

WIRRAL COUNCIL

COUNCIL EXCELLENCE OVERVIEW & SCRUTINY COMMITTEE

26 MARCH 2012

| | |
|------------------------------|---|
| SUBJECT: | 2011/12 Third Quarter Performance & Financial Review |
| WARD/S AFFECTED: | ALL |
| REPORT OF: | Director of Finance |
| RESPONSIBLE PORTFOLIO HOLDER | |
| KEY DECISION? | NO |

1.0 EXECUTIVE SUMMARY

1.1 This report sets out performance against the Corporate Plan 2011-14 for October to December 2011, and provides Members with an overview of performance, resource and risk monitoring. It was presented to the Cabinet on 2 February 2012.

2.0 BACKGROUND AND KEY ISSUES

2.1 Performance Summary

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

2.2 Your FAMILY: CHILDREN AND YOUNG PEOPLE

What's working well

- **Young people impress at Wirral's 9th successful Youth Voice Conference** - more than 100 young people from Wirral descended on Wallasey Town Hall in October to have their say on issues that affect them, which were taken to a special meeting of Wirral Youth Parliament.
- **Young people at St Mary's College Youth Club strike silver** - the Youth Club, operating from St Mary's College, Wallasey and run in partnership with Wirral Council's Youth and Play Service, has seen its most successful achievement since 1975 of 59 young people collecting their Silver Duke of Edinburgh Awards. This was for a catalogue of achievement including volunteering, skill and physical modules, including two 3-day expeditions to the Yorkshire Dales.
- **Award for diverting young people from anti-social behaviour (ASB)** - Merseyside Police and Wirral Council's Youth and Play Service has received an award for an innovative programme designed to divert vulnerable young people from crime and ASB. The 12-week Programme works with identified young people for two-hours per week during the evenings, focusing heavily upon drug and alcohol misuse, gun and knife crime and ASB.

- **Council to create ‘children’s hotel’ as part of review of residential accommodation** – the ‘children’s hotel’ will be for young people with complex disabilities and will give the families and carers of the young people a break, while also making sure that the young people themselves have an enjoyable time in a high quality, rewarding environment. This is just one way that Wirral Council is looking at improving care and support for our most vulnerable children and young people.
- **Never too young to get yourself fit** - The Junior Invigor8 scheme, designed to encourage young residents to exercise regularly and set them on a road to a fitter and healthier lifestyles, was recently launched. An off-shoot of the extremely popular adult scheme offering residents under the age of 18 a wide range of benefits at all of the borough’s seven leisure centres, plus the Sailing Centre at West Kirby.
- **There has been a 94% uptake of schools** (124 out of 132) receiving School Improvement Services, 14% above target.
- **24 new Foster Carers have been approved**, 4 (20%) above the target.
- **67% of 0 - 5 year olds are registered at a Children's Centre**, 7% above the target.
- **70% of 0 - 5 year olds from disadvantaged backgrounds are registered at a Children's Centre**, 10% above the target.

Performance against Corporate Plan project(s)

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

Performance against Strategic Change project(s)

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


| Status | | | Project | Corrective Action |
|--------|----|-----|-----------------------|--|
| Q1 | Q2 | Q3 | | |
| Green | | Red | Looked After Children | This project was scheduled to bring expenditure in line with the budget by March 2012, as well as deliver revenue savings in 2012-14. The department is currently drafting a project variation report, advising there are no revenue savings from this project and expenditure will not be brought in line with the budget until 2015. |

Performance against indicator(s):

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

| Portfolio | PI no | Title | 2011/2012 | | On target | Direction of travel |
|---|---|--|------------------------|-----------|-----------|---------------------|
| | | | Q3 Target | Q3 Actual | | |
| Children's Services & Lifelong Learning | NI 62 | Stability of placements of looked after children: number of placements | 9.0% (Lower is Better) | 10.9% (P) | Red | ↓ |
| Corrective Action: | We have refreshed the plans for recruitment of Foster Carers in line with the needs identified in the sufficiency plan. The peer mentoring scheme devised by the Fostering Network has been adopted to formalise support networks for Foster Carers that will enable greater stability. | | | | | |
| Performance Analysis: | This is a provisional figure. Performance against this target has deteriorated, with a rise in the number of placements of 1.9 from the first quarter of 2011/12 and by 1.2 when compared to the third quarter in 2010/11, but it is forecast to achieve the 2011/12 year end target. | | | | | |

| Portfolio | PI no | Title | 2011/2012 | | On target | Direction of travel |
|---|---|---------------------------------|-----------------------|-----------|-----------|---------------------|
| | | | Q3 Target | Q3 Actual | | |
| Children's Services & Lifelong Learning | Local 1400a | Number of looked after children | 645 (Lower is Better) | 678 (P) | Amber | ↔ |
| Corrective Action: | The revised Special Guardianship Order policy has been implemented and the relevant procedures have been recently updated. Staff briefings are scheduled throughout January and February. The Looked After Children Performance Board has been established and meets regularly to monitor, challenge and support managers with regard to the quality and robustness of the delivery of individual Care Plans. | | | | | |
| Performance Analysis: | This is a provisional figure. Performance against this target has deteriorated, with a rise in the number of looked after children of 10 from the first quarter of 2011/12 and by 10 when compared to the third quarter in 2010/11, but it is forecast to achieve the 2011/12 year end target. | | | | | |

| Portfolio | PI no | Title | 2011/2012 | | On target | Direction of travel |
|---|---|---|-----------------------|-----------|-----------|---|
| | | | Q3 Target | Q3 Actual | | |
| Children's Services & Lifelong Learning | Local 7031 | Percentage of under-age sales of alcohol during test purchase exercises | 15% (Lower is Better) | 50% | Red |  |
| Corrective Action: | This will be achieved as the final Quarter test purchase exercises will focus on those premises given advice, guidance and training by Trading Standards Officers. It is anticipated that the risk of these premises selling to children will have been significantly reduced There are difficulties with this PI as it does not reflect the reality of the market place and it will be reviewed for the next financial year | | | | | |
| Performance Analysis: | <p>Performance against this target has deteriorated, with a rise in the percentage of under-age sales of alcohol during test purchase exercises of 28% from the first quarter of 2011/12 and by 40% when compared to the third quarter in 2010/11, but it is forecast to achieve the 2011/12 year end target.</p> <p>The high percentage was due to it not being a representative sample, with only one test purchase exercise for alcohol sales being conducted in the 3rd quarter, as the focus was placed on the sale of tobacco test purchasing. Four alcohol premises were targeted, based on intelligence that they had sold to children. Out of those four tested, two sales took place.</p> | | | | | |

| Portfolio | PI no | Title | 2011/2012 | | On target | Direction of travel |
|---|--|---|-----------|-----------|-----------|---------------------|
| | | | Q3 Target | Q3 Actual | | |
| Children's Services & Lifelong Learning | NI 70a | Reduce emergency hospital admissions caused by unintentional and deliberate injuries in 0-4 years | 163 | 192 (E) | Red | n/a |
| Corrective Action: | Regular monitoring of the homes safety equipment scheme is undertaken by the Child Safety Implementation Group and actions to reduce accidents are included in all Children Centre delivery plans. This is linked in to the Healthy homes safety pilot in the Wallasey area. A Children's Accident and Emergency Needs Assessment has been commissioned and the findings from this assessment will inform future accident prevention planning. | | | | | |
| Performance Analysis: | This is an estimated figure. Performance has fallen compared to the first quarter, and it is forecast to miss the 2011/12 year end target. | | | | | |

Resource implications

Pressures within the 2011/12 budget have reduced in the quarter to £1.6 million. This was largely due to the use of one-off funding from balances and uncommitted funds. There are still significant underlying pressures within the Children and Young People's revenue budget. 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. The "one off" reductions identified have included 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. Work is ongoing with the aim of improving this position where possible. In the longer term the Strategic Change program for Looked After Children will help to stabilise the Social Care budget.

The approved Children and Young People's 2011/12 capital programme has increased by £1 million to £32 million (approximately 40% of the Council total). The addition is due to the permission received from DCLG for statutory redundancy costs to be capitalised. However the expenditure forecast has reduced by £1.5 million due to lower anticipated spend for schools modernisation and formula grant. Numerous projects took place at schools during the summer holidays. The large schemes in progress include work at Birkenhead Academy, Cathcart Primary and Pensby Primary/ Stanley Special School. Willowtree the Children's 'Home from Home' was opened in December.

Future challenges and risks

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

The continuing adverse economic climate placing further demand pressures on services especially children's social care creates additional challenges. The department is also facing pressures in managing within its budget.

2.3 **Your FAMILY: ADULTS**

What's working well

- **Wirral Council supports new social care 'one stop shop' website** - the new online 'one stop shop' for wellbeing, health and social care services in Wirral www.wirralwell.org which has been developed by Voluntary and Community Action Wirral (VCAW). The site brings together information and advice on health, social care and wellbeing, and will be an invaluable resource for all residents, particularly those who need signposting to health and social care services, and services for families and carers.
- **The Council and NHS reach finals of national Health and Social Care Journal awards** - pioneering work on an innovative local scheme "The Wirral Rapid Access Service" by the Council and the NHS in Wirral has reached the finals of the national Health and Social Care Journal awards. The Wirral Rapid Access Service was commissioned by NHS Wirral and local GPs in partnership

with the Department of Adult Social Services, Wirral Hospital Trust and Wirral Community trust and started in December 2010.

- **Family Safety unit awarded national accolade** - Wirral's Family Safety Unit has been awarded the prestigious Leading Lights status, one of only two authorities to receive the award. Leading Lights status is awarded by the charity Co-ordinated Action against Domestic Abuse (CAADA). The organisation supports Independent Domestic Violence Advisors (IDVA) in their work with current and potential victims of domestic violence and their families.

Performance against Corporate Plan project(s)

All of the Corporate Plan projects are on target.

Performance against Strategic Change project(s)

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

| Status | | | Project | Corrective Action |
|--------|----|----|-----------------------|---|
| Q1 | Q2 | Q3 | | |
| 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 service area is still projecting a £3.3m overspend. |

| Status | | | Project | Corrective Action |
|--------|----|----|-------------------|--|
| Q1 | Q2 | Q3 | | |
| Red | | | Market Management | The project was set to deliver £5.37m savings during 2011/12. Current projections indicate a shortfall of £1.167m against the target for this quarter. The current "Red" status reflects the end of year forecast which is projecting a shortfall of £1.55m. |

Performance against Corporate Plan indicator(s)

The following indicator has missed its quarter three target and is therefore assessed as **amber**:

| Portfolio | PI no | Title | 2011/2012 | | On target | Direction of travel |
|-------------------------|--------|---|-----------|-----------|-----------|---------------------|
| | | | Q3 Target | Q3 Actual | | |
| Social Care & Inclusion | NI 130 | Percentage of Social care clients receiving Self Directed Support | 68.94% | 63.33% | Amber | ↑ |

| | |
|------------------------------|--|
| Corrective Action: | <p>Close monitoring of referral activity in operational teams to determine if referral rates are impacting on this indicator.</p> <p>Performance in service areas and localities to be evaluated to determine if there are any related issues, such as delays in inputting assessments, which may have impacted on Qtr 3 performance. Measures can then be put in place to address this.</p> |
| Performance Analysis: | <p>Performance for the first half of 2011/12 was on target, but the Q3 target has been missed by 5.61%.</p> <p>Although currently forecast to miss the 2011/12 year end target by 5% corrective action should ensure that the year end target of 80% is achieved.</p> |

Resource implications

Significant financial pressures of £6.8 million are being experienced upon the Adult Social Services revenue budget. Underlying pressures include increased demand on older peoples and learning disability budgets, potential slippage on savings relating to the implementation of the market review contract negotiations. Other pressures include Early Voluntary Retirement / Voluntary Severance savings and Community Care re-provision.

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.

The Department continues to respond to the outcomes of the Corporate governance report

On going challenges remain regarding demand pressures from an ageing population requiring greater levels of support with more complex needs having to be managed. The Department continues to face ongoing budgetary pressures linked to the increased demand for services for older people and clients with learning disabilities. Services also need to be configured to deliver greater levels of personalisation and choice to our clients.

2.4 Your NEIGHBOURHOOD

What's working well

- **A Sport England's Survey puts Wirral amongst the national leaders when it comes to sports participation**, reporting that 25.5% of those adults surveyed in October 2011 in Wirral said that they took part in, on average, sport and active recreation at moderate intensity for an equivalent of 30 minutes on 3 or more days a week. This was an increase of 6% against 19.5% in 2005, far exceeding 17% nationally and the other Merseyside boroughs (Knowsley (19.4%), Sefton (19.5%), St Helens (21%), and Liverpool – the only other Merseyside authority to show significant increase - with 21.1%.

- **National praise for Wirral's pest controllers** - The Pest Control team, part of Wirral Council's Environmental Health division, has received the Customer Service Excellence award from the Cabinet Office for the second successive year.
- **Speeding drivers go before 'Kid's Court'** - Speeding motorists outside a school in Greasby were given a dressing down by the pupils they were accused of putting at risk. Under the joint initiative, run by Wirral Council's Road Safety Team and Merseyside Police as part of Road Safety Week (Nov 21-27), motorists caught speeding driving past the school were given the choice of being fined and having points put on their licence, or being 'grilled' by a panel of children from the school about their behaviour.
- **Libraries offer downloadable books** - Wirral Libraries have recently introduced an innovative new way for members to borrow books. Taking the service forward and opening up to new users, the introduction of e-Books and e-Audiobooks allows borrowers to access their favourite books and audiobooks from the comfort of their own home.
- **There has continuous Improvement in the reduction of missed bin collections**, (4.5 lower than quarter two and 29.5 below the target of 40 missed bins per 100,000 collections) and in the maintenance of street and environmental cleanliness (combined levels of litter and detritus) which has dropped to 8%, 2.51% below the target.
- **The level of CRed pledges has increased to 568**, exceeding the target by 51.47%.

Performance against Corporate Plan project(s)

The following projects have been assessed as **amber** or have been **closed** or **withdrawn**:

| Portfolio | Key project | Status | | | Corrective Action |
|----------------------------------|--|--------|-------|----|--|
| | | Q1 | Q2 | Q3 | |
| 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 | | Similar casualty trends occurred in Q3 as in Q2. Wirral now receives greater strategic enforcement activity by specialist Traffic Police. Analysis of casualty data has been undertaken and a bid submitted for additional funding to address known casualty locations |

| Portfolio | Key project | Status | | | Corrective Action |
|-----------|--|--------|-------|----|---|
| | | Q1 | Q2 | Q3 | |
| | Implement a speed restriction programme during 2011/12 | Green | Amber | | Appraisal of a new Department of Transport signing policy review has been undertaken. Programming of 20mph in residential areas is underway |

| Portfolio | Key project | Status | | | Corrective Action |
|---------------------------------|--|--------|-------|----|---|
| | | Q1 | Q2 | Q3 | |
| Community & Customer Engagement | Complete 1 st phase integration to co-locate two libraries with one stop shops by November 2011 | Green | Amber | | Staff were relocated into the second pilot merged site at Eastham opened early January 2012, and building works to complete the integration are ongoing |

| Portfolio | Key project | Status | | | Corrective Action |
|----------------------------|---|--------|-------|----|--|
| | | Q1 | Q2 | Q3 | |
| Housing & Community Safety | Implement proposals to reduce under occupation in social housing by August 2011 | Green | Amber | | Working with Registered Social Landlords to finalise proposals and agreement to take pilot forward |

| Portfolio | Key project | Status | | | Corrective Action |
|---------------------------|--|--------|---------|--------|---|
| | | Q1 | Q2 | Q3 | |
| Culture Tourism & Leisure | Roll out Wi Fi across Libraries by November 2011 | Green | Amber | | Wi-fi is now in 13 Library sites, with the rest planned for completion between January and March 2012 |
| | Successfully deliver the Parks and Countryside Services Procurement Exercise to enable | Green | On Hold | Closed | Cabinet 03 November 2011 agreed to the retention of this service and this project is now closed. |

| | | Status | | | |
|-----------|--|--------|----|----|-------------------|
| Portfolio | Key project | Q1 | Q2 | Q3 | Corrective Action |
| | proposed contract benefits to be achieved by January / February 2012 | | | | |

Performance against Strategic Change project(s)

The following strategic change project has been **withdrawn**:

| Status | | | Project | Corrective Action |
|--------|-------|--------|---------|--|
| Q1 | Q2 | Q3 | | |
| Green | Amber | Closed | PACSPE | Cabinet 03 November 2011 agreed to the retention of this service and this project is now closed. |

Performance against indicator(s):

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

| Portfolio | PI no | Title | 2011/2012 | | | On target | Direction of travel |
|----------------------------|--|---------------------------------------|-----------|---------------------------|-----------|-----------|---------------------|
| | | | Q2 Status | Q3 Target | Q3 Actual | | |
| Housing & Community Safety | NI 32 | Repeat incidents of domestic violence | Red | 7.53 (Lower is Better) | 9.84 | Red | ↓ |
| Corrective Action: | <p>The Q3 rolling total for domestic violence repeat victimisation in Wirral of 9.84% is 2 percentage points over the 7.53% target set. However this does not imply poor performance of agencies working together to reduce risk. The Community Safety Partnership Strategic Assessment identified a 48% rise in referrals and further analysis showed that of those referrals, the proportion assessed as high risk increased by 14%. This is a success in reducing the under-reporting of domestic violence particularly for those that need it most.</p> <p>The consequential increase in workload prompted a policy change concentrating all safeguarding measures, (including the Multi Agency Risk Assessment Conference process), on to high risk victims, only. By definition high risk clients are more prone to repeat victimisation. However Wirral compares very favourably with those collected nationally by CAADA (Coordinated Action Against Domestic Abuse), and has been accredited with Leading Lights status by CAADA whereby rigorous scrutiny has demonstrated exemplary processes and procedures.</p> | | | | | | |

| | |
|------------------------------|--|
| | The introduction of restraining orders during 2011 has provided an extra mechanism of assurance that support is provided. However this counts as a crime being committed, leading to an increase in crime levels, whilst the victimisation statistics remain unaffected. |
| Performance Analysis: | Referrals have increased by 2.74% compared to quarter three 2010/11 and 2.25% compared to quarter one 2011/12. This is currently expected to exceed the year end target by 1.47%. |

Resource implications

The main area of concern remains the achievement of income targets including car parking and cultural services which are being contained by compensatory savings. The delayed sale of the Pacific Road Arts 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, the Landican Crematorium Mercury Abatement scheme which commenced in September and an extensive road maintenance programme and bridge strengthening works.

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 significant consultations have been undertaken to assist in the development of Neighbourhood plans for each area and to help identify priority areas to assist with the allocation of resources for neighbourhood use.

The modernisation of the maintenance arrangements for Wirral's parks and open spaces which includes the transfer of services previously undertaken by external contractors will create future challenges and opportunities.

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

2.5 Your ECONOMY

What's working well

- **Wirral Apprentice Programme Award** – the programme celebrated its second anniversary by winning a prestigious Equality and Diversity award at last week's Northwest Employers Awards 2011.
- **Tourism boost for Wirral's economy** - The Wirral peninsula was boosted by a successful programme of tourism events in 2011 that generated £3.5m as the Borough's visitor economy continued to go from strength to strength. In addition to this, the latest tourism economic impact figures revealed a 3% increase to £268m for the Borough's economy.

- **Invest Wirral annual conference** - Wirral Council Leader, Cllr Steve Foulkes told a packed audience of business leaders that together they were on the right track to creating a strong and dynamic Borough...but we can AND will do more". On the same day that a new 90,000 sq ft Asda superstore opened in the heart of Birkenhead creating hundreds of jobs for local people.
- **819 jobs were created or safeguarded**, 126 above target, via support of the Invest Wirral Relationship Managers and projects supported by the Business Investment Fund.
- **167 businesses were assisted**, 92 above the target, with a few new tourism businesses coming on stream, including New Brighton, boosting business assists by the Partnership officer for quarter three.
- **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 has been shortlisted for an award.

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):

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 reduced by £0.9 million due to slippage on improvement to stock schemes although progress continues on these schemes. Four grants were made to companies through the Think Big Investment Fund during the period. Going forward additional grant approval has been received for future years relating to former HMRI areas.

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.

The Wirral Waters scheme continues to progress with permission having been granted for the International Trade Centre. A delegation has been to China during the last quarter to help develop economic links and to promote the International Trade centre. This should bring substantial future benefits for the area.

2.6 Your COUNCIL

What's working well

- **Council to report back residents' views!** - the Council has attended over 170 community events, businesses and organised groups to gather peoples' views for the Neighbourhood Plans, about their neighbourhood; what they think of where they live; what they value and what they think needs to change. Over 1100 people took

the opportunity to voice their opinions on what matters most in their community and, as part of the process, eleven individual neighbourhood plans for the borough will be developed.

- **Partners celebrate scheme's amazing first year** - a scheme that offers money/energy-saving insulation to many local residents, as well as a jobs lifeline to others, celebrated its first birthday recently. In that short space of time, the Warmer Wirral 'Cosy Homes' scheme has been responsible for installing new insulation measures in 11,000 homes in Wirral, reducing carbon emissions in the area by some 4,500 tonnes.
- **6.47 working days/shifts were lost due to sickness absence**, 0.75 below the 7.22 target.

Performance against Corporate Plan project(s)

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

| Portfolio | Key project | Status | | | Corrective Action |
|----------------------|--|--------|----|-----|--|
| | | Q1 | Q2 | Q3 | |
| Finance & Best Value | Deliver SCP 2011-2012 projects to deliver agreed benefits to the agreed quality, on time and to budget | Amber | | Red | Latest analysis shows the programme is to achieve £8.51m. A review of the change programme is underway |
| | Ensure all projects proposed to SCP during 2011-2012 have defined and achievable benefits to Council services, or budget | Green | | Red | Projects proposed did not have clearly defined and achievable benefits. A review of the change programme is underway |

| Portfolio | Key project | Status | | | Corrective Action |
|---------------------|---|--------|-------|----|--|
| | | Q1 | Q2 | Q3 | |
| Corporate Resources | Publish workforce information as set out in the 2010 Equality Duty by July 2011 | Green | Amber | | Data collection to be collected with employee survey and published |
| | Review HR policies by September 2012 | Amber | | | Focus on other key projects has led to slippages in timescales, resources need to be re-allocated and plan put in place to deliver to timescales |

| Portfolio | Key project | Status | | | Corrective Action |
|-----------|--|--------|-------|----|--|
| | | Q1 | Q2 | Q3 | |
| | Implement Job Evaluation (Stage 3) by April 2012 | Green | Amber | | Some slippages in timescales, plan being developed to move forward |
| | Agree membership, form and function of Wirral's Local Strategic Partnership by June 2011 | Green | Amber | | The LSP Executive Board will next meet in January 2012 to discuss the form and function of the LSP |

| Portfolio | Key project | Status | | | Corrective Action |
|---------------------------------|--|--------|-------|----|---|
| | | Q1 | Q2 | Q3 | |
| Community & Customer Engagement | Work with the voluntary, community and faith (VCF) sector to put in place a single strategy for funding the sector and commissioning services from April 2012 by December 2011 | Amber | | | The main two corporate contracts with the voluntary, community and faith sector are currently out to tender. The remainder will be subject to review. |
| | Work with the VCF sector to Map sector activity and outcomes in Wirral by April 2011 to provide a baseline for future development | Green | Amber | | The strategy is under review. |
| | Work with the VCF sector to review the Council's approach to engagement with the sector to put in place structures, and a clear policy framework by May 2011 | Green | Amber | | This strategy is under review. |
| | Work with the VCF sector to establish a 'Rights to Provide' policy framework by April 2012 | Green | Amber | | The strategy is under review, however may be subject to some delay as the Responsible Officer has been seconded to the Turnaround Team. |

Performance against Strategic Change project(s)

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

| Status | | | Project | Corrective Action |
|------------|----|----|--------------------|--|
| Q1 | Q2 | Q3 | | |
| Red | | | Disposal of Assets | <p>A report for the lease of Hillcroft is going to Cabinet 12/1/2012</p> <p>With regard to the other transfers, legal agreements have been completed in respect of Grosvenor, Liscard and Hoylake, with the full transfer completing after building works have been finished. These works are scheduled to be completed in the June / July.</p> <p>Greasby, Delamere, Victoria Hall and Vale are on the verge of entering in to the legal agreement, but again, the works will take them past March in most cases.</p> <p>Westbourne, Woodchurch, Kylemore and New Ferry Village Hall have been held back while the availability of the Community Fund is clarified and will hopefully transfer, but not before March.</p> |

| Status | | | Project | Corrective Action |
|------------|----|----|------------------------|---|
| Q1 | Q2 | Q3 | | |
| Red | | | Office Rationalisation | <p>Work is ongoing to vacate Willowtree and the Old Court House. Willowtree will be vacated by the end of January, however discussions are still underway about the proposed relocation of the Community Safety team.</p> <p>The Cabinet Report on Phase 2 is now expected to be submitted in February.</p> |

| Status | | | Project | Corrective Action |
|--------------|------------|----|-------------|--|
| Q1 | Q2 | Q3 | | |
| Amber | Red | | Procurement | The £2m saving will not be achieved until 2012/13. |

| Status | | | Project | Corrective Action |
|--------------|------------|----|-------------------------------|---|
| Q1 | Q2 | Q3 | | |
| Amber | Red | | Transforming Business Support | This project has been paused since October and no progress has been made. |

| Status | | | Project | Corrective Action |
|--------|-----|----|-----------------|--|
| Q1 | Q2 | Q3 | | |
| Amber | Red | | Contract Review | The £0.5m saving will not be achieved until 2012/13. |

| Status | | | Project | Corrective Action |
|--------|-----|-------|-----------------|--|
| Q1 | Q2 | Q3 | | |
| Green | Red | Amber | Printing Review | Activities are behind schedule. There is some concern regarding the ability to realise benefits. |

| Status | | | Project | Corrective Action |
|--------|-----|----|-----------------------|---|
| Q1 | Q2 | Q3 | | |
| Amber | Red | | Facilities Management | There has been no progress on this project. |

| Status | | | Project | Corrective Action |
|--------|-----|-----|-------------------------|--|
| Q1 | Q2 | Q3 | | |
| Red | Red | Red | Procurement Back Office | An improvement plan has been developed with the Corporate Procurement Board with progress to be reported monthly. It is unlikely the £0.2m saving will be achieved by March 2012. |

Performance against indicator(s):

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

| Portfolio | PI no | Title | 2011/2012 | | | On target | Direction of travel |
|------------------------------|---|--|-----------|-----------|-----------|-----------|---------------------|
| | | | Q2 Status | Q3 Target | Q3 Actual | | |
| Finance and Best Value | DEPT 2111 | Percentage of Council Invoices from all suppliers paid within 30 days. | Red | 95% | 87.72% | Amber | n/a |
| Corrective Action: | Improvement in 10 Day performance will have a positive impact upon this PI and target expected to be achieved at year end. | | | | | | |
| Performance Analysis: | This missed the quarter one target by 8.43%, the quarter two target by 10.85%, and the quarter three target by 7.28%. It is forecast to miss the year end target by 5%. | | | | | | |

| Portfolio | PI no | Title | 2011/2012 | | | On target | Direction of travel |
|------------------------------|--|---|-----------|-----------|-----------|-----------|---------------------|
| | | | Q2 Status | Q3 Target | Q3 Actual | | |
| Finance and Best Value | DEPT 2112 | Percentage of Council Invoices from SMEs paid within 10 days. | Red | 60% | 40.77% | Red | n/a |
| Corrective Action: | Improvement Plan agreed with Corporate Procurement Board input, individual departmental performance reports to be provided to Board and to Payments Performance Group to progress and report on process no compliance issues and to implement correct action. Performance improvement targeted in February / March 2012 reports. | | | | | | |
| Performance Analysis: | This missed the quarter one target by 14.26%, the quarter two target by 25.94%, and the quarter three target by 19.23%. It is forecast to miss the year end target by 10%. | | | | | | |

| Portfolio | PI no | Title | 2011/2012 | | | On target | Direction of travel |
|------------------------------|--|--|-----------|-----------|-----------|-----------|---------------------|
| | | | Q2 Status | Q3 Target | Q3 Actual | | |
| Finance and Best Value | DEPT 2099 | Percentage financial assessments completed within 30 working days. | Red | 85% | 38% | Red | n/a |
| Corrective Action: | <p>The review of the Care and Financial Assessment process within DASS is progressing but has experienced some delay. It is estimated revised processes will be launched in February 2012.</p> <p>There have been some difficulties at the start of the assessment process in that Financial Assessments have not been allocated to staff. This is primarily because Team Leaders are spending a significant amount of time implementing the Civica document management system, which will provide long term efficiencies, but producing a bottle neck in the short term.</p> <p>All temporary resources have been agreed with effect from 9 January 2012 to help clear the Financial Assessment backlog and further resources allocated to clearing the initial bottleneck.</p> | | | | | | |
| Performance Analysis: | 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%. | | | | | | |

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.

The DCLG approval of the capitalisation of statutory redundancy costs has increased the capital programme by £3 million (with a further £1 million relating to schools) Expenditure within other areas of the programme 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 robust response to the critical report into corporate governance 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 accepted the report and has established a Cabinet sub-committee with a specific mandate to drive improvements and tackle issues raised within the report. The following has taken place in response:

- A comprehensive programme of work was established to strengthen corporate governance.
- Action plans for key lines of enquiry covering significant areas were agreed by the Corporate Governance Committee in October 2011 with actions to be implemented before April 2012.
- A series of communication events have been planned for December and January.

To deliver services to meet the needs and wants of our citizens and businesses, report to Cabinet on the outcomes of the significant consultation processes in respect of Neighbourhood Plans and in relation to the You Choose Budget Consultation have been used to help identify priority areas and suggestions for improvement.

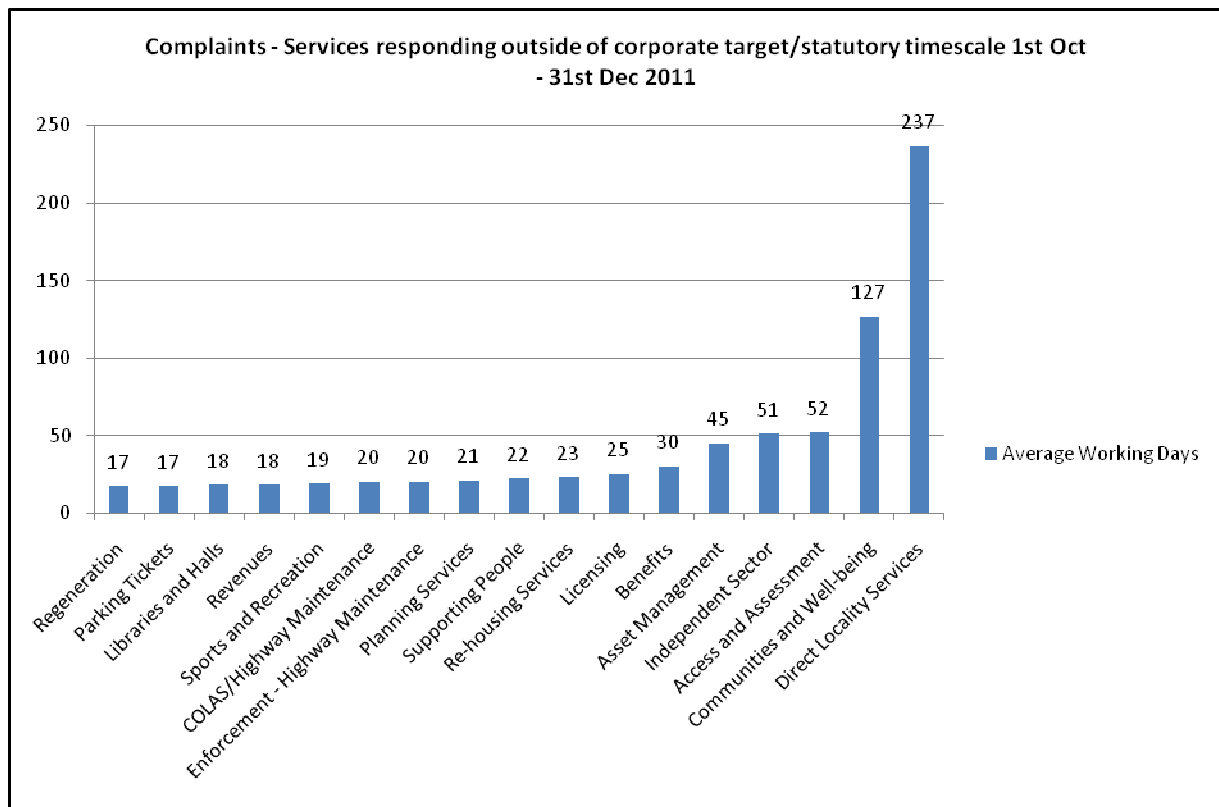
2.7 Customer Feedback

2.7.1 There were a total of 1,301 customer feedback contacts recorded in quarter 3 (Q3), which represented a negligible change from Q2 and is still significantly below the quarterly average of 1,656 reported in 2010/11.

2.7.2 By channel, internet and email was used for 68% of all contacts representing a third consecutive quarterly increase in this channel's usage (64% in Q2 and 57% in Q1).

2.7.3 Compared to Q2 there was a minimal change in the numbers of complaints and councillor/MP contacts received.

2.7.4 There was a third consecutive quarterly increase in the average response rate for complaints with an average of 16 working days taken to respond to complaints in this quarter (15.5 working days in Q2 and 11 working days in Q1). The corporate target to respond is 15 working days. Services with complaints responded to outside of targets:



- DASS report an on-going issue with resources to investigate and respond to complaints; the Direct Locality Services complaint (237 working days) was a particularly complex historical investigation which limited resources again affected the ability of the service to respond within a reasonable time.
- The Asset Management (LHRAM) average of 45 working days referred to a single complaint which covered a number of historical issues requiring significant investigation.
- Finance report similar resource issues and complexities of stage 2 complaint investigation (Benefits), requiring liaison with external agencies affecting response times.

2.7.5 Responses to councillor/MP enquiries took on average 8 working days in Q3 compared to 6 working days in Q2. The corporate target is 10 working days. DASS reported an average of 13 working days (a significant improvement on 23 working days reported in Q2) and LHRAM took an average of 12 working days to respond.

2.7.6 Local Government Ombudsman (LGO) contacts took slightly longer to respond to in Q3 with an average of 17 calendar days taken compared to 15 calendar days in Q2 and 14 calendar days in Q1. The standard response target is 28 calendar days. Finance and Technical Services took the longest to respond to LGO contacts, taking an average of 27 and 21 calendar days respectively.

2.7.7 The focus for complaints and wider customer feedback is 'putting things right and learning from it' with the following departments reporting some positive organisational learning during this quarter:

- CYPD 6%
- Technical Services 5%
- RHP 3%

2.7.8 Examples of organisational learning reported in Q3:

- Review of CCTV coverage in leisure centre to minimise reports of anti-social behaviour
- Implementation of additional training for staff at a leisure centre in response to safeguarding issues raised
- Increased frequency of street cleansing in response to complaints received
- Erection of dog fouling signs in local park to deter fouling in response to complaint
- Website information reviewed and amended in response to customer suggestion

3.0 RELEVANT RISKS

- 3.1 The successful implementation of actions to deal with issues arising from the report into Corporate Governance issues remains a key priority. There remains a key risk in ensuring issues arising are dealt with in a timely and appropriate manner.
- 3.2 Enhancements to corporate risk management arrangements and procedures continue to be examined. The Risk Management strategy over the medium term will provide a framework and processes which are in accordance with the latest British Standard for Risk Management. To achieve this, 'a gap analysis' has been undertaken to identify actions required for improvement.
- 3.3 The Corporate Risk Register has been evaluated and added to by the Executive Team during the quarter. Progress in mitigating actions has been included within the relevant sections above.

4.0 OTHER OPTIONS CONSIDERED

- 4.1 Not applicable

5.0 CONSULTATION

- 5.1 Consultation in relation to the draft Corporate Plan engaged individuals and organisations from across Wirral and this is reflected in the Corporate Plan.

6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 6.1 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.

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

- 7.1 The Council Budget 2011/12, Schools Budget 2011/12 and Capital Programme 2011/14 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.

7.2 The projected general fund balance at 31 March 2012 is £9.7 million as shown below

| Details | £million | £million |
|---|--------------|----------|
| Projected General Fund balance at 31 March 2012 when setting the budget for 2011/12 | | 6.9 |
| Cabinet decisions | | |
| 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 |
| 22 September – Independent Review | | -0.3 |
| 13 October - Capitalisation of Statutory Redundancy Payments | | +2.7 |
| Projected variances / potential overspends | | |
| None declared although pressures identified at the end of September 2011 within: | | - |
| - Adult Social Services | £6.8 million | |
| -Children and Young People | £1.6 million | |
| - Regeneration, Housing and Planning | £0.5 million | |
| General Fund balance at 31 March 2012 based upon the latest projections | | 9.7 |

7.3 The Adult Social Services Children and Young People, and Regeneration, Housing and Planning Departments have highlighted pressures on their departmental budgets. Any subsequent overspend would impact upon the general fund balances.

7.4 The capital programme is summarised below:

| Spend | Original Approval £000 | Revised Approval £000 | Forecast Sep £000 | Forecast Dec £000 |
|----------------------------------|-----------------------------------|----------------------------------|------------------------------|------------------------------|
| Adult Social Services | 1,154 | 2,943 | 2,943 | 2,943 |
| Children & Young People | 25,889 | 32,290 | 24,444 | 22,953 |
| Regeneration, Housing & Planning | 5,181 | 18,037 | 13,488 | 12,571 |
| Finance | 1,000 | 6,728 | 3,671 | 6,728 |
| Law, HR and Asset Mgt | 8,163 | 8,879 | 8,779 | 8,879 |
| Technical Services | 7,872 | 11,564 | 11,564 | 11,564 |
| Total Programme | 49,259 | 80,441 | 64,889 | 65,638 |

| Resources | Original Approval £000 | Revised Approval £000 | Forecast Sep £000 | Forecast Dec £000 |
|----------------------------------|---------------------------------------|--------------------------------------|----------------------------------|----------------------------------|
| Borrowing | 15,905 | 32,584 | 22,819 | 27,337 |
| Capital Receipts | 3,000 | 3,000 | 3,000 | 3,000 |
| Revenue, reserves, contributions | 300 | 2,394 | 1,434 | 1,434 |
| Grants - Education | 23,441 | 22,703 | 21,536 | 19,084 |
| Grants - Integrated Transport | 1,155 | 1,155 | 1,155 | 1,155 |
| Grants - Local Transport Plan | 3,095 | 3,095 | 3,095 | 3,095 |
| Grants - Other | 2,363 | 15,510 | 11,850 | 10,533 |
| Total resources | 49,259 | 80,441 | 64,889 | 65,638 |

7.5 The outturn forecast for the 2011/12 capital programme has slightly increased since quarter 2. This is mainly due to the additional approval granted following the receipt of permission from the DCLG to capitalise statutory redundancy payments. There has been some re-profiling of schemes within CYP and Regeneration, Housing and Planning.

7.6 Progress continues to be made on a number of schemes including those at Pensby and Cathcart Primaries which is nearing completion. Willowtree the Children's Home from home based at the former Rosclare site opened in December The Landican Crematorium Mercury Abatement building works programme continues as does work on the Town Link Viaduct in Birkenhead.

8.0 LEGAL IMPLICATIONS

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

9.0 EQUALITIES IMPLICATIONS

9.1 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.

9.2 The potential impact has not been reviewed with regard to equality as this report is for information and does require a key decision or change to existing policy.

10.0 CARBON REDUCTION IMPLICATIONS

10.1 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 2 of this report.

11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

11.1 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 2 of this report.

12.0 RECOMMENDATION

12.1 That the report be noted.

13.0 REASON FOR RECOMMENDATION

13.1 Council approved the Corporate Plan on 18 April 2011. This report provides quarterly progress on delivering the Corporate Plan, including performance of relevant projects and indicators and associated financial and risk monitoring information.

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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)

| Council Meeting | Date |
|--|------------------------|
| CABINET -Q3 Performance and Financial Review | 2 February 2012 |
| CABINET - Q2 Performance and Financial Review | 3 November 2011 |
| CABINET - Q1 Performance and Financial Review | 21 July 2011 |
| CABINET - Delivering the Corporate Plan | 17 April 2011 |
| COUNCIL - Adoption of Corporate Plan 2011-14 | 14 April 2011 |
| CABINET - Draft Corporate Plan for 2011-14 | 17 March 2011 |