WIRRAL

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	TBC	N/A	Upper Middle Quartile (Feb 2014)	-	-	Upper Middle Quartile	-	-	-	V Quayle	KPMG engaged in July 2013 to:- a) recommend a recharge system. Report now due in November 2013. b) trial trading accounts in selected areas. Legal Services selected and work to commence October / November 2013.
CP2	Adult Care Packages supported by Direct Debit (as a %)	Accounts Receivable Ledger	NIL	N/A	30%	10%	0%	10%	R		Apr - Nov	M Flanagan	The procurement process was followed for purchase of software which is now being implemented onto Wirral Oracle system. A meeting has taken place with the supplier and the system will be available for testing 8th December 2013. It is forecast that 10% of the adult care packages will be supported by direct debit by the year end, 20% below the target, as 30% is unachievable in the remaining 3 month period.
CP3	Establishment reduction compared to savings assumption	Establishment List	N/A	N/A	100%	100%	85%	100%	A	⬆ +	Apr - Nov	V Quayle / C Hyams	Substantial progress has been made on this project. Year to date performance has increased to 85%. A major data matching exercise has been undertaken and a number of differences and queries identified and resolved. Transformation & Resources and Regeneration & Environment Directorates are substantially complete with a small number of queries outstanding. Work is now commencing to resolve Family and Wellbeing queries. HR and Finance colleagues are working together to resolve these This project was dependent upon restructures being finalised. The project is likely to be completed during December or early January. Employee budget reductions have taken place as per the agreed savings options.
CP4	Budget savings achieved	General Ledger	N/A	N/A	£48.40m	£26.60m	£36.18m	£48.40m	G	⬆ +	Apr - Oct	V Quayle	
Human Resources / Organisational Development													
CP5	Agency/Consultancy costs	General Ledger	£2,000,000	N/A	£1,500,000	£1,200,000	NYA		G	⬇	Apr - Nov	C Hyams	The current reduction to date on Agency Spend, compared to November 2012, is £390,007.
CP6	Sickness absence	M44 Form	10.50days	N/A	10.50days	5.74days	5.18 days (P)	9.51 days	G	⬇	Apr - Oct	C Hyams	The cumulative sickness absence (April to September) was 4.38 days, below the target of 4.75 days and an improvement on the actual for April to September 2012 which was 4.61 days. October's provisional cumulative sickness absence rate of 5.18 days remains being below the 5.74 day target and the rate for October 2012 which was 5.57 days. Sickness absence data for November will be available from 20 December 2013.

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Business Processes													
DP8	Percentage recovery of Council Tax.	Rev Ben system	96.8%	N/A	95.1%	73.0%	75.1%	95.1%	G	⬆ +	Apr - Nov	M Flanagan	Percentage recovery equates to £99.25m collected of £135.51m payable. Performance is 2.1% above the November 2013 target and level with the collection rate at November 2012, which was 75.1%.
DP9	Percentage recovery of National Non Domestic Rates (NNDR).	Rev Ben system	95.3%	N/A	95.4%	76.0%	76.4%	95.6%	G	⬆ +	Apr - Nov	M Flanagan	Percentage recovery equates to £54.22m of £70.01m payable. Recovery procedures have been tightened with debt being pursued earlier and the position is being closely monitored. Performance is on track to reach the year-end target.
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%	40.00%	39.10%	66.00%	A	⬆ +	Apr - Nov	M Flanagan	Percentage recovery equates to £1.2m of £3.07m payable. Performance is 0.9% below the November 2013 target, but is on track to reach the year-end target.
DP11	Percentage recovery of Personal Finance Unit (PFU) charges (current charges).	Oracle AR	90.0%	N/A	90.0%	86.0%	60.0%	85.0%	R	⬇ -	Apr - Sep	M Flanagan	Work on developing system reporting and a more appropriate debt cycle continues. Resources will then be transferred to focus on new debt, as soon as new charges fail at the earliest stage identified within an invoice cycle. Sufficient resource to balance the number of priorities remains the key issue with current debt progress being linked to the performance of the Personal Finance Units (PFU) financial assessment work. This work will be ongoing for the rest of the financial year and see performance against this indicator progressively improving, but remaining below target (red) for 2013/14.
DP11a	Percentage of Personal Finance Unit (PFU) assessments completed within timescale.	Civica	72.8%	N/A	80.0%	70.0%	48.0%	75.0%	R	⬇ -	Apr - Sep	M Flanagan	Achievement is based on the completion of financial assessments (FA) during a home visit. New staff recruited in September 2013 will not be fully effective until training and mentoring has been completed, which also impacts on existing officers. Positive impact of their work is being seen. Debate continues with Dept of Adult Social Services on their response timescales and quality of input which impact on Personal Finance Unit (PFU) performance. Overall performance will reduce further as old complex assessments are cleared. This is balanced operationally by better new claims turn round times. Q3 will reflect these issues, and see performance against this indicator progressively improving, but remaining below target (red) for 2013/14.

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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%	88%	85%	G	⬆ (+)	Nov	S Tour	The 85% return rate for the Council to respond to FOIs and IRs within the statutory timescales by September 2013, set by the Information Commissioners Office (ICO), has been exceeded, with an 8% increase in responses dealt with within the statutory timescale between April and November 2013. November 2013: Directorate responses within the statutory timescale: Families & Wellbeing - 89%, Regeneration & Environment - 97%, Chief Executive's Office / Team - 100%, Transformation & Resources achieved - 75%, with Legal & Member services achieving 63% (an average of 24 working days to respond) and Human Resources achieving 69%.
DP16	Average Number of days to respond to complaints recorded under the corporate process.	CRM system	12	N/A	11	11	15	11	G	⬆ (-)	Nov	S Tour	Performance dropped from 13 days in April and remained consistently at 9 days for May to August 2013. It rose to 15 days in November 2013. Revenues service (Business processes) took an average of 29 days to respond; Planning (Regeneration) 20 days; Parks and countryside (Environment and Regulation) 20 days.
Information Technology Services													
DP13	To replace Windows XP with W7 (complete 500 machines in 2013/14)	Silver Project reports	N/A	N/A	500	0	0	500	G		Nov	D Curtis	Good progress is being made on this, but it is dependent on a revision of the underpinning infrastructure to facilitate the operation of Windows 7, a pilot of 20 Windows 7 machines is scheduled for completion within Q3 2013/14 prior to the full Windows 7 replacement by March 2014.
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	-	-		G		Nov	D Curtis	The IG Toolkit accreditation will be determined at the end of Q4 2013/14. Significant work has been undertaken to address the requirements of PSN accreditation. A re-submission for PSN accreditation took place week commencing 25 October 2013 and Wirral met all the requirements. Wirral is now PSN accredited.
DP15	To support the Delivery of Agile working with users: 2013/14	Asset plan	N/A	N/A	see Asset mgmt. plan	-	-		G		Nov	D Curtis	Background work has taken place; the outcome of the recent asset review and decisions regarding Agile working to be identified by the business.
FINANCE													
F1	Revenue	General Ledger	-	N/A	£17.577m	TBD	£22.424m	£17.450m	G	⬆ (+)	Apr - Oct	V Quayle	
F2	Capital programme	General Ledger	-	N/A	£1.735m	TBD	£1.055m	£2.369m	G	⬆ (+)	Apr - Oct	V Quayle	The capital programme has been updated in October 2013 (see Cabinet 10th December 2013).

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F3	Savings	General Ledger	-	N/A	£31.2m	TBD	£21.062m	-	**G**	⬇	Apr - Oct	V Quayle	

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 - 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.

Failure to manage fluctuations in volumes and quality of work. | 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. | | 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.

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.	01/03/2014	Green	Nov-13	V Quayle	Cabinet 18 April 2013 agreed the draft timetable for the production of the Budget for 2014/15. Cabinet to consider Budget Options for 2014/17 in December 2013.
To enhance and develop our risk management process to ensure that we effectively manage risks.						
P2	Revised Corporate Risk Strategy.	Mar-14	Green	Nov-13	J Blott	The draft Risk Management Policy was presented to the Chief Executive's Strategic Group (CESG) on 22nd October 2013 and was agreed, subject to the completion of a final element. Reports will be taken to Audit and Risk Management Committee and Cabinet before 31st March 2014.
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	Nov-13	R Williams	Progress has been made, but resources to implement 10 days payment policy for local Small and Medium Enterprises (SME's) has been approved, and currently in the recruitment phase to facilitate the project. The 10 days payments performance to local SME's was at 25% in August 2013, it has improved to 32% for November 2013, progress is continuing and will improve considerably once resource issues are resolved.
P4	Centralisation of procurement function.	31/03/2014	Amber	Nov-13	R Williams	Progress has been made in receiving approval to proceed and recruit staff to support the project in the near future, to centralise purchase order transactions.
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	Nov-13	M Niblock	50% of planned audits have been completed and a further 18% are in progress or scheduled in Qtr 3, which is in line with expected output for this time of year, and is on target for year end completion.
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	Sep-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	Sep-13	S Tour	The Committee is to consider relevant proposed minor changes to the Constitution as considered appropriate at its meeting in November 2013. 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 in January 2014.
P8	Issue Reporting writing Guidance and Timetable for report authors.	Jun-13	Amber	Sep-13	S Tour	The revised action plan drawn up in May has set out further updated guidance and protocol, which will be issued in the Autumn, therefore the implementation date has been amended to October 2013. The use of the Mod.Gov programme for report generation is to be considered and implemented by the Information Governance Board.
P9	Provide training during session scheduled for June 2013.	Jun-13	Amber	Sep-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	Sep-13	S Tour	A Resource Plan will be prepared once the working arrangements for the Constituency Committees have been determined, by the 4 October 2013
P11	Prepare protocol for governing the operation of Constituency Committees.	Sep-13	Green	Sep-13	S Tour	A Protocol is to be prepared once the working arrangements for the Constituency Committees have been determined.
Implement appropriate arrangements to support the Health and Well-being Board by assessing additional legal and committee support requirements to assist the Board.						
P12	Assess additional legal and committee resources required to support and assist the Health and Well-being Board.	Jun-13	Completed	Sep-13	S Tour	This project was completed in May 2013
P13	Deliver specific Political Awareness Training to transferred NHS staff.	Jun-13	Completed	Sep-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	Sep-13	S Tour	This project was completed in May 2013
P15	Update existing monitoring and reporting arrangements.	Jun-13	Completed	Sep-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	Sep-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	Sep-13	S Tour	The initial Action Plan was prepared and Information Governance Board (IGB) established to improve Information Governance within the Council. Initial actions were agreed in order to progress improvements in information governance and develop and develop a more detailed action plan. The information governance training has been set up for October/November 2013. Over 400 staff are to attend the training sessions and guidance and a checklist for Heads of Service and Managers to be issued week commencing 21 October 2013.

No.	Project/Activity	Delivery Date	Project Status	Reporting Period	Accountable Officer	Comments
P18	Develop a DPA procedure and practice protocol.	Jul-13	Amber	Sep-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 mid October 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	Completed	Nov-13	P Wallach	The Fund worked worked closely with actuary and investment consultants to agree basis of data exchange which has been completed. Report was taken to the Pensions committee on 19th November 2013.
P20	To implement Local Government Pension Scheme 2014 reform.	01/04/2014	Green	Nov-13	P Wallach	A project plan has been agreed with Cheshire Pension Fund and the first highlight report for November 2013 came back green.
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 values of the organisation.						
P21	To design, deliver and evaluate the new Wirral Leadership Development Programme.	Feb-14	Green	Nov-13	C Hyams	Cohort 1 of the Programme is currently being delivered and is due to finish in January 2014. Cohort 2 is due to commence in February 2014.
P22	To roll out the new Management Development Programme to all managers across the organisation.	Sep-14	Green	Nov-13	C Hyams	The Management Development Programme was launched in September 2013.
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	Completed	Nov-13	C Hyams	The Performance Appraisal training was rolled out to Senior Manager level in September 2013. 70% (73 out of 104) were completed as at November 2013. The Chief Executive's Strategic Group (CESG) have requested that a strategy and action plan for the 2014/15 roll out be presented to them for consideration on 4th February 2014.
P24	To support the completion of Key Issue Exchanges across the entire organisation.	Sep-13	Completed	Nov-13	C Hyams	Support for the completion of Key Issues Exchange (KIE) was provided, but 27% of the KIE returns across the organisation were realised. The Chief Executive's Strategic Group (CESG) have requested that a strategy and action plan for the 2014/15 roll out be presented to them for consideration on 4th February 2014.
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	Green	Nov-13	C Hyams	There are no outstanding actions from inspections with regards to statutory learning & development.
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	Nov-13	C Hyams	Conflict and Agression support programmes are in place and training has been delivered across Libraries. Continuing support is being delivered via the 2014 Skills for Wirral programme.
P27	To design, deliver & evaluate the new Wirral "Change Agent" Programme	Feb-14	Green	Nov-13	C Hyams	The 1st Change Agent Cohort was completed in September 2013. The 2nd Cohort is due to commence in December 2013.
P28	To deliver an Employee Engagement Survey.	Sep-13	Green	Nov-13	C Hyams	Launched nov 13 current return 36%
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	Red	Nov-13	C Hyams	Need to consider revisiting roll out of self serve to schools in light of system changes. Due to capacity it has not been possible to consider a further action plan, which has been scheduled for January 2014.
P30	To implement the absence and expenses modules across the Council.	Dec-13	Completed	Nov-13	C Hyams	The absence and expense modules went live and were rolled out across the Council in November 2013.
P31	To implement the timesheet module across the Council.	Dec-13	Green	Nov-13	C Hyams	The plan has been amended to roll out in January 2014.
P32	To implement a Managers reporting dashboard 'Insight'.	Dec-13	Completed	Nov-13	C Hyams	The managers reporting dashboard 'Insight' went live and was rolled out across the Council in November 2013.

No.	Project/Activity	Delivery Date	Project Status	Reporting Period	Accountable Officer	Comments
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	Nov-13	C Hyams	This is subject to schools buy-in of Payroll/Pensions/Staffing Admin service, which is due for renewal in April 2014 for 3 years.
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	Amber	Nov-13	C Hyams	Further modules of Self Service have been implemented across the Council in Nov/Dec 2013 and this exercise has been used as a vehicle to encourage employees to enter any missing equality data to their own records. The data will be reviewed in January when a targeted approach will be developed to collect missing information.
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	Nov-13	C Hyams	All preliminary work now undertaken and draft policies out for consultation.
P35a	To implement the roll out a training and development programme on the revised key HR policies to managers.	Dec-13	Amber	Nov-13	C Hyams	A new programme will be implemented, as part of management essentials, when policies have been agreed.
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	Amber	Nov-13	C Hyams	The delivery plan requires a higher proprtion of detailed work before proposals are consulted on.
P37	To seek agreement from trade unions and seek appropriate approval on annualised hours policy	Oct-13	Amber	Nov-13	C Hyams	The delivery plan requires a higher proprtion of detailed work before proposals are consulted on.
To identify and make recommendations on potential savings that can be made in relation to staffing issues and support the implementation of any proposed budget savings relating to staff approved by the Council						
P38	To carry out a review of Council Services in partnership with Trade Unions and APSE	Oct-13	Amber	Nov-13	C Hyams	Savings have not been identified, ongoing discussions are being held with Trade Unions & APSE.
**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	Nov-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	Nov-13	M Flanagan	Ongoing developmental work and enhancement of practice has been set-up to address issues around Personal Finance Unit charges and the maximisation of debt collection. Legal pilot outcomes to be established, and legal processes for court action cases to be agreed by January 2014. New debt process is in draft stage.
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	Amber	Nov-13	M Flanagan	Project to review has now started, findings and scheme recommendations for 2014/2015 scheduled to be reported to Cabinet in February 2014.
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	Nov-13	M Flanagan	The on-going development of on line forms and take up will link directly to the Transformation Project on Customer Access.