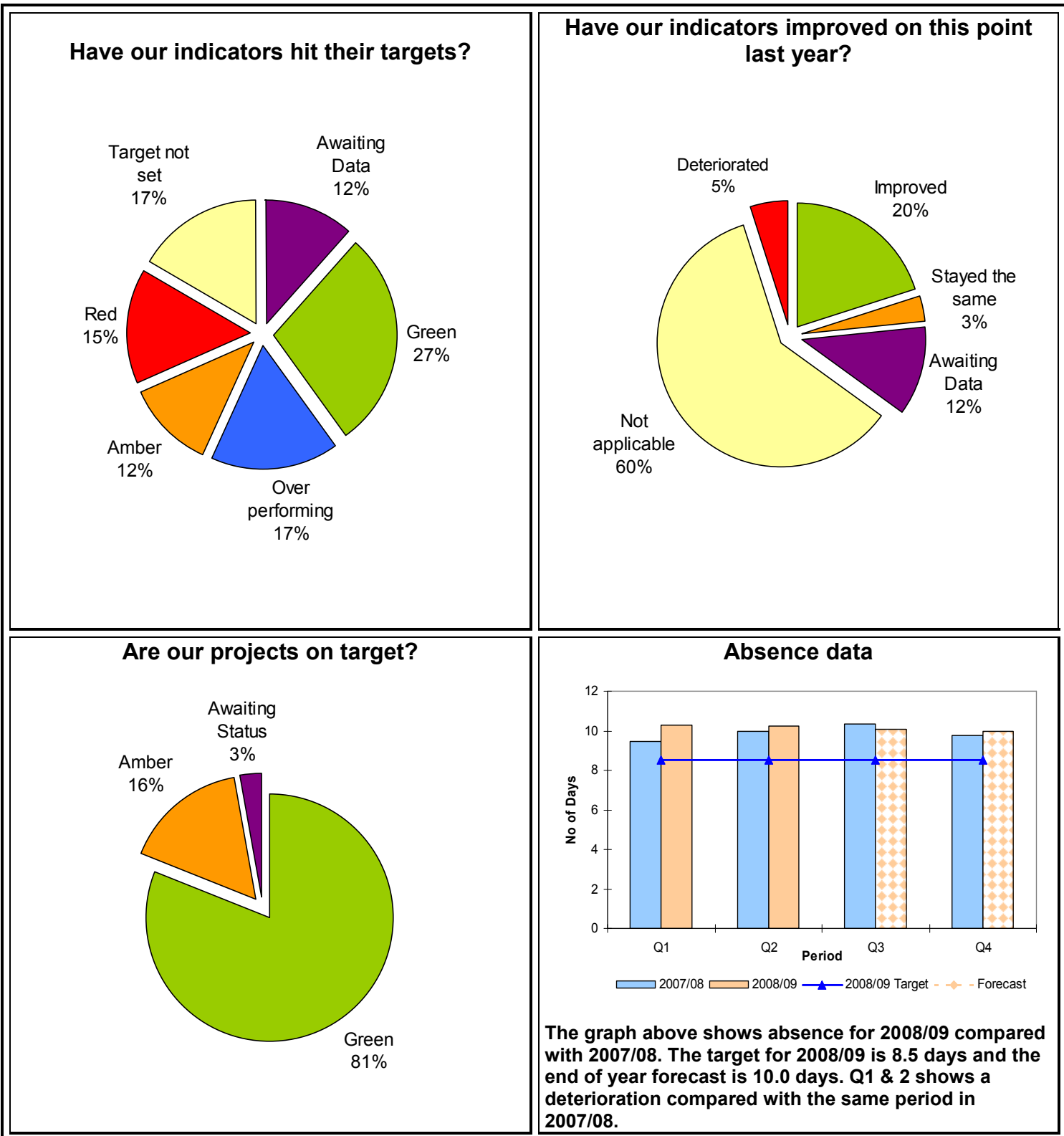
3.4.11 Improving the council's budgeting process to fully reflect its priorities

There are no performance indicators to report for this priority area at Q2.

Key Project	Lead Department	Quarter 2 status (green, amber or red - see below)	Corrective action (amber or red only)
Reflect the implications of the priorities in the Corporate Plan in our Medium Term Financial Plan and corporate planning processes.	Finance	GREEN	



3.5 Corporate Plan Performance Summary

3.5.1 The charts below show the overall council position for all key performance indicators and projects within the council's 2008/09 corporate plan at the second quarter.



3.6 Performance Exceptions

This section includes all corporate plan indicators which are red at Quarter 2 not including priority for improvement indicators. All other performance exceptions can be found in Appendix A.

PI No.	Title	Yr End Target	Yr End Forecast	Quarter 2 Target	Quarter 2 Actual	On Target	Direction of Travel	Corrective Action
NI 15	Number of most serious violent crimes (PSA 23: Priority Action 1) per 1000 population	0.37 (Lower is Better)	0.44	0.18	0.22	Red	n/a	There has been a steady rise in the number of serious violence offences between the months July and September, 2008. Domestic Violence and Alcohol separately play their part in contributing to these figures but beyond that there remains no pattern to this offence. Performance in this area is subject to a monthly meeting of senior Police Officers in an effort to reduce the number of offences.
NI 117	16 to 18 year olds who are not in education, employment or training (NEET)	7.4% (Lower is Better)	9.0%	9.0%	10.3%	Red		The Authority EET Action plan is in place which outlines partner responsibilities and contributions to achieving the NEET target. The Wirral Wise Programme, supported by ESF, has commenced, with its 3 strands of interventions targeted at young people who are NEET, aimed at progression via placements and work trials. The September Guarantee thresholds have been met in Wirral this year, with: 94.95% of Year 11 and 80.51% of 17 year olds having a recorded offer of a place in EET. Targeted action with vulnerable young people and within NEET hotspot areas continues. The annual Activity survey of Year 11 leavers which is continuing up to the November count date currently indicates over 90% of the cohort in Learning.
LOCAL 4049	Total number of homes acquired, demolished, refurbished or built as a result of HMRI investment	950	950	354	196	Red		Discussions with contractors to remedy outstanding snags with Group Repair improvements. They are virtually all complete and should report in Q3. Targeted marketing to increase Energy efficiency outputs.

3.7 Corporate Plan Project Exceptions

Project	Priority for Improvement	Department	Status	Corrective Action
Progressing the production of the Local Development Framework		Corporate Services	AMBER	Full resource continues to be utilised
Develop neighbourhood management approach in deprived communities including education & enforcement		Technical Services	AMBER	Partnership approaches are being discussed but have not yet been implemented. The approach will be influenced by the imminent review of Wardens duties and responsibilities.
Develop and implement heritage strategy		Regeneration	AMBER	Tenders going out October/November

Project	Priority for Improvement	Department	Status	Corrective Action
Work of the Family Safety Unit		Regeneration	AMBER	This is an overall status for 2 other Family Safety / Domestic Violence Projects which are also Amber.
Achieve level three in ESLG		Corporate Services	AMBER	Ensure delivery of project plan through regular monitoring of hotspots and intervention where necessary
Customer Access Strategy		Finance	AMBER	Customer Care standards are being re-launched to all staff and to the public in October 2008. The revised Customer Access Strategy was approved by Cabinet on 23rd July. Both general website useage and e-citizen registrations are well in excess of original projections, indicating the growing importance of the web as an access channel. An upgrade to our current web software is under review in order to ensure optimum access and ease of use. This will further enhance the Council's web presence.

- 3.8. Customer feedback is now recorded on the Customer Relationship Management (CRM) system and includes both complaints and compliments. Of the Stage 1 complaints these primarily related to Technical Services and service delivery issues in refuse collection. A total of 17 enquiries were received from the Ombudsman primarily around schools admissions (12). This reflects the normal cyclical trend with the admission enquiries under investigation. Of the compliments recorded the majority were for Adult Social Services.

4. FINANCIAL MONITORING

- 4.1. The net Council spend for 2008/09 is £299 million. The monitoring compares spend against the approved budget which includes growth and policy options as well as the agreed savings targets. When setting the 2008/09 budget the projected balances at 31 March 2009 were £5 million.
- 4.2. At 30 September the position, as detailed in Appendix B, is:-

Details	£million	£million
Projected General Fund balances at 31 March 2009 when setting the budget for 2008/09		5.0
Cabinet decisions		
26 June - Financial out-turn for 2007/08 showed an underspending and contribution to balances		+2.5
9 July - Release of Insurance Fund reserve to general balance		+3.0
23 July - Receipt of Local Authority Business Growth Incentive (LABGI) grant to general balance		+1.3
23 July - Funding for street lighting energy and Children & Young People transport costs		-0.9
Projected variances / potential overspends		
Overspend		
Adult Social Services	+3.5	
Children & Young People	+1.7	
Regeneration	+0.6	
Underspend		
Treasury Management	-1.2	-4.6
Potential liability		
Reported to Cabinet 23 July in respect of fuel and energy costs in 2008/09		-2.6
General Fund balances at 31 March 2009 based upon the latest projections		3.7

- 4.3. The completion of the year-end accounts resulted in an increase in the projected balances at 31 March 2008 by £2.5 million. The main spending pressures within Adult Social Services more than offset by the increase in Housing Benefit grant and the benefits from Treasury Management activities.
- 4.4. The release of £3 million from the Insurance Fund reserve to the general balance is a result of the continuing improved performance in respect of

insurance and risk management. This improved performance evidenced by the annual Actuarial assessment and the potential liability for claims.

- 4.5. The receipt of the final payment of the Local Authority Business Growth Incentive (LABGI) grant of £1.3 million, which related to the 2007/08 financial year, was added to balances. In terms of fuel and energy costs it was agreed that £780,000 be provided from balances this year to meet the increased energy costs for street lighting in Technical Services and £125,000 for fuel costs relating to Children & Young People transport costs. Financial pressures were identified based upon the likely outcome of the energy contracts due to be tendered for in autumn 2008.
- 4.6. Within Adult Social Services the pressures of increasing demand for care services that resulted in an overspend in 2007/08 remain. In terms of savings there are issues around the achievement of the total required this year. The Director has reported this to Cabinet and whilst he is investigating alternative and one-off savings Cabinet has recognised the probability of a £3.6 million overspend primarily within Community Care.
- 4.7. Under Children and Young People the areas of Special Education Needs (SEN) including transport and the care of young people (which resulted in an overspend in 2007/08) and changes to court proceedings are projecting to overspend. The challenges from the employee related savings targets and impact upon existing vacancy control targets together with the service re-engineering savings brought forward from 2007/08 form the significant part of the projected overspend of £1.7 million. Actions taken so far have reduced this projection from £3 million and the Director is considering other options to reduce costs.
- 4.8. Within Regeneration income and energy costs are projected to be at variance with the budget and efforts are being made to contain spend within the budget allocated. However, the options proposed to deliver the Service Re-engineering savings targets brought forward from 2007/08 have yet to be approved meaning an overspend of £0.6 million is likely.
- 4.9. Treasury Management includes the management of cash flow and the need to borrow to fund investment has been re-engineered reducing the requirement for temporary borrowing. The savings achieved in 2007/08 continue and will deliver £0.5 million in 2008/09. Opportunities from the increased rates offered by the banking sector have been taken as a consequence of the improved cash management and at this stage of the year the additional income realised is in the order of £0.7 million. Whilst further benefits are anticipated the unpredictability in the financial sector means any surplus resources are now being invested in lower risk / lower return Government investments.

5. CAPITAL MONITORING

- 5.1. The capital programme for 2008/11 was approved by Council on 17 December 2007 and confirmed as part of the budget by Council on 3 March 2008. The monitoring, which is detailed in Appendix C, compares the original programme with the latest forecast which includes slippage from 2007/08 that was agreed by Cabinet on June 26.

Spend	Original Approval	Forecast June	Forecast September
	£000	£000	£000
Adult Social Services	2,952	3,696	3,815
Children & Young People	32,221	26,377	26,426
Corporate Services	410	1,160	1,160
Law, HR and Asset Mgt	1,860	2,111	2,111
Regeneration	29,079	36,876	36,876
Technical Services	11,318	12,589	12,589
Total programme	77,840	82,809	82,977

- 5.2. The resources table similarly compares the developing programme and reflects the agreed changes, including slippage of spend from 2007/08. The generation of capital receipts through the sale of assets is used to fund the programme and at this stage £4 million is included for use in 2008/09. Income from sales, whilst uncertain in the exact timing of receipt, offers flexibility in the timing of its use and can be used to either balance the current programme or to address future budgetary issues.

Spend	Original Approval	Forecast June	Forecast September
	£000	£000	£000
Borrowing	31,092	30,257	31,073
Grant – HMRI	9,800	8,900	8,900
Grant – Education	20,899	17,868	17,100
Grant – Other	11,636	21,368	21,487
Revenue	413	416	417
Capital Receipts	4,000	4,000	4,000
Total resources	77,840	82,809	82,977

- 5.3. The Director of Adult Social Services has commenced the consultation on a review of intermediate care that will also impact upon the decisions regarding adult accommodation provision. All schemes are therefore subject to review pending the outcome of the consultation.
- 5.4. The Building Schools for the Future (BSF) – One Pathfinder project continues to progress in accordance with the timescales agreed with the Department for Children, Schools and Families. With the Department having re-profiled the funding a start on site is expected early in 2009.
- 5.5. Under the national scheme to develop Children’s Centres Phase 1 and Phase 2 has now seen 17 of the 19 centres opened. The remaining two were re-programmed into 2008/09 and are at the tender stage.
- 5.6. The funding from the Department for Children, Schools and Families for the Primary Capital Strategy is anticipated to be clarified in September. The local authority strategy document having been submitted for consideration.
- 5.7. The Oval Sports Centre is undergoing a substantial programme of works both to the main building and to the creation of 5-a-side pitches. This has been the subject of well reported delays for a variety of reasons and report is to be

presented to Cabinet in December. The redevelopment of New Brighton is progressing well which includes the Floral Pavilion that is anticipated to open in November.

- 5.8. The Special Initiatives element of the programme includes schemes and related funding in respect of Objective One (£5.5 million) and the Single Regeneration Budget (£4.5 million). The schemes contribute towards the conclusion of the Merseyside-wide programme which is shown under 2008/09 but will be further refined as it is not due to complete until 2010.
- 5.9. The Housing Market Renewal Initiative (NewHeartlands) continues to progress although the impact of the worldwide and national financial situation is affecting developers. The size and nature of the programme requires both the programme and the funding to be more flexible with the re-phasing of expenditure and resources kept under review to maintain progress.
- 5.10. In terms of future years the proposals for addressing the Bidston Moss Viaduct are nearing conclusion with the Department for transport having ear-marked the scheme for funding, subject to the constituent authorities agreeing to a share of the funding. This was reported to, and agreed by, Cabinet on May 22.
- 5.11. Cabinet is advised that in accordance with the Constitution there is a request to approve variations in the capital programme in respect of Adult Social Services IT infrastructure funded from grant and the Bromborough Pool Bridge overspend from within the LTP allocation.

6. RISK MONITORING

- 6.1 The revised Corporate Risk Register was agreed by Cabinet on 13 March 2008. This was the baseline document and is reviewed quarterly with Appendix D highlighting progress and any additional issues identified.
- 6.2 For most of the risks the planned improvements in control actions have been implemented along with further identified actions to ensure that the risks are being controlled. Examples of positive developments include:-

Risk No.	Description	Positive Developments in Control Actions
1.	Death or serious injury to a service user, staff member, or anyone to whom the Council owes a duty of care.	The first IOSH Managing Safely Course was delivered in September. 6 revised health & safety arrangements completed and subject to consultation. Health & safety audits in Cultural Services completed.
2.	Failure to prepare adequately for/manage the impact of a pandemic.	Lists of critical employees have been identified for priorities for anti-viral drugs.
5.	The Council does not maintain arrangements for good corporate governance	A further risk management training session for Members was delivered on 24 July. Revised representation on Audit & Risk Management Committee was agreed for the September cycle.

8.	The strategies supporting our key priorities are not executed effectively	Key strategies were revised and reported to Cabinet on 23 July.
12.	We do not fully exploit all available resources, including technology.	Key strategies were reviewed and reported to Cabinet on 23 July. A standardised business case pro-forma for bid submissions has been introduced.
15.	Failure to execute the Council's Investment Strategy (or failure of the Strategy to deliver).	Managerial capacity and focus on the Investment Strategy was strengthened through the establishment of the Department of Law, HR and Asset Management in September.
17.	Failure in safeguarding arrangements (adult or child)	Two new posts for safeguarding adults with mental health challenges filled.
21.	Susceptibility of IT provision to disruption	Improvements to the controlled environment for the main IT suites have been implemented. A report on a possible new data centre for the authority has been drafted.
24.	Impact of volatility and downturn in the economy	Treasury management policies reviewed. Regular dialogue has been taking place with external investment consultants. Maturing investments have been placed with the Government. Enhanced monitoring of key budget areas has been introduced through the financial monitoring report.

6.3 Those areas where progress in implementing controls has not proceeded to timetable or where information is not available are:

Risk No.	Description	Areas where Control Actions have yet to be progressed
3.	Key Council services are not resilient to disruption and business continuity arrangements are inadequate.	As business continuity plans have not yet been received from the majority of departments the target date for finalising all plans has been put back to January 2009.
6.	Community expectations are not properly understood or managed well.	The programme for the sustainability appraisal of the LAA is slightly behind schedule.
9.	Partnerships are not well planned and we do not work effectively with others	Preparatory work for CAA regime is slightly behind schedule.
15.	Failure to execute the Council's Investment Strategy (or failure of the Strategy to deliver).	Membership of the Corporate Investment Group has been established. However its initial meeting has yet to take place.
19.	Failure to progress the regeneration of economically disadvantaged areas	Membership of the Corporate Investment Group has been established. However its initial meeting has yet to take place.
23.	Financial and environmental impact of delay in or failure to acquire and gain planning	No progress has been made by the MWDA in the acquisition of suitable sites.

	consents for sites needed to deliver the MWDA procurement programme	
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- 6.4 The following have been identified as having potential corporate significance and are subject to further review and consideration:-
- (i) Impact of volatility and a downturn in the economy
 - (ii) Susceptibility of IT provision to disruption.
 - (iii) Financial and environmental impact of delay in or failure to acquire and gain planning consents for sites needed to deliver the MWDA procurement programme.

7. OTHER IMPLICATIONS

- 7.1. There are no equal opportunities, human rights, community safety, local member support, local agenda 21 or planning implications arising directly from this report.

8. BACKGROUND PAPERS

- 8.1 Wirral Corporate Plan 2008/11.
Appendix A – Performance Monitoring Summary.
Appendix B – Financial Monitoring Summary.
Appendix C – Capital Monitoring Summary.
Appendix D – Corporate Risk Monitoring Summary.

9. RECOMMENDATIONS

- 9.1. That Cabinet review the performance to date and identify any areas for further action.
- 9.2. That the variations in the capital programme in respect of Adult Social Services IT infrastructure funded from grant and the Bromborough Pool Bridge overspend from within the Local Transport plan (LTP) allocation be approved.
- 9.3. That the report, without appendices, for the quarter ending 31 December be presented to the Cabinet in February. The full report, which should include the detailed appendices, to be made available on the Virtual Committee.

STEPHEN MADDOX
CHIEF EXECUTIVE