

WIRRAL COUNCIL
Transformation and Resources Performance, Finance & Risk Report as at 31st July 2013



No.	Description	Data Source	Performance 2012/13	North West 2012/13	Target/Plan 2013/14	YTD Target 2013/14	YTD Performance	Forecast Outturn	Overall Status	Monthly Trend	Reporting Period	Accountable Officer	Comments
Domain 3: Transformation and Resources													
Financial Services													
CP1	Chargeable Services (% achievement versus best practice)	KPMG Annual Study	TBC	N/A	Upper Middle Quartile (Feb 2014)	-	-	Upper Middle Quartile	-	-	-	V Quayle	Following a report presented to the Chief Executive Strategic Group (5/06/2013), it was agreed; - to trial Trading Accounts in a central service; - to implement Trading Accounts for Legal Refresh (the recharge system), and - to commission an external company to recommend appropriate recharge system.
CP2	Adult Care Packages supported by Direct Debit (as a %)	Accounts Payable Ledger	NIL	N/A	30%	0%	0%	30%	G	↔	Apr - Jul	V Quayle	Department on target to have the system available by the end of September 2013, to support the introduction of direct debit payments from October 2013.
CP3	Establishment reduction compared to savings assumption	Establishment List	N/A	N/A	100%	100%	0%	100%	R		Apr - Jul	V Quayle	Work continues in aligning establishment and finance records. Awaiting Human Resource to undertake the comparison and alignment exercise following the current round of redundancies before reporting this indicator. This exercise is behind schedule (by 1 month) and is therefore RAG rated as red.
CP4	Budget savings achieved	General Ledger	N/A	N/A	£48.40m	£16.70m	£19.37m	£48.40m	G	↑	Apr - May	V Quayle	June figures will be available 12th September 2013, following the publication of the budget report to be taken to Cabinet on 19th September 2013 .
Human Resources / Organisational Development													
CP5	Agency/Consultancy costs	General Ledger	£2,000,000	N/A	£1,500,000	£500,000	NYA	-	-	-	-	C Hyams	Data drawn from the Accounts payable ledger. The payments are retrospective so that data is not always up to date (information on agency spend is available within the People Management Information Monthly Report taken to the Chief Executive Strategy Group in July 2013) Savings will be realised by quarters 3 and 4
CP6	Sickness absence	M44 Form	10.50days	N/A	10.50days	3.37days	3.16 days (P)	9.88 days	G	↓	Apr - Jul	C Hyams	June's provisional cumulative sickness level was 2.43 days. This is below the target of 2.58 days and an improvement in comparison to June 2012, when it was 2.50 days. The actual sickness absence for July 2012 was 3.27 days.
Business Processes													
DP8	Percentage recovery of Council Tax.	Rev Ben system	96.8%	N/A	95.1%	36.0%	37.4%	95.1%	G	↑	Apr - Jul	M Flanagan	Performance is slightly below the collection rate for July 2012, which was 38.0%
DP9	Percentage recovery of National Non Domestic Rates (NNDR).	Rev Ben system	95.3%	N/A	95.4%	39.0%	39.4%	95.4%	G	↑	Apr - Jul	M Flanagan	Performance recovered earlier than anticipated due to the receipt of Health Authority and Council payments. Recovery procedures have been tightened with debt being pursued earlier and the position is being closely monitored.
DP10	Percentage collection rate on additional debit re: impact of Council Tax Support Scheme, Discount and Exemption Changes and increased costs in respect of the additional £9m raised.	Rev Ben system	N/A	N/A	66.0%	18.00%	18.80%	66.00%	G	↑	Apr - Jul	M Flanagan	Difficult to accurately estimate the year end outturn: - This is the first year of the collection of charges. - Recovery work undertaken after quarter one.

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DP11	Percentage recovery of Personal Finance Unit charges.	Oracle AR	90.0%	N/A	90.0%	88.0%	54.0%	85.0%	R	↓	Apr - Jun	M Flanagan	Given the amount of work underway to focus on this area of work, quarter one figures will not be reflective of future output, however the anticipated low percentage will impact on the year end position which is forecast to miss the 2013/14 year end target by 5%. Emphasis is currently on clearing the historic debt (which is very difficult to recover), once this is cleared the 'current' and accruing debt will be tackled, which should result in improved performance towards the year end.
DP11a	Percentage of Personal Finance Unit (PFU) assessments completed within timescale.	Civica	72.8%	N/A	80.0%	65.0%	41.0%	75.0%	R	↓	Apr - Jun	M Flanagan	Achievement of the PI assumes Senior Assessment Officers (SAO's) complete the financial assessment during a home visit to the service user. In April 2011 financial information collection was passed to the Social Workers as part of the care assessment. It has been agreed that the SAO's visits to service users should be resumed, and it is anticipated that this will be resumed in following the intensive training of the four new SAO's recruited on 2nd September 2013. It is envisaged that the new recruits will be fully trained and operational by early November 2013. Performance is 16% below the 57.0% assessment rate for April - June 2012/13 and is forecast to miss the 2013/14 year end target by 10%.
Legal and Member Services													
DP12	Percentage of current Freedom of Information (FOI)/Information Requests (IRs) dealt with within the statutory timescale.	CRM system	67%	N/A	85%	85%	86%	85%	G	↔	Jul	S Tour	The Information Commissioners Office (ICO) has set the Council a target of 85% return rate for responses to FOIs and IRs within the statutory timescales by September 2013 . The 2013/14 year end forecast of 85% is based on the additional human resources being added to the team as part of the restructure. If the resources are not added to the team then the forecast would fall to around 60% and not achieve the target set by the ICO.
DP16	Average Number of days to respond to complaints recorded under the corporate process.	CRM system	12	N/A	11	11	9	11	G	↔	Jul	S Tour	Performance has improved from 13 days in April, and has remained consistently at 9 days for May to July 2013.
Information Technology Services													
DP13	To replace Windows XP with W7 (complete 500 machines in 2013/14)	Silver Project reports	N/A	N/A	500	TBC	-	-	-	-	-	T Glew	The first order of 200 machines has been delivered and XP updates under way.
DP14	To obtain Compliance with external codes of connection including IG Toolkit: April 2014	CoCo process	GCSx accreditation	N/A	PSN plus IG Toolkit accreditation	-	-	-	-	-	-	T Glew	The submission took place on 22nd August 2013.
DP15	To support the Delivery of Agile working with users: 2013/14	Asset plan	N/A	N/A	see Asset mgmt. plan	-	-	-	-	-	-	T Glew	Work is taking place with the asset management team on establishing user requirements.
FINANCE													
F1	Revenue	General Ledger	-	N/A	£17.577m	TBD	TBD	£17.167m	G		Apr - May	V Quayle	Projected under spend of -41K based due to insurance contract saving
F2	Capital programme	General Ledger	-	N/A	£1.735m	TBD	£0.311m	£1.735m	G		Apr - May	V Quayle	

WIRRAL COUNCIL
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RISK: Remaining significant risks to achievement of non-compliant target													
	Objective	Risk Description	Risk Category	Existing Control Measures	Current Net Scores			Risk Review Frequency	Reporting Period	Accountable Officer (Head of Service)	Additional control measures planned		
					Likelihood	Impact	Total						
R - CP3	Establishment reduction compared to savings assumption	Inconsistency in data held by different teams inhibits the Council's ability to effectively monitor the outcome of savings projects.											
R - DP11	Percentage recovery of Personal Finance Unit charges.	Team capacity and economic downturn could lead to reduced rates of collection and assessment of charges and deliver service efficiencies.	People / Operational	Workforce Plan; Regular Service and Economy reviews.	3	3	9	Y	Apr - Jul	M Flanagan	Regular report to DMT. Detailed scrutiny of performance Additional staff resource starting in this area in early September to address this issue Reviewing with DASS changes to processes to reduce requirement to contact post billing.		
R - DP11a	Percentage of Personal Finance Unit assessments completed within timescale.	Failure to manage fluctuations in volumes and quality of work.	Financial		3	3	9		Apr - Jul	M Flanagan			

- Performance is improving
Lower is better
- Performance is improving
Higher is better
- Performance is deteriorating
Lower is better
- Performance is deteriorating
Higher is better
- Performance sustained
in line with targets set

G	Performance within tolerance for target set.
A	Performance target slightly missed (outside of tolerance).
R	Performance not on track, action plan required.

WIRRAL COUNCIL

Transformation & Resources Directorate

Transformation and Resources Performance, Finance & Risk Report as at 31st July 2013: Projects



No.	Project/Activity	Delivery Date	Project Status	Reporting Period	Accountable Officer	Comments
Financial Services						
To develop a robust process for effectively dealing with, monitoring and managing our financial challenges.						
P1	Produce a 2014/15 budget and proposals for 2015/17 that are sustainable, matched to agreed need and aligned to the Council priorities.	11/03/2014	Green	Jun-13	Director of Resources	Cabinet 18 April 2013 agreed the draft timetable for the production of the Budget for 2014/15
To enhance and develop our risk management process to ensure that we effectively manage risks.						
P2	Revised Corporate Risk Strategy.	Mar-14	Green	Jul-13	J Blott	A detailed timetable is in place. Meetings with the leadership, to agree the overview, took place during July 2013. The risk management policy strategy will be taken to the Chief Executive Strategic Group in October 2013.
Procurement						
Improving Corporate Governance by managing the Council finances, achieving long term financial stability, imbedding and promoting strong governance arrangements.						
P3	Implement no purchase order no pay policy.	31/03/2014	Amber	Jul-13	R Williams	Some progress has been made and prospects for completion during the next period are good, further progress is dependant upon Payments receiving resources to implement 10 days payment and no purchase order no pay policy for local Small and Medium Enterprises.
P4	Centralisation of procurement function.	31/03/2014	Amber	Jul-13	R Williams	No progress has been made in receiving approval to proceed. The recruitment and training process is at risk of not being complete in time for the project implementation date. Progress is dependant upon the Shared Service project progressing.
Internal Audit						
To ensure that risks are identified and measures put in place to mitigate these.						
P5	Deliver Strategic Internal Audit Plan.	31/03/2014	Green	Jul-13	M Niblock	

WIRRAL COUNCIL

Transformation & Resources Directorate

Transformation and Resources Performance, Finance & Risk Report as at 31st July 2013: Projects



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Legal and Member Services						
To improve Corporate Governance and decision making arrangements through the review / revision of the Constitution						
P6	Make changes to the Constitution under delegated powers.	Sep-13	Green	Jul-13	S Tour	The Head of Legal & Member Services is currently undertaking a review of the Constitution
P7	Standards and Constitution Oversight Committee recommends changes/revisions to Council.	Sep-13	Amber	Jul-13	S Tour	The Committee is to consider relevant proposed minor changes to the Constitution as considered appropriate at its meeting in November. (The Committee meeting in September is to be cancelled, as requested by the Chair) . Any substantive/significant changes will require Council approval and would be dealt with as part of a wider review/assessment of the new governance arrangements to be undertaken later in the year.
P8	Issue Reporting writing Guidance and Timetable for report authors.	Jun-13	Amber	Jul-13	S Tour	The revised action plan drawn up in May has set out further updated guidance and protocol involving Mod Gov, which will be issued in the Autumn, therefore the implementation date has been amended to October 2013
P9	Provide training during session scheduled for June 2013.	Jun-13	Amber	Jul-13	S Tour	
To implement appropriate arrangements to support the delivery of Neighbourhood Working by assessing additional legal and committee support requirements and development of a protocol to support and assist the Constituency Committees.						
P10	Provide a Resource Plan outlining the additional legal and committee support required for Constituency Committees.	Sep-13	Green	Jul-13	S Tour	A Resource Plan is to be prepared once the working arrangements for the Constituency Committees have been determined.
P11	Prepare protocol for governing the operation of Constituency Committees.	Sep-13	Green	Jul-13	S Tour	A Protocol is to be prepared once the working arrangements for the Constituency Committees have been determined.

WIRRAL COUNCIL

Transformation & Resources Directorate

Transformation and Resources Performance, Finance & Risk Report as at 31st July 2013: Projects



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Implement appropriate arrangements to support the Health and Well-being Board by assessing additional legal and committee support requirements to assist the						
P12	Assess additional legal and committee resources required to support and assist the Health and Well-being Board.	Jun-13	Completed	Jul-13	S Tour	This project was completed in May 2013
P13	Deliver specific Political Awareness Training to transferred NHS staff.	Jun-13	Completed	Jul-13	S Tour	Individual training needs requirements were assessed with the NHS staff, and found not to be required.
Improve the Council's Freedom of Information (FOI) responses and Data Protection Act (DPA) arrangements through the implementation and issuing of revised FOI / IR / ICO contact procedure and practice protocol to ensure that requests are handled and monitored correctly, effectively and efficiently within statutory timescales.						
P14	Deliver FOI/IR/ICO contact procedure and practice protocol.	Jul-13	Completed	Jul-13	S Tour	This project was completed in May 2013
P15	Update existing monitoring and reporting arrangements.	Jun-13	Completed	Jul-13	S Tour	This project was completed in May 2013
P16	Prepare a briefing note for senior management outlining current DPA arrangements and proposed course of action.	Jun-13	Completed	Jul-13	S Tour	This project was completed in May 2013
P17	Develop and implement an action plan to improve DPA awareness understanding and information handling, including the provision of training.	Aug-13	Amber	Jul-13	S Tour	The initial Action Plan was prepared and Information Governance Board established to improve Information Governance within the Council. Initial actions were agreed in order to progress improvements in information governance and develop and implement a more detailed action plan. It is anticipated that the action plan and training provision will be completed by September 2013.

WIRRAL COUNCIL

Transformation & Resources Directorate

Transformation and Resources Performance, Finance & Risk Report as at 31st July 2013: Projects



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P18	Develop a DPA procedure and practice protocol.	Jul-13	Amber	Jul-13	S Tour	The Council has set up an Information Governance Board, that met on 16th July 2013. Preliminary actions have been agreed to enable/facilitate a more detailed action plan to be prepared that will deal with DPA procedure and practice protocol, ICT security, data management and control etc. It is anticipated that the protocol will be developed by September 2013.
Merseyside Pension Fund						
To provide secure pensions, effectively and efficiently administered at the lowest cost to the contributing employers through the Merseyside Pension Fund.						
P19	To review and consult on the Merseyside Pension Fund's actuary and prepare the Funding Strategy Statement and Statement of Investment Principles for approval by the Pensions Committee in November.	Nov-13	Amber	Jul-13	P Wallach	The Actuary has not yet provided final valuation outputs to Aon in relation to strategic benchmark calculations. Arranging for provisional data to be submitted to allow Aon to undertake preparatory work to ensure deadlines are achieved.
P20	To implement Local Government Pension Scheme 2014 reform.	01/04/2014	Amber	Jul-13	P Wallach	The long term sickness absence of a key member of staff has caused a delay in developing this project. Re-allocation of work within the section has occurred and it is anticipated that the project will get back on track after the summer.

WIRRAL COUNCIL
Transformation & Resources Directorate
Transformation and Resources Performance, Finance & Risk Report as at 31st July 2013: Projects



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Human Resources / Organisational Development						
To ensure that the Council has the leadership and managerial capacity in place to deliver its priorities and that the behaviour of leaders reflects the vision and						
P21	To design, deliver and evaluate the new Wirral Leadership Development Programme.	Feb-14	Green	Jul-13	C Hyams	
P22	To roll out the new Management Development Programme to all managers across the organisation.	Sep-14	Green	Jul-13	C Hyams	
To ensure that performance appraisal is consistently applied across the whole of the Council and to improve the delivery of council services.						
P23	To roll out Performance Appraisal and Development across the organisation to Senior Manager Level.	Sep-13	Green	Jul-13	C Hyams	
P24	To support the completion of Key Issue Exchanges across the entire organisation.	Sep-13	Amber	Jul-13	C Hyams	The KIE/Appraisal training is taking place. The number of completed KIE has improved but is still significantly low, so fortnightly reports are being completed for the Chief Executive Strategy Group.
To implement Learning and Development interventions to deliver organisational and departmental improvement.						
P25	To ensure that external inspections reflect that staff are receiving the required statutory learning and Development.	Apr-14	Amber	Jul-13	C Hyams	The current KIE process may identify mandatory training that is required. The deadline to have an updated picture of statutory/mandatory training needs is the end of October 2013.
P26	To deliver programme of support in response to Welfare Reform around Conflict & Aggressions skills training in targeted areas (Libraries, Contact Centres, front line services) to affected staff.	Apr-14	Green	Jul-13	C Hyams	
P27	To design, deliver & evaluate the new Wirral "Change Agent" Programme	Feb-14	Green	Jul-13	C Hyams	
P28	To deliver an Employee Engagement Survey.	Sep-13	Green	Jul-13	C Hyams	

WIRRAL COUNCIL

Transformation & Resources Directorate

Transformation and Resources Performance, Finance & Risk Report as at 31st July 2013: Projects



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To continue to implement HR/Payroll Self Serve to realise savings and implement changes required to ensure that managers are able to effectively analyse workforce data and implement changes required.						
P29	To continue to roll out the first phase (basic details) Self Serve to schools.	Dec-13	Green	Jul-13	C Hyams	
P30	To implement the absence and expenses modules across the Council.	Dec-13	Green	Jul-13	C Hyams	
P31	To implement the timesheet module across the Council.	Dec-13	Green	Jul-13	C Hyams	
P32	To implement a Managers reporting dashboard 'Insight'.	Dec-13	Green	Jul-13	C Hyams	
To improve efficiency and deliver a high quality Human Resources Service for Schools through the review of Schools HR Service Level Agreement (SLA) for the provision of integrated HR/Payroll Admin.						
P33	To agree the level of Buyback and roll out of Self Service to schools.	Apr-14	Green	Jul-13	C Hyams	
To ensure the Council meets its legal requirements under the Equality Standard 2010, through recording the relevant information about our employees.						
P34	To review the Employee Equality data source and target the areas where information is currently unavailable, to ensure that equality data meets the statutory requirements under Equality Act 2012.	Dec-13	Green	Jul-13	C Hyams	
To effectively support and guide Managers in dealing with key Human Resource issues.						
P35	To review, revise, develop and approve key HR policies (Disciplinary, Capability, Redundancy & Redeployment, Restructure and Dignity at Work).	Sep-13	Amber	Jul-13	C Hyams	The capacity to deliver all policy updates is to be reviewed.
P35a	To implement the roll out a training and development programme on the revised key HR policies to managers.	Dec-13	Green	Jul-13	C Hyams	

WIRRAL COUNCIL

Transformation & Resources Directorate

Transformation and Resources Performance, Finance & Risk Report as at 31st July 2013: Projects



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To develop and implement policy on annualised hours, to reduce the cost of overtime to the Council.						
P36	To undertake consultation with the key managers and trade unions on annualised hours policy.	Sep-13	Green	Jul-13	C Hyams	
P37	To seek agreement from trade unions and seek appropriate approval on annualised hours policy	Oct-13	Green	Jul-13	C Hyams	
To identify and make recommendations on potential savings that can be made in relation to staffing issues and support the implementation of any proposed						
P38	To carry out a review of Council Services in partnership with Trade Unions and APSE	Oct-13	Green	Jul-13	C Hyams	
Business Processes						
Business Processes						
P39	To merge the staffing of these areas and then review service delivery for implementation of proposals to improve sustainability of network.	Oct-13	Green	Jul-13	M Flanagan	The staff merge has been completed. The branch network sustainability is linked to officer budget proposals.
To manage our finances in respect of vulnerable people who have been assessed for payment contributions for services delivered in respect of domiciliary and non residential care.						
P40	To address the historic Personal Finance Unit charges and maximise recovery by use of all available methods	Mar-14	Green	Jul-13	M Flanagan	
To support vulnerable people who need access to the authority's Local Welfare Assistance scheme.						
P41	To review the Local Welfare Assistance scheme and propose amendments for future year schemes.	Nov-13	Green	Jul-13	M Flanagan	The project to review the scheme is due to commence in September 2013.
To promote digital Inclusion via use of self access facilities						
P42	To significantly increase the percentage of service requests available and made on-line.	Dec-13	Green	Jul-13	M Flanagan	The ongoing development of on line forms and take up will link directly to the Transformation Project on Customer Access.