

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
<b>Domain 3: Transformation and Resources</b>													
<b>Financial Services</b>													
CP1	Chargeable Services (% achievement versus best practice)	KPMG	TBC	N/A	Upper Middle Quartile (Feb 2014)	-	-	N/A	G		Apr - Mar	V Quayle	KPMG study complete. Wirral approach is ok and improvements are being implemented where practicable. Fees and charges to be taken to Cabinet in February 2014. Reviews of charges / income to be developed in 2014/15. Funding streams have changed and more reliance placed on economic factors at local level.
CP2	Adult Care Packages supported by Direct Debit (as a %)	Accounts Receivable Ledger	NIL	N/A	30%	30%	10.6%	N/A	R	↑	Apr - Mar	M Flanagan	A total of 166 residential service users had moved to payment by direct debit during March 2014. Further canvassing activity will be undertaken early in the new reporting year and domiciliary care service users will be considered for inclusion during 2013/2014 in agreement with DASS and subject to satisfactory IT testing/outcomes, invoicing schedule changes and year one budgetary implications
CP3	Establishment reduction compared to savings assumption	Establishment List	N/A	N/A	100%	100%	85%	N/A	G	↔	Apr - Mar	V Quayle / C Hyams	Budgets were reduced in 2013/14 for the agreed budget savings options. Employee expenditure in 2013/14 was underspent. This means that the necessary level of savings were achieved or exceeded. The alignment of HR and finance employee information was largely completed. This work will greatly contribute towards the Future Council project which when completed will produce new employee structures.
CP4	Budget savings achieved (£m)	General Ledger	N/A	N/A	£48.40	£48.40	£46.90	£46.90	G	↑	Apr - Mar	V Quayle	Subject to finalisation of 2013/14 accounts. Shortfall mainly due to savings such as summons costs for which compensatory savings achieved elsewhere.
<b>Human Resources / Organisational Development</b>													
CP5	Agency/Consultancy costs	General Ledger	£2,000,000	N/A	£1,500,000	£1,500,000	See comments	N/A	G	↓	Apr - Mar	C Hyams	This was completed for 2013/14 and is now subsumed into the Future Council work. The current reduction to date on Agency Spend, compared to March 2013, is £507,972.
CP6	Sickness absence: The number of working days/shifts lost due to sickness absence (cumulative)	M44 Form	10.23days	N/A	10.50days	10.50days	9.49 days	N/A	G	↓	Apr - Mar	C Hyams	The cumulative sickness absence (April to February) was 8.62 days, below the target of 9.68 days and an improvement on the actual for April 2012 to February 2013 which was 9.42 days.  The provisional cumulative sickness absence rate for 2013/14 of 9.49 days remains below the 10.50 day target and the rate for 2012/13 which was 10.23 days.
<b>Business Processes</b>													
DP8	Percentage recovery of Council Tax.	Rev Ben system	96.8%	N/A	95.1%	95.1%	95.4%	N/A	G	↑	Apr - Mar	M Flanagan	Percentage recovery equates to £129.28m collected of £135.48m payable with percentage recovery exceeding the year-end target by 0.3%.  Performance is 1.4% below the 2012-13 collection rate, which was 96.8%.
DP9	Percentage recovery of National Non Domestic Rates (NNDR).	Rev Ben system	95.3%	N/A	95.4%	95.4%	96.3%	N/A	G	↑	Apr - Mar	M Flanagan	Percentage recovery equates to £67.1m of £69.6m payable, with percentage recovery exceeding the year-end target by 0.9%.
DP10	Percentage collection rate on additional debit re: impact of Council Tax Support (CTS) Scheme, Discount and Exemption Changes and increased costs in respect of the additional £9m raised.	Rev Ben system	N/A	N/A	66.00%	66.00%	59.40%	N/A	R	↑	Apr - Mar	M Flanagan	Percentage recovery equates to £1.8 of £3.1m payable, with percentage recovery 6.6% below the year end rate set, due to Insufficient payments received from CTS customers, most who are paying for the first time and an over optimistic view of the likely recovery rate in the 1st year.  The 2014-15 target has been set at 59.2% to reflect the 2013-14 year end actual recovery rate and the fact that collection will be more difficult next year, due to it taking on average 2 years to collect 2013-14's debt. It is anticipated that there will be a slight increase overall for Council case and a decrease for CTS cases.

**WIRRAL COUNCIL**  
Transformation and Resources Performance, Finance & Risk Report - Year End 2013/14



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
DP11	Percentage recovery of Personal Finance Unit (PFU) charges.	Oracle AR	90.0%	N/A	90.0%	90.0%	67.5%	N/A	R	↑	Apr - Mar	M Flanagan	Analysis of client response to more recently invoiced charges (i.e. since 'new debt' activity was initiated ) continues to show an improved response to billing. Increased focus on new debt would appear to be resulting in an encouraging level of change in habit as clients are slowly becoming less resistant to the reality of charges in respect of commissioned care.
DP11-1	Percentage recovery of Personal Finance Unit (PFU) charges (historic charges).	Oracle AR	90.0%	N/A	90.0%	90.0%	65.7%	N/A	R	↑	Apr - Mar	M Flanagan	Work to address the original ring fenced aged debt continues but is balanced with that on newer debt and the higher value, 'live ' debt. Legal resource remains an issue, a number of cases have additionally been delayed as a result of Adult Social Services department client side's failure to respond over a protracted period.
DP11a	Percentage of Personal Finance Unit (PFU) assessments completed within timescale.	Civica	72.8%	N/A	80.0%	80.0%	76.0%	N/A	A	↑	Apr - Mar	M Flanagan	Resources directed to annual review work, coupled with the end of the leave year and input delays in Adult Social Services department have impacted a little on out turn during March 2014. The 2013/14 assessments completed within the timescale is 3.2% above that for 2012/13, which was 72.8%.
<b>Legal and Member Services</b>													
DP12	Percentage of current Freedom of Information (FOI)/Information Requests (IRs) dealt with within the statutory timescale.	CRM system	67%	N/A	85%	85%	84%	N/A	G	↓	Apr - Mar	S Tour	Since September 2013 the Council has consistently achieved a response rate of 85% or above in relation to FOI requests received. Prior to this period the response rates varied and fell below the 85% target.
DP16	Average Number of days to respond to complaints recorded under the corporate process.	CRM system	12	N/A	11	11	10	N/A	G	↓	Apr - Mar	S Tour	The year end performance for 2013/14 is on target at 10 days, and is 2 days lower than the 12 day average for 2012/13.
<b>Information Technology Services</b>													
DP13	To replace Windows XP with W7 (complete 500 machines in 2013/14)	Silver Project reports	N/A	N/A	500	500	0	N/A	A		Mar	S Sankey	Work progressing but did not meet 8 April 2014 deadline for Microsoft withdrawing support. However the Cabinet Office has negotiated a 12 month extension of 'critical' support for all public sector organisations. Work on the core infrastructure is progressing well, the first equipment order (150 laptops) has arrived, and the Microsoft licencing agreement is in place. Pilot is due to start June 2014, with rollout complete (excluding non compliant systems) by November 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	-	-	N/A	A		Mar	S Sankey	The Annual PSN Accreditation was achieved in December 2013. The next PSN health check is due December 2014, with a significant amount of work required to ensure compliance. The IG Toolkit accreditation will be subject to resourcing within Public Health, and current plans indicate September 2014 for accreditation. The Cabinet Office has delayed our Accreditation by 6 months, which will give the Council more time to implement new measures.
DP15	To support the Delivery of Agile working with users: 2013/14	Asset plan	N/A	N/A	see Asset mgmt. plan	-	-	N/A	A		Mar	S Sankey	IT are undertaking a number of supportive initiatives, including, new PC's; increased wifi deployment; increased internet bandwidth; new security devices suitable for agile working. Awaiting organisational direction and an overall coordinated plan.

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<b>FINANCE</b>													
F1	Revenue	General Ledger	-	N/A	£17.279m	TBD	£16.579m	£16.579m	G	↑	Apr - Mar	V Quayle	T&R underspend £700K (subject to completion of 2013/14 final accounts) .
F2	Capital programme	General Ledger	-	N/A	£1.824m	TBD	£1.777m	£1.777m	G	↓	Apr - Mar	V Quayle	Subject to finalisation of 2013/14 accounts
F3	Savings	General Ledger	-	N/A	£31.2m	TBD	£29.0m	£29.0m	G	↑	Apr - Mar	V Quayle	Major variance related to Summons costs for which alternative compensatory savings were achieved which would reduce variance. Also some shortfall on Terms & Conditions and Transforming Business Support.

<b>RISK: Remaining significant risks to achievement of non-compliant target</b>													
	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 DP11-1	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

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

**WIRRAL COUNCIL**  
**Transformation & Resources Directorate**  
**Transformation and Resources Performance, Finance & Risk Report as at 31st March 2014: Projects**



No.	Project/Activity	Delivery Date	Project Status	Reporting Period	Accountable Officer	Comments
<b>Financial Services</b>						
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	Mar-14	V Quayle	The 2014/15 Budget and the Medium Term Financial Strategy 2014/17 were agreed by Council on 25 February 2014.
To enhance and develop our risk management process to ensure that we effectively manage risks.						
P2	Revised Corporate Risk Strategy.	Mar-14	Green	Mar-14	J Blott	The Corporate Risk Management Policy was approved by the Audit & Risk Management Committee on 28 January 2014 and by Cabinet on 13 March 2014.
<b>Procurement</b>						
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	Mar-14	R Williams	A key element of these projects is the centralisation of the purchasing co-ordinator function and this must be in place when the No Purchase Order / No Pay scheme becomes effective. There have been further delays in the recruitment of the six staff required to fill these positions. Earliest start date, pending successful recruitment and the results of the Council's service reviews for the Future Council project, will be 31 May 2014.
P4	Centralisation of procurement function.	31/03/2014	Amber	Mar-14	R Williams	The 'P' Card project is progressing with the first card issued to the Transport Section in March 2014 and the second card to be issued in May 2014 to the Parks garage.
<b>Internal Audit</b>						
To ensure that risks are identified and measures put in place to mitigate these.						
P5	Deliver Strategic Internal Audit Plan.	31/03/2014	Green	Mar-14	M Niblock	96% of planned audits have been completed as at 31/03/14 and 4% are ongoing and nearing completion. 100% achievement for the year 2013/14.
<b>Legal and Member Services</b>						
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	Completed	Mar-14	S Tour	Head of Legal & Member Services has reviewed the Constitution. Linked to Project P7 below.
P7	Standards and Constitution Oversight Committee recommends changes/revisions to Council.	Sep-13	Completed	Mar-14	S Tour	The Committee considered proposed changes to the Constitution at its meeting in November 2013 and made a recommendation to Council. Council on 16 December 2013 resolved that further information and details be provided in relation to the proposed amendments and referred the matter back to the Committee. The Committee on 6 January reviewed the proposed amendments and the further details and agreed that the proposals be circulated to all members for their comments (by way of survey). Two Surveys have been completed: (1) Amendments to the Constitution; (2) Experiences and Perceptions of the new Governance Arrangements. The results of Survey (1) have been considered and recommendations have been made to Council for approval at its meeting on 10 March 2014. Survey (2) was considered by the Standards Working Group and reported its findings, conclusions and recommendations to the Committee on 28 April 2014. Further recommendations have been made to Council for approval at its meeting on 9 June 2014.
P8	Issue Reporting writing Guidance and Timetable for report authors.	Jun-13	Amber	Mar-14	S Tour	Draft Guidance for Report has been prepared and is being updated. It will be considered by Chief Executive Strategic Group (CESG) on 17 June 2014.
P9	Provide training during session scheduled for June 2013.	Jun-13	Amber	Mar-14	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	Completed	Mar-14	S Tour	The need for additional resources has been considered based on the previous year's requirements and anticipated requirements for this Municipal Year. The working arrangements of the Constituency Committees have settled and no significant changes are being proposed to the operation of Constituency Committees for this Municipal Year. The current resources within Legal & Member Services are therefore considered adequate at this time to meet the needs of the Constituency Committees but they will be kept under review throughout the Municipal Year. Should the level resources required increase, a Resource Plan will be prepared for approval by CESG.

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P11	Prepare protocol for governing the operation of Constituency Committees.	Sep-13	Completed	Mar-14	S Tour	Various task and finish groups have been set up by the Constituency Committees which have defined their respective working arrangements (some arrangements are still being worked up). Toolkits for Constituency Committees have been prepared and approved, defining their operating arrangements. The Terms of Reference of Constituency Committees were reviewed as part of the review of the Council's Constitution undertaken between Jan-April 2014 and amended accordingly. The operation/administration of Constituency Committees is detailed within the Constituency Committee Terms of Reference, Toolkits, and the Constitution which sets out the obligations/procedures relating to Committee administration (i.e. Access to Information Rules) and the Rules of Debate governing all Council Committees.
<b>Implement appropriate arrangements to support the Health and Well-being Board by assessing additional legal and committee support requirements to assist the Board.</b>						
P12	Assess additional legal and committee resources required to support and assist the Health and Well-being Board.	Jun-13	Completed	Mar-14	S Tour	This project was completed in May 2013
P13	Deliver specific Political Awareness Training to transferred NHS staff.	Jun-13	Completed	Mar-14	S Tour	Individual training needs requirements were assessed with the NHS staff, and found not to be required.
<b>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.</b>						
P14	Deliver FOI/IR/ICO contact procedure and practice protocol.	Jul-13	Completed	Mar-14	S Tour	This project was completed in May 2013
P15	Update existing monitoring and reporting arrangements.	Jun-13	Completed	Mar-14	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	Mar-14	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	Completed	Mar-14	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 a more detailed action plan. The IGB has been set up and Information Governance (IG) training has been undertaken in Oct/Nov 2013. Over 400 staff attended the training sessions. An IG checklist and guidance was sent to all departments for completion (returned mid Dec 2013). Responses have been analysed which have helped inform priorities and an action plan to improve IG across the Council. Specialist support has been secured to ensure the Council meets the NHS IG Toolkit (level 2) accreditation. The principles and approach will also be applied to the wider Council to ensure the Council's IG arrangements are improved. The IGB has established an IG Operational Group to assist it deliver the Action Plan. E-Learning training is being undertaken by all Council employees by 30 June 2014; a suite of new/amended IG related Policies have been drafted and are progressing through the appropriate approvals process; a number of targeted measures to address specific IG issues have been developed and will be rolled out across the Council (as applicable) by end of July 2014.
P18	Develop a DPA procedure and practice protocol.	Jul-13	Completed	Mar-14	S Tour	The Council has set up an Information Governance Board. 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. Linked to Project P17 above.
<b>Merseyside Pension Fund</b>						
<b>To provide secure pensions, effectively and efficiently administered at the lowest cost to the contributing employers through the Merseyside Pension Fund.</b>						
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	Mar-14	P Wallach	The Fund 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	Mar-14	P Wallach	With less than 2 weeks to go before the new scheme is launched we have a pretty clear view of what has been achieved, where the gaps are and what we need to worry about once we go live. System updates are either live or about to go live, with known gaps in functionality due to the releases being based on draft versions of the regulations. So we know there are going to be workarounds in place until the next system releases become available. Notes and calculations are being updated (once again) based on the final release of the regulations. Staff training is continuing based on latest guidance. Absence of Government Actuary's Department (GAD) guidance and factors remains a key risk and will prevent us responding to some member requests post go live. Employer and member communications continue to be well organised and comprehensive. Key forms have been revised ahead of go live, with others due to be released in April 2014. The project is on track, and the direction of travel has stabilised over the last 6 weeks.
<b>Human Resources / Organisational Development</b>						
<b>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.</b>						
P21	To design, deliver and evaluate the new Wirral Leadership Development Programme.	Feb-14	Green	Mar-14	C Hyams	Cohort 1 has been completed and evaluated. Cohort 2 has commenced. Cohort 3 is due to commence in May 2014.
P22	To roll out the new Management Development Programme to all managers across the organisation.	Sep-14	Green	Mar-14	C Hyams	The Management Development Programme was launched in September 2013. Early data collected indicates that 4.5% of the required modules have been completed. Updated data will be available at the end of April 2014.

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No.	Project/Activity	Delivery Date	Project Status	Reporting Period	Accountable Officer	Comments
<b>To ensure that performance appraisal is consistently applied across the whole of the Council and to improve the delivery of council services.</b>						
P23	To roll out Performance Appraisal and Development across the organisation to Senior Manager Level.	Sep-13	Completed	Mar-14	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 agreed the roll out of performance appraisals for 2014/15 on 25th March 2014.
P24	To support the completion of Key Issue Exchanges across the entire organisation.	Sep-13	Completed	Mar-14	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) requested that a strategy and action plan for the 2014/15 roll out be presented to them for consideration on 4th February 2014.
<b>To implement Learning and Development interventions to deliver organisational and departmental improvement.</b>						
P25	To ensure that external inspections reflect that staff are receiving the required statutory learning and Development.	Apr-14	Green	Mar-14	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	Completed	Mar-14	C Hyams	This project has been completed. Training in these areas is still available via The Skills for Wirral Programmes if required.
P27	To design, deliver & evaluate the new Wirral "Change Agent" Programme	Feb-14	Completed	Mar-14	C Hyams	The 1st and 2nd Change Agent Cohorts have been completed. Evaluation for Cohort 1 is underway and Cohort 2 evaluation will be carried out with the Leadership Cohort 2 evaluation in June 2014.
P28	To deliver an Employee Engagement Survey.	Sep-13	Completed	Mar-14	C Hyams	The survey was completed in December 2013, with a 42% response rate. The results are being analysed and the final is due to be reported at the end of May 2014.
<b>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.</b>						
P29	To continue to roll out the first phase (basic details) Self Serve to schools.	Dec-13	Red	Mar-14	C Hyams	The roll out of self serve to schools requires further consideration.
P30	To implement the absence and expenses modules across the Council.	Dec-13	Completed	Mar-14	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	Completed	Mar-14	C Hyams	The module is now live and the training has been delivered. Paper timesheets to end on 1 April 2014.
P32	To implement a Managers reporting dashboard 'Insight'.	Dec-13	Completed	Mar-14	C Hyams	The managers reporting dashboard 'Insight' went live and was rolled out across the Council in November 2013.
<b>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.</b>						
P33	To agree the level of Buyback and roll out of Self Service to schools.	Apr-14	Green	Mar-14	C Hyams	This is subject to schools buy-in of payroll/pensions/staffing admin service which has been extended for a further 12 months (with effect from April 2014).
<b>To ensure the Council meets its legal requirements under the Equality Standard 2010, through recording the relevant information about our employees.</b>						
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	Red	Mar-14	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 March 2014 to decide whether a targeted approach will be required to collect missing information. The priority of re-auditing the workforce requires consideration as part of our overall priorities.
<b>To effectively support and guide Managers in dealing with key Human Resource issues.</b>						
P35	To review, revise, develop and approve key HR policies (Disciplinary, Capability, Redundancy & Redeployment, Restructure and Dignity at Work).	Sep-13	Red	Mar-14	C Hyams	Report on proposed revised policies to be taken to Transformation & Resources Policy & Performance Committee in July 2014. Training and development programme to be rolled out once the policies have been approved.
P35a	To implement the roll out a training and development programme on the revised key HR policies to managers.	Dec-13	Red	Mar-14	C Hyams	
<b>A new programme will be implemented, as part of management essentials, when policies have been agreed.</b>						
P36	To undertake consultation with the key managers and trade unions on annualised hours policy.	Sep-13	Completed	Mar-14	C Hyams	Work has been undertaken to analyse options and a progress report was submitted to the Chief Executive's Strategic Group in January 2014. This work will now be undertaken and monitored as part of the Future Council Project.
P37	To seek agreement from trade unions and seek appropriate approval on annualised hours policy	Oct-13	Completed	Mar-14	C Hyams	
<b>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.</b>						
P38	To carry out a review of Council Services in partnership with Trade Unions and APSE	Oct-13	Completed	Mar-14	C Hyams	The savings have not been identified or delivered in year by the Trade unions, therefore the budget shortfall has been met with the £1m pay award for 2013/14 as per the Collective agreement and this is target has been met.

**WIRRAL COUNCIL**  
**Transformation & Resources Directorate**  
**Transformation and Resources Performance, Finance & Risk Report as at 31st March 2014: Projects**



No.	Project/Activity	Delivery Date	Project Status	Reporting Period	Accountable Officer	Comments
<b>Business Processes</b>						
<b>Business Processes</b>						
P39	To merge the staffing of these areas and then review service delivery for implementation of proposals to improve sustainability of network.	Oct-13	Completed	Mar-14	M Flanagan	The staff merge has been completed. The branch network sustainability linked to officer budget options will be implemented 2014-2016
<b>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.</b>						
P40	To address the historic Personal Finance Unit charges and maximise recovery by use of all available methods	Mar-14	Amber	Mar-14	M Flanagan	Work continues to enhance address 'aged' debt within the collection and recovery team, with additional resource continuing to be seconded from Benefits – reported progress is good. 77% of the original aged debt has now been processed and the new debt process is in live operation with encouraging results. The process of establishing the team on a permanent basis has been progressed and is only now delayed as a result of wider Future Council Service reviews/outcomes. Delayed direction from Client side has limited optimising referral of a number of debts through to Legal services. Legal service response to cases referred and in terms of specific advice remains an issue.
<b>To support vulnerable people who need access to the authority's Local Welfare Assistance scheme.</b>						
P41	To review the Local Welfare Assistance scheme and propose amendments for future year schemes.	Nov-13	Completed	Mar-14	M Flanagan	Project to review has been completed, associated report awaiting Cabinet consideration.
<b>To promote digital Inclusion via use of self access facilities</b>						
P42	To significantly increase the percentage of service requests available and made on-line.	Dec-13	Completed	Mar-14	M Flanagan	This project to be taken forward as part of the Future Council Project, which will be ongoing for a number of years. Progress on the ongoing development of on line forms and take up will be monitored as part of the Future Council Project.

## PERFORMANCE ACTION PLAN TEMPLATE

This template is to be completed for ALL measures showing **RED** status of non-compliance against the specified target.

INDICATOR OVERVIEW	
Indicator Title	<b>% Adult Care Packages supported by Direct Debit (DD)– CP2</b>
Strategic Director Lead	<b>Joe Blott</b>
Departmental Lead	<b>Malcolm Flanagan</b>
Target	<b>30%</b>

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	<b>10.6%</b>	+ / - Target : - <b>19.4%</b> %
Non-compliance reason	Compliance is largely reliant upon user response / take-up. 166 mandates received following proactive canvass of existing residential service users. Many service users already pay by standing order, over which they have more control and so this may be something which they are reluctant to change. Further activity to encourage take-up is planned, for residential users only. There are complications around offering DD to care at home clients which may eventually be resolved with a move to the new core DASS system	

ACTIONS: This describes what's necessary or how to achieve a 'green' score. This way everyone is clear on what is required and when; knows the expected outcome and how to achieve it .	
What (is required)	Need for ongoing publicity of DD option to encourage and promote awareness and encourage take-up. Reliance on service users to elect to take-up option of making payment in this way influences out turn against PI target. Consideration is now being given by client side regarding frequency of care charge billing, although at this stage it is too early to establish the extent to which this might assist and whether or not it is viable (for a number of reasons).
How (will it be achieved)	Publicity and use when agreeing care packages with people residential cases only in agreement with DASS. From discussion with other local authorities these debts have a low take up of direct debit
Who (will be responsible)	PFU service manager and Team Leaders on a day to day operational basis. Senior Benefits manager to whom service manager reports
When (will results be realised)	Ongoing from initially targeting existing residential care users. Developing to wider client group during 2014/2015 if feasible to do so (care charge billing cycles against mandatory requirements of DD )



## PERFORMANCE ACTION PLAN TEMPLATE

This template is to be completed for ALL measures showing **RED** status of non-compliance against the specified target.

INDICATOR OVERVIEW	
Indicator Title	DP10: Percentage collection rate on additional debit re: impact of Council Tax Support Scheme (CTS), Discount and Exemption
Strategic Director Lead	Joe Blott
Departmental Lead	Neil Powell
Target	66.0%

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	59.4% (£121,000 below the target collection figure).	+ / - Target: -6.6%
Non-compliance reason	Insufficient payments received from CTS customers, most who are paying for the first time. Non CTS customers are at 96.3% collection for the same period. Collection will be harder next year with it taking on average 2 years to collect 2013-14's debt. It is anticipated that there will be a slight increase overall for Council case and a decrease for CTS cases.	

ACTIONS: This describes what's necessary or how to achieve a 'green' score. This way everyone is clear on what is required and when; knows the expected outcome and how to achieve it.	
What (is required)	More customers paying outstanding debt as requested.  Over optimistic view of the likely recovery rate in the 1 <sup>st</sup> year. 2014-15 target needs to reflect 1 <sup>st</sup> year actuals result, which has been set at 59.2% for 2014/15
How (will it be achieved)	Additional punitive legal action including Bailiff action and/or Deduction at source from the customers' income (Benefits).
Who (will be responsible)	Revenues Manager N.Powell
When (will results be realised)	31 March 2015

## PERFORMANCE ACTION PLAN TEMPLATE

This template is to be completed for ALL measures showing **RED** status of non-compliance against the specified target.

INDICATOR OVERVIEW	
Indicator Title	<b>Percentage recovery of Personal Finance Unit charges – DP 11</b>
Strategic Director Lead	<b>Joe Blott</b>
Departmental Lead	<b>Malcolm Flanagan</b>
Target	<b>90%</b>

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	<b>67.5%</b>	+ / - Target : <b>-22.5%</b>
Non-compliance reason	System reporting enhancements continue to show through more focused analysis that as year has progressed, % payment ratio to charges raised is improved. Suggesting that earlier intervention (new debt work) having a positive impact and a clear ability to change service users habits in respect of charges for commissioned care.	

ACTIONS: This describes what's necessary or how to achieve a 'green' score. This way everyone is clear on what is required and when; knows the expected outcome and how to achieve it .	
What (is required)	Consistency of resource must be maintained in order to continually improve collection rates to an optimum, yet to be realistically defined. Client side response needs to be timely in order not to delay case action and ensure prompt assessment and billing. Issues recently with response times, input delays impacting and significantly around response to requests for more information / complaints.
How (will it be achieved)	Revision of debt cycle for Personal Finance Charges debt was projected for April 2014. It is understood that this will not now happen. Sufficient staff resource is again required to be maintained to address all recovery work and to ensure personal care charging assessment work is timely and accurate. Effective legal processes are required to be maintained alongside sufficient legal resource. Timely DASS administration of electronic social care records is also a necessary requirement to achieve this.
Who (will be responsible)	PFU service manager and Team Leaders on a day to day operational basis. Senior Benefits manager to whom service manager reports
When (will results be realised)	This work will be ongoing for the rest of the financial year and see this PI stay red for that period with progressive improvement.

## PERFORMANCE ACTION PLAN TEMPLATE

This template is to be completed for ALL measures showing **RED** status of non-compliance against the specified target.

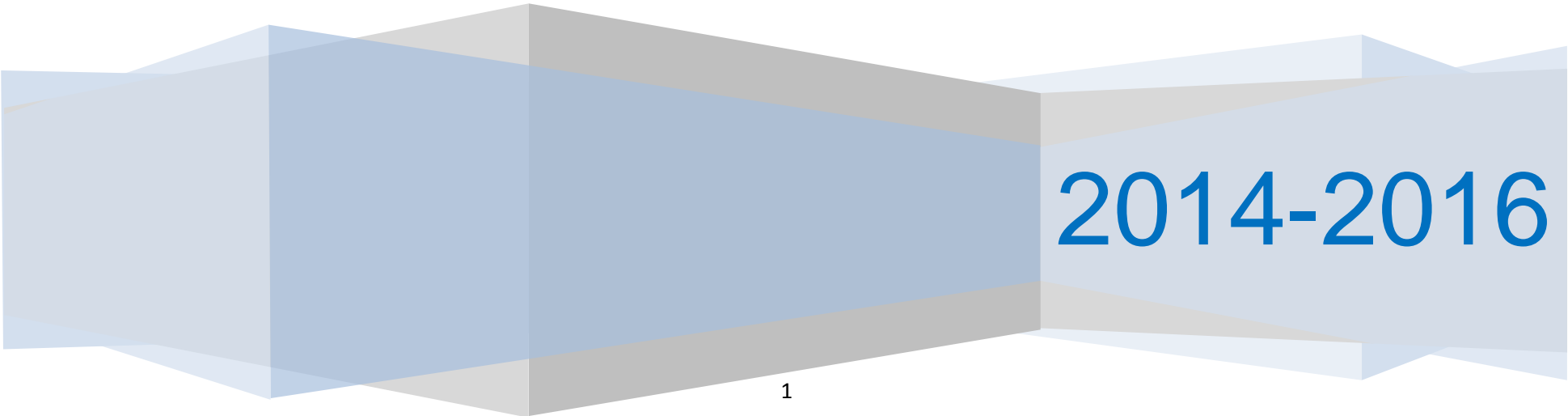
INDICATOR OVERVIEW	
Indicator Title	Percentage recovery of Personal Finance Unit charges (historic charges) DP11 / 1
Strategic Director Lead	Joe Blott
Departmental Lead	Malcolm Flanagan
Target	<b>90%</b>

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	<b>65.7%</b>	+ / - Target : - 24.3%
Non-compliance reason	<p>Team focus divided between aged and new debt cases . No Legal response and delays in DASS client side over several months creating a bottle neck of aged debt cases awaiting instruction</p> <p>Notwithstanding this circa 76% of the <u>original</u> aged debt has now been processed by the unit.</p>	

ACTIONS: This describes what's necessary or how to achieve a 'green' score. This way everyone is clear on what is required and when; knows the expected outcome and how to achieve it .	
What (is required)	Timely Client side response to individual case matters alongside Legal responses imperative. Delays in direction from Client has limited progress in a number of cases now since December 2013 and in some cases earlier.
How (will it be achieved)	Through the application of clearly defined processes, agreed policy and debt cycle, providing requirements detailed above are consistently met
Who (will be responsible)	PFU service manager and Team Leaders on a day to day operational basis. Senior Benefits manager to whom service manager reports
When (will results be realised)	Work will be ongoing for the rest of the financial year and see this PI stay red for that period with it progressively improving.

# Transformation & Resources Directorate Plan

Welcome to the 2014/16 Directorate Plan for Transformation & Resources Directorate. This Plan sets out the key functions the Directorate is responsible for and the contribution it makes to the delivery of the Corporate Plan priorities.



2014-2016

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### 1. Statement of Purpose

*Our Purpose: To support the Council to enable the delivery of the vision through the following principles:*

**Local Solutions, Local Decisions:** Our Elected Members are leaders within their communities, using devolved powers and responsibilities to make the best use of resources in their area. They will inspire communities to come together to find the right solutions to address local need and improve residents' lives.

**Promoting Independence:** We will strive to ensure that all residents, especially the most vulnerable, are recognised for the talents and assets they have. We will work to equip them with the tools and knowledge to enable them to make the choices that are right for them and their families.

**Driving Growth and Aspiration:** We will work with residents, encouraging them to hold the same level of ambition for their communities as we have for Wirral; driving growth in our economy and with it aspiration, achievement and employment, particularly among younger people. This will help to reduce poverty and secure a healthier economic future for our communities.

*Using these approaches:*

**Developing New Delivery Models** - deliver new and innovative ways of ensuring our residents have access to the services, advice and guidance that help to improve their quality of life. We will harness new technologies to do this in the most cost effective way.

**Changing behaviour** - develop a culture of responsibility, accountability and pride across the whole of the Council. We will be a confident organisation that is risk aware rather than risk averse.

**Workforce Modernisation** - Our staff structures and organisational systems will be stable and designed to ensure that Wirral Council becomes an organisation that is focussed on identifying innovative solutions, with a workforce that operates flexibly, has the right skills and delivers what we say we will do.

**Improved Business Performance** - Our service costs and processes will be both affordable, provide value for money, and examples of national best practice.

## 1.1 Director's Strategic Overview

Wirral Council has transformed itself radically over the last year. Many tough decisions have been taken and new practices implemented to ensure Wirral Council continues its programme of improvement and transformation. The Directorate has had a pivotal role in this improvement, providing organisational leadership, supporting Elected Members, ensuring robust and effective democratic arrangements, enhancing corporate governance, ensuring financial stability and strengthening the Council's reputation.

The Directorate has provided vital support to make certain the Council is accountable, streamlined, and provides value for money services for Wirral residents and businesses. We will continue to provide this support - and challenge – to the organisation as we strive to reconfigure services and change the relationship between the Council and its residents.

The Directorate has responsibility for directly delivering services to Wirral residents. This includes the payment of benefits and the collection of revenues. The Directorate strives to ensure that the vulnerable are as adequately protected as limited funding allows, during the implementation of welfare reform. The Directorate works in partnership with the key public bodies and other agencies to develop joined up services and deliver improved outcomes for children, young people and adults living in Wirral.

By 2016 we will support the organisation to:

- Be leaner and smaller with a highly skilled and flexible workforce – the right skills in the right places
- Have reduced bureaucracy with stronger governance
- Be risk aware – not risk averse
- Maximise the use of technological solutions to transform the way staff work and how we interact with residents.

The delivery of these aims will be underpinned by our corporate values of integrity, efficiency, confidence and ambition.

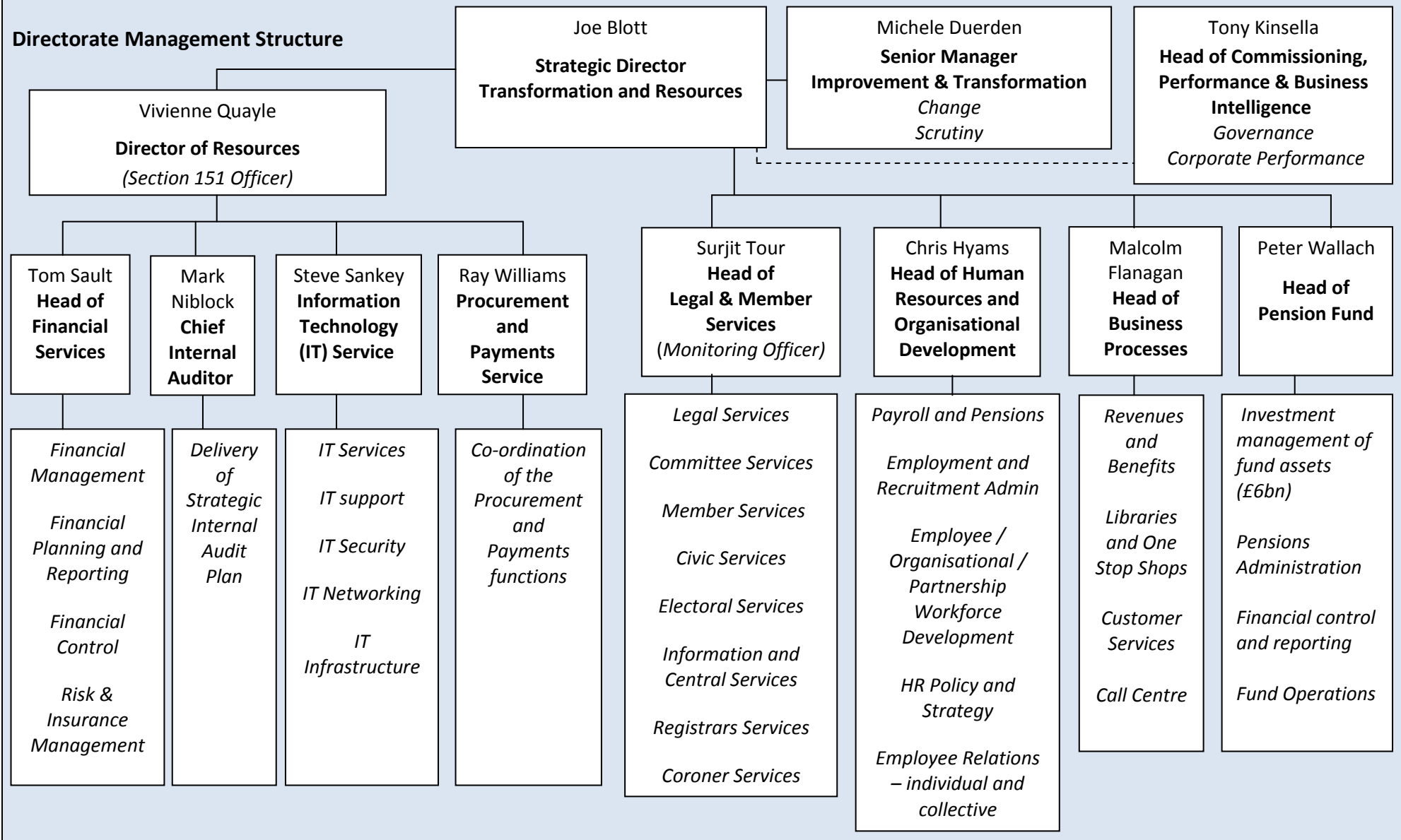
We will measure the progress of this Plan on a monthly, quarterly and annual basis using a range of metrics and report our performance to the Chief Executive's Strategy Group (CESG), Cabinet, Policy & Performance Committees and strategic and operational departmental management teams.

The Directorate meet as a strategic team (DMT) on a weekly basis to discuss matters raised at the Chief Executive's Strategy Group (CESG), delivery of the Corporate and Directorate Plan goals and priority projects as well as other issues relating to the management and operation of the Directorate. These key messages are cascaded to directorate staff through One Council, team briefings and a series of extended sessions where staff can interact with DMT.

**Joe Blott**

**Strategic Director – Transformation & Resources**

## 1.2 What our Directorate delivers





**Wirral Vision**

Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.

**TRANSFORMATION & RESOURCES PERFORMANCE OUTCOMES FRAMEWORK 2014/16**

**Corporate Plan Principles**

Transforming the Council

Local Solutions, Local Decisions

Promoting Independence

Driving Growth and Aspiration

**Directorate Priority Objectives 2014/15**

To improve Governance and Decision Making

To develop capacity and drive change throughout the organisation through implementing staff development programmes / performance appraisals and maximising the benefits of new technologies through IT Strategy and Investments

To proactively manage financial challenges, budget stability and effective d service provision by:

- Delivering agreed savings
- Maximising efficiency and improving resident access to services
- Providing fit for purpose / value for money contract delivery
- Supporting commissioning strategy by implementing robust procurement processes
- Efficient revenue recovery

**How will we measure this?**

DP PI - Reduction in the total number of extraordinary Council meetings

DP PI - % completing Leadership Development Programme

CP PI - £ Projected Delivery of Council budget savings

**(Key Performance Indicators / Key Projects)**

DP PI - Reduction in the issuing of general exception notices under the Access to Information Rules

DP PI - % of Management Development Programme modules completed

DP PI - % Local SME suppliers paid within 10 days

DP PI - % of client finance recovered by end of month following billing

DP PI - Reduction in the total number of published supplementary agendas for Council Cabinet & Committee meetings

CP PI - % of Performance Appraisals completed

DP PI - % Suppliers paid within 30 days or payment terms

DP PI - % recovery of Council Tax

DP PI - % delivery of Strategic Internal Audit Plan 2014/15

CP PI - Sickness Absence rate

DP PIs - £ Directorate Revenue / Capital Programme / Savings achieved in 2014/15

DP PI - % recovery of National Non Domestic

Project - Strengthen Council's Audit & Risk Management Committee by inclusion of independent members

CP PI - % Implementation of Windows 7 & Office 2010 across the Council

Project - Publish accounts with unqualified Audit Opinion

DP PI - % spend maximised of Discretionary Housing Payment

Project - Implement the requirement for an independent Pensions Board arising from Public Service Pensions Act 2013

Project - Achieve PSN accreditation

Project - Produce budget for 2015/16 and beyond

Project - 2015/17 Medium Term Financial Plan revised

Project - Support the implementation of the Future Council Programme

**Organisation Outcomes**

To reduce bureaucracy and create consistent, transparent and joined up governance arrangements

To deliver change and have a positive culture of collaboration, challenge, commerciality and continuous improvement  
To be a leaner, more adaptive organisation employing a creative, innovative empowered and resilient workforce

To become more outcome and cost focussed through simplified, standardised and clearly communicated processes  
To more proactively align (operational and non-operational) assets and estate with our priorities, maximising their value for Wirral  
To make it clearer, easier and faster for customers to interact with the Council

### Our 2 Year Council Plan Objectives

#### **Local Solutions, Local Decisions:**

Our Elected Members are leaders within their communities, using devolved powers and responsibilities to make the best use of resources in their area. They will inspire communities to come together to find the right solutions to address local need and improve residents' lives.

#### **Promoting Independence:**

We will strive to ensure that all residents, especially the most vulnerable, are recognised for the talents and assets they have. We will work to equip them with the tools and knowledge to enable them to make the choices that are right for them and their families.

#### **Driving Growth and Aspiration:**

We will work with residents, encouraging them to hold the same level of ambition for their communities as we have for Wirral; driving growth in our economy and with it aspiration, achievement and employment, particularly among younger people. This will help to reduce poverty and secure a healthier economic future for our communities

#### **Transforming the Council**

We will ensure the transformation of the Council is customer led, evidence based and informed by business intelligence. We will endeavour to support services to overhaul how they do business and develop new models of delivery, meaning some services may not be delivered by ourselves and others may be stopped altogether. We will assist them to drive change in behaviour, and modernise the workforce. We will improve business performance, ensuring we are following examples of best practice, as well as promoting our own services that are recognised for excellence and innovation. This will be supported and enabled by the best use of our people, assets and business support services.

## Key Projects we deliver or contribute to

The Transformation and Resources Directorate will continue to support the Council to deliver its vision through a programme of radical and sustained change. We have clear priorities for delivery during 2014/16, as set out in the Corporate Plan. This year, we will:

- Continue to develop, enhance and improve the programme of Elected Member Development
- Continue to improve governance and decision making, supporting Elected Members in their respective roles, building on the revised Constitution and scheme of delegation
- Make sure Wirral Council becomes more efficient and streamlined, removing unnecessary bureaucracy wherever it exists
- Transform the business support functions to deliver savings and maximise efficiency
- Ensure all elements of the Welfare Reform Act are effectively delivered
- Complete a review of procurement processes to ensure that contracts deliver value for money and are fit for purpose
- Continue the programme of visits to other local authorities to identify examples of good practice
- Support the delivery of the Future Council project
- Maximise the benefits of new technologies through new Information Technology (IT) Strategy and investments
- Deliver a Leadership Development Programme to develop capacity and drive change throughout the organisation
- Review policies and procedures to support staff to work differently
- To facilitate and support the organisation's culture and values implementation programme
- Develop and review the use of technology to improve efficiency and working practices and also so residents are enabled to use the most appropriate, cost effective and efficient method to access services
- Deliver 2014/15 savings through a clearly defined programme
- Continue to enhance the integration of Corporate and financial strategy ensuring that the Medium Term Financial Strategy is continually developed to reflect the direction on the Council and the solutions to the medium term financial challenges
- Deliver Merseyside Pension Fund's Funding Strategy

## Our key internal and external partnerships (formal or informal)

### **External partnerships**

The Merseyside Pension Fund (MPF) is a shared service across the five Merseyside district authorities and circa 145 employer bodies, delivering the statutory Local Government Pension Scheme. The MPF also provides pensions administration services to Merseyside Fire and Rescue Authority.

The business process division works with the Department of Work and Pensions (Job Centre Plus, HM Revenues and Customs): Ensuring all elements of Welfare Reform are implemented effectively to maximise take up including co-location of services to maximise effectiveness.

The Directorate works with the voluntary, community and faith sector to ensure individuals are as efficiently and robustly supported in respect impacts of Welfare Reform and consequential requirement of welfare and financial advice including co-location of services to maximise effectiveness.

Our libraries work with relevant organisations in support and development of reading involvement, via supported groups, volunteers and promotional work that supports the promotion of independence, reduction of social exclusion and improvement in general health and well being with a focus on vulnerable individuals.

The payroll and administration services pays 14000 contracts across the council, school, colleges and other organisations in the borough.

Human Resources (HR) services are provided across the council and schools on an Service Level Agreement (SLA) basis

### **Internal Partnerships**

Legal Advice and Action Meetings (LAAM) Legal Services and the Children and Young People's Department have been set up to support the new court protocol in seeking to ensure that all looked after children review applications taken to court have been thoroughly considered and necessary steps taken to ensure that care proceedings are concluded in a timely manner.

Merseyside Electoral Administration Team (MEAT) collaborative working arrangement across Merseyside to assist with the effective management and delivery of electoral registration and election administration across Merseyside, by sharing experiences, knowledge, and ensuring consistency of approach and providing support and resilience to team members.

Work will take place collaboratively across the Council to ensure the success of the Future Council programme and the delivery of £44.2m savings (including £9.4m for 2014/15).

The Directorate works jointly with internal partners to ensure the commissioning and procurement savings identified for 2014/15 are realised.

## 2. Where are we and where do we want to be?

The significant transformation and improvement that has taken place at the Council, over a relatively short period of time, has been reviewed and fully recognised by Wirral's Improvement Board. This will enable the Council to continue to move forward in confidence, and ensure that we are in a position to deal with all issues we are told about or discover ourselves quickly, fairly and effectively so that they cannot be repeated in the future. Within this context of continuous improvement the Directorate seeks to provide:

### **Strong Enabling Services**

The Council's revised Medium Term Financial Strategy covers the period 2014/17. Despite significant efficiencies and savings made during 2013/14 the strategy indicated a forecast funding deficit of £83 million before applying savings proposals in the 2014/15 budget. Budget savings totalling £36.2 million have been agreed for 2014/15 (including £27.5m agreed in February 2014). The Directorate will have a key role in the delivery of these savings. The remaining budget gap is £44.2m for 2015/17 and this will be a major challenge for the organisation and require a radically different approach to making savings and delivering services.

We have made substantial progress to review our governance arrangements and this is reflected in the Annual Governance Statement 2013/14. Specific improvements include ensuring that the Council's Constitution is fit for purpose, obtaining a fresh commitment from Elected Members to fully engage with the new terms of reference for scrutiny, oversight and conduct. A strengthened internal audit function and risk management arrangements ensure we are risk aware and not risk adverse and are important elements of our revised arrangements. We have also taken robust action to improve the way we respond to freedom of information requests ensuring that this Council is more open and transparent. We will further embed these improvements over the next two years to ensure that Council business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively.

A significant amount of work has been carried out to establish values that are appropriate and meaningful to the organisation and its employees. Following detailed staff engagement, the agreed values for the organisation are; integrity, efficiency, ambition and confidence. Senior managers across the organisation have launched these values with employees and discussed their importance to the organisation. Wirral Council's Leadership Development Programme will ensure that senior managers from across the organisation will learn together and focus as a group on Wirral Council's vision, leadership in a changing context, and how to apply their learning in the leadership of the organisation, which is crucial to the wider culture change programme aimed at developing a culture of responsibility, accountability and pride across the whole of the Council.

## 2. Where are we and where do we want to be?

### **Efficient Directly Delivered Services**

Through Merseyside Pension Fund we will provide secure pensions, effectively and efficiently administered at the lowest cost to the contributing employers. This requires the Fund to strike a balance between achieving the most from its investments and the need to exercise prudence and caution in considering its future liability profile.

The Directorate will ensure the prompt and accurate payment and assessments of council benefits, working to ensure that the vulnerable are as adequately protected as limited funding allows, during the implementation of welfare reform. The collection of all revenues and charges for the Council is a key service delivered by this Directorate and will become more vital following changes to business rate retention which will give the Council greater influence over the money we collect.

Building on previous work, the further development of a resilient and sustainable Library Service and One Stop Shop service is a key focus for the Directorate this year. We will continue to explore ways in which communities can become more involved in the design and delivery of services to supplement local authority support. We will work with health and wellbeing services to develop signposting services and risk assessment frameworks to support preventative initiatives and early intervention through national and local initiatives.

The Directorate will complete the fundamental review of the Coroner Service in accordance with Ministry of Justice and the Chief Coroner's requirements to explore the possibility of amalgamating the Wirral Coroner Area with another so as to achieve greater efficiencies and value for money.

### **Transforming the Council**

The Council has embarked on an ambitious programme of transformation - 'Future Council' - which is designed to deliver £9.4m savings already outlined in the budget and identify options to deliver the £55m savings required over the next two years. The programme seeks to implement, a complete remodelling of the authority, which will be informed by a systematic re-evaluation of all services and departments. Every department and service has been evaluated and a robust business case will be used to determine how each service will be delivered in the future. During the delivery of the Future Council project, Elected Members and other stakeholders will have the opportunity to scrutinise, influence and shape the proposals and the resulting new Council model. The Directorate will play pivotal role in leading and supporting the delivery of this programme by enable services to be redesigned to save money whilst retaining appropriate standards in quality and accountability.

A visible and immediate outcome of Future Council will be staff structures that will be stable and designed to the future needs of the Council. This will include full job evaluation and a revised top to bottom pay line for all staff. An underpinning principle of this work will be making sure Council management is streamlined with clear reporting lines and optimised spans of control.

All areas within the Directorate will be predicated on a self-sufficiency model that promotes self service which is underpinned by professional guidance at the appropriate levels. This approach will be used with customers, residents, staff and stakeholders to ensure access channels are appropriate and affordable.

### 3. Planning for 2014 – 2016

#### 3.1 Service Budget

	2014/15 £'000	2015/16 £'000	Total £'000
Income	-182,288	-183,195	-365,483
Pay	35,730	35,325	71,055
Non-pay	197,775	202,528	398,303
Internal Recharges (income and expenditure)	-30,995	-30,844	-61,839
<b>Total Net Budget</b>	<b>20,222</b>	<b>23,814</b>	<b>42,036</b>

#### 3.2 Savings

	2014/15 £'000	2015/16 £'000	Total £'000
Savings required	17,174	2,069	19,243

2014/15 savings requirements include the £9.4m Future Council savings and the £5m Commissioning savings which are corporate savings.

#### 3.3 Growth

	2014/15 £'000	2015/16 £'000	Total £'000
Growth	2,773	5,700	
	<b>2014/15 (£'000)</b>	<b>2015/16 (£'000)</b>	
120	IT Management	4,000	Efficiency Fund Growth (Cabinet February 2013)
88	Graduate Trainees	1,700	Treasury Management Growth
100	Welfare Advice		
265	Council Tax Support Uprating		

### 3.4 Key Financial Drivers and Pressures

Continuing to protect vulnerable children and adults may result in financial pressures resulting from increased court fees.

Ensuring capacity is available to support corporate initiatives and key projects may result in budget pressures.

Some budget savings and operating models are predicated on self service, residual costs may arise if the requisite channel shift is not made.

Economic factors may result in increased volume due to Welfare Reform to deliver whilst grants may reduce or stay the same.

Unbudgeted and uncontrollable costs associated with employees may arise.

Failing to clearly define and manage expectations and align them to current level of resources may result in budget pressures.

Failure to implement policy decisions on front of house estate (e.g. Libraries and One Stop Shops) will result in residual cost.

The localisation of funding to enable more local democracy / decision making to take place.



### 3.5 Objectives

Objective	How will you know you have succeeded?	Responsible Officer
1. To improve Governance and Decision Making	Reduction in the total number of extraordinary Council meetings to 15 (15%)	Head of Legal & Member Services - Surjit Tour
	Reduction in the issuing of general exception notices under the Access to Information Rules to 8 (20%)	
	Reduction in the total number of published supplementary agendas for Council Cabinet and Committee meetings to 25 (20%)	
	100% delivery of Strategic Internal Audit plan 2014/15	Director of Resources - Vivienne Quayle
	Strengthen the Council's Audit and Risk Management Committee by the inclusion of independent members	Strategic Director Transformation and Resources - Joe Blott
	Implement the requirement for an independent Pensions Board arising from Public Service Pensions Act 2013 by April 2015	Head of Pension Fund - Peter Wallach
2. To develop capacity and drive change throughout the organisation through implementing staff development programmes /performance appraisals and maximising the benefits of new technologies through IT Strategy and Investments	90% completing Leadership Development Programme 90% of Management Development Programme modules completed 80% of Performance Appraisals completed 9.75 days: Sickness Absence Rate Facilitate and support the organisation's culture and values implementation programme by 31 March 2015	Head of Human Resources and Organisational Development - Chris Hyams
	100% implementation of Windows 7 & Office 2010 across the Council in accordance with the project plan by November 2014 Achieve Public Services Network (PSN) accreditation by March 2015	Director of Resources - Vivienne Quayle

Objective	How will you know you have succeeded?	Responsible Officer
<p>3. To proactively manage financial challenges, budget stability and effective service provision by:</p> <ul style="list-style-type: none"> <li>• Delivering agreed savings</li> <li>• Maximising efficiency and improving resident access to services</li> <li>• Providing fit for purpose / value for money contract delivery</li> <li>• Supporting commissioning strategy by implementing robust procurement processes</li> <li>• Fair &amp; robust collection of all Council revenues</li> </ul>	<p>£ Projected Delivery of Council budget savings            £ Directorate Revenue / Capital Programme / Savings achieved            Support the implementation of the Future Council Programme</p>	<p>Strategic Director            Transformation and Resources - Joe Blott</p>
	<p>75% of client finance recovered by end of month following billing            95.5% recovery of Council Tax            96.4% recovery of National Non Domestic Rates (NNDR)            95.0% spend maximised of Discretionary Housing Payment</p>	<p>Head of Business Processes - Malcolm Flanagan</p>
	<p>2015/17 Medium Term Financial Plan to be revised by Nov 2014            Produce budget for 2015/16 and beyond by 11 March 2015            Publish accounts with unqualified Audit Opinion by 30 Sept 2014            90.00% Suppliers paid within 30 days or payment terms            60.00% Local SME suppliers paid within 10 days</p>	<p>Director of Resources - Vivienne Quayle</p>

## 4. Delivering our objectives

### 4.1 Our Delivery Plan for 2014-16

<b>Outcome 1:</b>	<b>To reduce bureaucracy and create consistent, transparent and joined up governance arrangements</b>					
Equality & Diversity	N/A					
Safeguarding	N/A					
<b>Link to Future Wirral:- 3 year priorities</b>	<b>Project/Activity</b>	<b>Delivery Date/Milestones</b>		<b>Responsible Officer</b>		
Transforming the Council	Strengthen the Council's Audit and Risk Management Committee by the inclusion of independent members	Recruit by May 2014 Members to attend during 2014/15 Municipal Year		Strategic Director Transformation and Resources - Joe Blott		
	Implement the requirement for an independent Pensions Board arising from Public Service Pensions Act 2013	Implement by April 2015		Head of Pension Fund - Peter Wallach		
<b>Performance Indicators for Outcome 1</b>						
<b>Link to corporate plan /future council</b>	<b>Indicator</b>	<b>2013/14 Outturn</b>	<b>Targets</b>		<b>Reporting frequency</b>	<b>Responsible Officer</b>
			<b>2014-15</b>	<b>2015-16</b>		
Transforming the Council	Reduction in the total number of extraordinary Council meetings	18	15 (15%)	-	Quarterly	Head of Legal & Member Services - Surjit Tour
	Reduction in the issuing of general exception notices under the Access to Information Rules	10	8 (20%)	-	Quarterly	
	Reduction in the total number of published supplementary agendas for Council Cabinet and Committee meetings	32	25 (20%)	-	Quarterly	
	Delivery of Strategic Internal Audit plan 2014/15	100%	100%	100%	Quarterly	Director of Resources - Vivienne Quayle
<b>Link to Corporate Risk Register</b>						
<b>Risk reference</b>						
GO3	Internal policies and procedures delay change					

<b>Outcome 2:</b>	<b>To deliver change and have a positive culture of collaboration, challenge, commerciality and continuous improvement</b>					
	<b>To be a leaner, more adaptive organisation employing a creative, innovative empowered and resilient workforce</b>					
Equality & Diversity	N/A					
Safeguarding	N/A					
Link to Future Wirral:- 3 year priorities	Project/Activity	Delivery Date/Milestones	Responsible Officer			
Transforming the Council	Facilitate and support the organisation's culture and values implementation programme	31 March 2015	Head of Human Resources and Organisational Development - Chris Hyams			
	Achieve PSN accreditation	March 2015	Director of Resources - Vivienne Quayle			
<b>Performance Indicators for Outcome 2</b>						
Link to corporate /future council	Indicator	2013/14 Outturn	Targets		Reporting frequency	Responsible Officer
			2014-15	2015-16		
Transforming the Council	Implementation of Windows 7 & Office 2010 across the Council in accordance with the project plan by November 2014	N/A	100%	N/A	Quarterly	Director of Resources - Vivienne Quayle
	Leadership Development Programme completed	50%	90%	N/A	Quarterly	Head of Human Resources and Organisational Development - Chris Hyams
	Management Development Programme modules completed	5%	90%	90%	Quarterly	
	Performance Appraisals completed	27% (employee KIEs) 65% (senior manager PAs)	80%	85%	Quarterly	
	Sickness Absence: The number of working days/shifts lost due to sickness absence (cumulative)	10.47 days	9.75 days	TBC	Monthly	
<b>Link to Corporate Risk Register</b>						
Risk reference						
OD2	Multiple simultaneous demands on key teams					
OD3	Effective leadership is not embedded					
OD4	Skills within the Council are insufficient					
OD5	New attitudes and behaviours not embedded quickly enough					
IT1	New IT systems / hardware not implemented in time					
IT3	Sustained catastrophic failure in IT systems					

<b>Outcome 3:</b>	<b>To become more outcome and cost focussed through simplified, standardised and clearly communicated processes To more proactively align (operational &amp; non-operational) assets &amp; estate with our priorities, maximising their value for Wirral To make it clearer, easier and faster for customers to interact with the Council</b>					
Equality & Diversity	N/A					
Safeguarding	N/A					
Link to Future Wirral:- 3 year priorities	<b>Project/Activity</b>	<b>Delivery Date/Milestones</b>			<b>Responsible Officer</b>	
Transforming the Council	Support the implementation of the Future Council Programme	Quarterly			Strategic Director Transformation and Resources - Joe Blott	
	2015/17 Medium Term Financial Plan to be revised	November 2014			Director of Resources - Vivienne Quayle	
	Produce budget for 2015/16 and beyond	11 March 2015				
	Publish accounts with unqualified Audit Opinion	30 September 2014				
<b>Performance Indicators for Outcome 3</b>						
Link to corporate /future council	<b>Indicator</b>	<b>2013/14 Outturn</b>	<b>Targets</b>		<b>Reporting frequency</b>	<b>Responsible Officer</b>
Transforming the Council	Projected Delivery of Council budget savings	£46.900m	£36.259m	£19.600m	Monthly	Strategic Director Transformation and Resources - Joe Blott
	Directorate Revenue Budget	£16.579m	£20.200m	£23.900m	Monthly	
	Directorate Capital Programme	£1.777m	£4.000m	£0.000m	Monthly	
	Directorate Savings achieved	£29.000m	£13.500m	£7.500m	Monthly	
	Client finance recovered by end of month following billing	N/A	75%	80%	Monthly	Head of Business Processes - Malcolm Flanagan
	Recovery of Council Tax	95.4%	95.5%	95.6%	Monthly	
	Recovery of National Non Domestic Rates	96.3%	96.4%	96.5%	Monthly	
	Spend maximised of Discretionary Housing Payment	95.0%	95.0%	99.0%	Monthly	
	Suppliers paid within 30 days or payment terms	83.02%	90.00%	90.00%	Monthly	Director of Resources - Vivienne Quayle
	Local SME suppliers paid within 10 days	N/A	60.00%	60.00%	Monthly	
<b>Link to Corporate Risk Register</b>						
<b>Risk reference</b>						
BU1	Failure to deliver within budgets					
IT1	New IT systems / hardware not implemented in time					
OD2	Multiple simultaneous demands on key teams					
EC2	Welfare Reforms					
TE1	Technological advance leads to digital exclusion					

### Directorate Risk Register

The Transformation and Resources Directorate Risk Register reflects the most significant threats to the achievement of the directorate's objectives. It is the responsibility of the Transformation and Resources Departmental Management Team (DMT) and will be maintained by the directorate risk champion. The key risks facing the directorate, set out below, have been identified, evaluated and included within the 2014/15 register by the DMT at its meeting on 4<sup>th</sup> June 2014.

All of these risks, along with the identification of potential new risks, will be reviewed and evaluated monthly by the DMT, in accordance with the Corporate Risk Management Policy adopted by the Council at its Cabinet meeting on 13<sup>th</sup> March 2014. The review of the register will involve:

- Identifying potential new risks and the controls already in place to help mitigate them. Considering whether additional controls are needed.
- Reviewing the effectiveness of the existing controls for risks already on the register.
- Reviewing control actions that were scheduled to be carried out and considering whether any additional actions should be implemented.
- Re-evaluating the likelihood and impact scores for existing risks by reference to effectiveness of the existing controls and progress in implementing additional controls.
- Reviewing contingency arrangements in response to changing internal and/or external events
- Considering whether any risks on the register no longer present a threat and should be removed
- Considering whether any risks on the register should be escalated (or de-escalated).

Following each review, the attached risk register (Appendix 1) will be updated and forwarded to the Corporate Risk & Insurance Officer. He will ensure that its content informs reviews of the Corporate Risk Register by the Chief Executive Strategic Group. In addition to the continuous review process outlined above, the risk register will be reviewed annually as part of the Corporate Planning Process.

Directorate Risks 2014/15 (as at 4<sup>th</sup> June 2014)

Priority / Objective	Risk Description	Current Risk Scores			Risk Category	Risk Owner	Planned Additional Controls
		Likelihood	Impact	Total (LxI)			
All	Staff do not possess the required skills, knowledge and expertise to deliver the Directorate's full range of objectives and priorities	3	3	9	People	Strategic Director Transformation and Resources - Joe Blott	Staff Development and Training, including identifying future training needs e.g. arising from upgrade to Windows 7  Enhance use of IT to achieve greater standardisation  Leadership / Management Development and Change Agent Programmes  Implement new Performance Appraisal process
All	Insufficient capacity to deliver the Directorates full range of objectives and priorities (including response to demand changes and for new areas / projects)	4	3	12	People	Strategic Director Transformation and Resources - Joe Blott	Further use of temporary support. Regular report to the Management Team  Scrutiny of service performance. Re-prioritisation of work  Formal Review of resources as enablers for the key change projects needed for key projects
All	Interruption to services e.g. a major incident / IT failure, loss of buildings or staff	2	4	8	Tangible Assets (Physical)	Strategic Director Transformation and Resources - Joe Blott	Enhancements to IT resilience  Review of IT continuity arrangements  Roll out programme of investment in IT infrastructure
All	Failure to identify and respond effectively to any	2	3	6	Legal / Regulatory	Strategic Director	Horizon scanning

Priority / Objective	Risk Description	Current Risk Scores			Risk Category	Risk Owner	Planned Additional Controls
		Likelihood	Impact	Total (LxI)			
	changes in legislation					Transformation and Resources - Joe Blott	
All	Failure to plan, resource or deliver agreed budget changes adversely affecting service delivery	3	3	9	Financial	Strategic Director Transformation and Resources - Joe Blott	Enhancement to project plans and monitoring of delivery Introduce budget tracker process
Improving Corporate Governance	Failure to follow procedures and practices e.g. information is not adequate or lack of understanding of arrangements, obligations and duties	3	4	12	Governance	Head of Legal & Member Services - Surjit Tour	In-year review of Constitutional changes Deliver training to Members /officers on revisions to the Constitution Training on Code of Corporate Governance and revised Contract Procedure Rule Conduct Member surveys Restructure Legal & Member Services to better align resources to meet need and improve resilience
Improve the Council's Freedom of Information responses and Data Protection Act arrangements	Failure to comply with statutory obligations and duties. Could lead to enforcement action by Information Commissioners Office, financial penalty and reputational damage	3	4	12	Data and Information	Head of Legal & Member Services - Surjit Tour	Develop and implement IG improvement action Plan



Priority / Objective	Risk Description	Current Risk Scores			Risk Category	Risk Owner	Planned Additional Controls
		Likelihood	Impact	Total (LxI)			
Merseyside Pension Fund	Benchmark performance does not keep pace with liabilities	3	4	12	Economic	Head of Pension Fund - Peter Wallach	
All	Failure to provide adequate organisational and technical controls to protect the council's information and information systems	3	4	12	Data and Information	Director of Resources - Vivienne Quayle	<p>Protective monitoring of the council's ICT infrastructure</p> <p>Implementation of the Information Governance project, being led by the IG Board, to formalise the ownership and risk management of the council's information and ICT assets</p> <p>Improvement in the management of third parties with access to Council information and information systems and to the secure exchange of council data, including secure email, secure web portal and the classification and labelling of emails</p> <p>Develop and implement IG improvement action Plan</p>

## 6. Workforce Development Plan

What key people management issues needs to be addressed	How will we do it?	Who will do it / what resources are required?	When will it be done by?	How will we know we have been successful?
1. Developing Transformation & Resources				
Managing Organisational Change	Support employees within the Directorate affected by Organisational Change	Regular communication Corporate Training and workshops	As required	Staff supported through change
Attendance management	Effective use of Insight reporting tools to effectively manage attendance within the Directorate	Line managers to monitor attendance triggers and apply attendance management policy Attendance management policy Insight reporting Self Serve	DMT to monitor on a quarterly basis	Directorate staff dealt with appropriately when triggers are met Reduction in sickness absence figures for the Directorate
Performance appraisal	All Directorate managers to undertake performance appraisal with direct reports	All employees directly managing staff Refresh & Inspire training available. Corporate forms	30 September 2014	95% Directorate employees 95% Directorate senior managers will have undertaken performance appraisal
Implement the Corporate Values	Lead a workshop with Directorate staff to discuss Culture and embed the Corporate Values	All Heads of Service with support from Change Agents as required. Corporate slides & briefing packs	30 June 2014	All Directorate staff have attended a session on culture & values Demonstrating Culture & values is evident within performance appraisals
Support workforce Equality	Sponsor the Corporate workforce equality work stream and support the steering group. Human Resources & Organisational Development to provide workforce information on all protected groups	Strategic Director to chair the steering group Directorate to undertake all actions assigned in the corporate workforce equality plan	31 March 2015	Data is collected and published for all protected groups. Plan progressing according to agreed timescales

What key people management issues needs to be addressed	How will we do it?	Who will do it / what resources are required?	When will it be done by?	How will we know we have been successful?
<b>2. Developing leadership capacity</b>				
Leadership management programme	Ensure all managers reporting to a Head of Service have attended the Leadership Development Programme	Directorate Managers to attend Heads of Service to support requirement for time away from office	31 March 2015	All Directorate managers reporting to a Head of Service complete the programme
<b>3. Developing workforce skills &amp; capacity</b>				
Complete management training	All Directorate managers to complete training requirements set out in "Skills for Wirral managers"	Directorate Managers to attend Heads of Service to support requirement for time away from office	31 March 2015	All Directorate managers have completed the 16 modules
Maintain professional qualifications	All Directorate staff providing specialist support and advice to maintain appropriate development and registration	To be reviewed as part of the Performance Appraisal process	30 September 2015	Development and registration up-to-date
<b>4. Resourcing</b>				
Redeployment policy	Implement the corporate redeployment policy to move resources around the Directorate	Strategic Director Director Heads of Service Managers	As required	Vacancies internally filled
Agile working	Ensure relevant Directorate staff have adequate equipment to work in a mobile way	Heads of service to identify requirements during roll out of Windows 7 implementation plan Guidance and advice on wi-fi, security issues and technological solutions	30 November 2014	Directorate staff have appropriate equipment to work other than in an office base

**If you need any further information on the content of this Plan please contact**

Joe Blott, Strategic Director of Transformation and Resources on 0151 691 8001 or email [joablott@wirral.gov.uk](mailto:joablott@wirral.gov.uk)

Vivienne Quayle, Director of Resources on 0151 666 3056 or email [viviennequale@wirral.gov.uk](mailto:viviennequale@wirral.gov.uk)

Michele Duerden, Senior Manager, Improvement & Transformation on 0151 691 8440 or email [micheleduerden@wirral.gov.uk](mailto:micheleduerden@wirral.gov.uk)

Surjit Tour, Head of Service, Legal & Member Services on 0151 691 8569 or [emailsurjittour@wirral.gov.uk](mailto:emailsurjittour@wirral.gov.uk)

Chris Hyams, Head of Service, Human Resources and Organisational Development on 0151 691 8590 or email [chrishyams@wirral.gov.uk](mailto:chrishyams@wirral.gov.uk)

Malcolm Flanagan, Head of Service, Business Processes on 0151 666 3260 or email [malcolmflanagan@wirral.gov.uk](mailto:malcolmflanagan@wirral.gov.uk)

Peter Wallach, Head of Pensions on 0151 227 3316 or email [peterwallach@wirral.gov.uk](mailto:peterwallach@wirral.gov.uk)

Tom Sault, Head of Service, Financial Services on 0151 666 3407 or email [tomsault@wirral.gov.uk](mailto:tomsault@wirral.gov.uk)

Mark Niblock, Chief Internal Auditor on 0151 666 3432 or email [markniblock@wirral.gov.uk](mailto:markniblock@wirral.gov.uk)

Steve Sankey, Information Technology (IT) Service on 0151 666 3029 or email [stevesankey@wirral.gov.uk](mailto:stevesankey@wirral.gov.uk)

Ray Williams, Procurement and Payments Service on 0151 666 3377 or email [raywilliams@wirral.gov.uk](mailto:raywilliams@wirral.gov.uk)

**This directorate plan has been endorsed by:**

Cllr Ann McLachlan, Deputy Leader and Portfolio Holder for Governance, Commissioning & Improvement

Cllr Adrian Jones, Portfolio holder for Central Services

Cllr Chris Meaden, Portfolio Holder for Leisure, Sport & Culture

## INDICATOR PLANNING TEMPLATE

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/15.

Title	Implementation of Windows 7 & Office 2010 across the Council in accordance with the project plan by November 2014		Ref Number	TRCP1	Type of Indicator	<i>Corporate</i>	✓
						<i>Directorate</i>	✓
Strategic Directorate	<b>Transformation &amp; Resources</b>	Service Area	<b>Resources</b>		Section	<b>Information Technology</b>	
Corporate / Directorate Priority	<p><b>Wirral Vision</b></p> <p>Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p><b>Transformation &amp; Resources Principle: Transforming the Council</b></p> <p>We will ensure the transformation of the Council is customer led, evidence based and informed by business intelligence. We will endeavour to support services to overhaul how they do business and develop new models of delivery, meaning some services may not be delivered by ourselves and others may be stopped altogether. We will assist them to drive change in behaviour, and modernise the workforce. We will improve business performance, ensuring we are following examples of best practice, as well as promoting our own services that are recognised for excellence and innovation. This will be supported and enabled by the best use of our people, assets and business support services.</p> <p><b>Corporate Priority Objectives</b></p> <ul style="list-style-type: none"> <li>• To make sure Wirral Council becomes more efficient and streamlined, removing unnecessary bureaucracy wherever it exists</li> <li>• To maximise the benefits of new technologies through new Information Technology (IT) Strategy and investments</li> <li>• To develop, review and improve the use of technology to improve efficiency and working practices and also so residents are enabled to use the most appropriate, cost effective and efficient method to access services.</li> </ul> <p><b>Directorate Priority Objectives</b></p> <ul style="list-style-type: none"> <li>• To ensure that the Council's IT Strategy is implemented efficiently and effectively</li> <li>• To ensure that the Council's IT service is fit for purpose.</li> </ul>						
Rationale for measurement/ monitoring	<p>To ensure that Wirral is able to take advantage of the extended support offered by the Government to protect its IT systems cost effectively and efficiently.</p> <p>The roll out of Windows 7 will ensure that the Councils IT service is safe, and fit for purpose as it provides a better platform to deploy the other technologies that the Council has planned, as it can run at a higher speed and is designed to meet the needs of Microsoft Office 2010.</p> <p>The upgrade will enable the Council to have the infrastructure required to provide safe, reliable, efficient and accessible services to residents that offer value for money and are examples of best practice.</p>						

Purpose of PI	The roll out of Windows 7 will ensure that the Councils IT service is safe and fit for purpose				
Evidence	<p>Support for Windows XP, Office 2003 and Exchange 2003 ended in April 2014, which could mean that organisations running on these systems will be vulnerable to exploits and malware. One vulnerable machine could potentially put an entire network at risk.</p> <p>This has been recognised by the Government, who have paid Microsoft £5.5m to extend support for the out-of-date Windows XP operating system for any public sector body that has a plan in place to move off these systems within a year. The agreement covers 'critical' and 'important' security updates. However it is a stop-gap rather than a permanent solution, so public sector organisations will ultimately still have to pay to upgrade to a newer operating system further down the line. The company's list price for one year's custom Windows XP support is \$200 per desktop.</p>				
Benchmarking	N/A				
Local & National Strategic fit / Policy	The Government has a plan in place to extend support for the out-of-date Windows XP operating system for any public sector body that has a plan in place to move off these systems within a year.				
Target Setting	No upgrades were carried out in 2013/14 due to delay in work on core infrastructure.				
2013/14 Performance	0	2013/14 Target	500	2013/14 Benchmarking Data	N/A
Target	*The definition of 100% excludes a small no. of PCs (less than 50) that will continue to run Windows XP because the systems aren't compatible.				
	2014/15		2015/16		2016/17
	*100%		N/A		N/A
Frequency	Quarterly		Date the data is available		5 <sup>th</sup> of following month
Trajectories (2014/15)	Apr - Jun	Jul - Sep	Oct - Dec		Jan - Mar
	0%	40%	100%		100%
Tolerances (against trajectories)	RED		AMBER		GREEN
	< 93%		>= 93% < 96%		>= 96%
Data Source	Silver Project reports				
Indicator definition/ calc method	Numerator	No. of upgrades completed	Denominator	No. of upgrades to be completed	
	Number of windows 7 upgrades completed ÷ Total number of upgrades x100				
Format	%	Decimal Places		0	Direction of Travel Higher is Better
Issues	Lack of resources to complete the upgrade in the event of any large scale IT incidences (e.g. system failure)				
<b>CONTACTS</b>					
Who takes action?	S Sankey		Tel: 0151 666 3029 E-mail: <a href="mailto:stevesankey@wirral.gov.uk">stevesankey@wirral.gov.uk</a>		
Responsible Officer	V Quayle		Tel: 0151 666 3056 E-mail: <a href="mailto:viviennequayle@wirral.gov.uk">viviennequayle@wirral.gov.uk</a>		
Verifying Officer	S Sankey		Tel: 0151 666 3029 E-mail: <a href="mailto:stevesankey@wirral.gov.uk">stevesankey@wirral.gov.uk</a>		
Calculating Officer	K Laird		Tel: 0151 666 3096 E-mail: <a href="mailto:karenlaird@wirral.gov.uk">karenlaird@wirral.gov.uk</a>		
Performance Lead	C Sharratt		Tel: 0151 666 5148 E-mail: <a href="mailto:carolsharratt@wirral.gov.uk">carolsharratt@wirral.gov.uk</a>		

## INDICATOR PLANNING TEMPLATE

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/15.

Title	Projected delivery of Council Budget Savings	Ref No.	TRCP02	Type of Indicator	Corporate	✓
					Directorate	✓
Strategic Directorate	Transformation & Resources	Service Area		Resources	Section	Financial Services
Corporate / Directorate Priority	<p><b>Wirral Vision</b></p> <p>Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p><b>Transformation &amp; Resources Principle: Transforming the Council</b></p> <p>We will ensure the transformation of the Council is customer led, evidence based and informed by business intelligence. We will endeavour to support services to overhaul how they do business and develop new models of delivery, meaning some services may not be delivered by ourselves and others may be stopped altogether. We will assist them to drive change in behaviour, and modernise the workforce. We will improve business performance, ensuring we are following examples of best practice, as well as promoting our own services that are recognised for excellence and innovation. This will be supported and enabled by the best use of our people, assets and business support services.</p> <p><b>Corporate Priority Objectives</b></p> <ul style="list-style-type: none"> <li>• Deliver 2014/15 savings through a clearly defined programme</li> <li>• Continue to enhance the integration of Corporate and financial strategy ensuring that the Medium Term Financial Strategy is continually developed to reflect the direction on the Council and the solutions to the medium term financial challenges</li> <li>• Support the delivery of the Future Council project</li> <li>• Maximise the benefits of new technologies through new Information Technology (IT) Strategy and investments</li> <li>• Transform the business support functions to deliver savings and maximise efficiency</li> <li>• Make sure Wirral Council becomes more efficient and streamlined, removing unnecessary bureaucracy wherever it exists</li> <li>• Develop and review the use of technology to improve efficiency and working practices and also so residents are enabled to use the most appropriate, cost effective and efficient method to access services</li> </ul> <p><b>Directorate Priority Objectives</b></p> <p>To proactively manage financial challenges, budget stability and effective service provision by:</p> <ul style="list-style-type: none"> <li>• Delivering agreed savings</li> <li>• Providing fit for purpose / value for money contract delivery</li> <li>• Supporting commissioning strategy by implementing robust procurement processes</li> <li>• Fair &amp; robust collection of all Council revenues</li> </ul> <p>Achieving the Corporate budget savings agreed ensures that the resources required to manage the financial challenge facing the Council are not exhausted which would impact upon service delivery. The savings target for 2015/16 and 2016/17 will increase as savings are identified to bridge the forecast funding gap for 2015/16 and 2016/17 of £45m</p>					

Rationale for measurement/ monitoring	Achievement of budget savings supports the drive towards the Council accomplishing its key corporate objectives by contributing to the corporate savings required enabling the Council to manage its financial challenges, achieve planned budget savings, and stabilise its budget.			
Purpose of PI	PI data is used to measure our effectiveness in achieving planned budget savings and to provide assurance to the Members and the Management Team that the Council budget savings are being monitored and managed effectively and that savings are realised.			
Evidence	To ensure that we are effectively managing our budget savings to ensure that we are on target to meet our financial challenges.			
Benchmarking	N/A			
Local & National Strategic fit / Policy	The Council's revised Medium Term Financial Strategy covers the period 2014/17. Despite significant efficiencies and savings made during 2013/14 the strategy indicated a forecast funding deficit of £83 million before applying savings proposals in the 2014/15 budget. Budget savings of £36.2 million were agreed for 2014/15.			
Target Setting				
2013/14 Performance	97% (including allowance for slippage)			
Target	Savings			Note: 2015/16 & 2016/17 savings will increase once proposals agreed to bridge future budget gaps.
	2014/15 £36.200m	2015/16 £19.600m*	2016/17 £1.200m*	
Frequency	Monthly		Date the data is available	1 month after ledger closed
Trajectories (2014/15)	The Savings budget monitoring is based on projected savings at year end. The status (Red / Amber / Green) will be based on the forecasted projected year end savings.			
Tolerances	Based on YE Forecasts			
	RED <90%		AMBER ≥90% <100%	
		GREEN ≥100%		
Data Source	General Ledger, revenue monitor and Concerto			
Indicator definition/ calc method	Numerator	Budget = or < than budget	Denominator	Budget line
	Budgets have been reduced in setting 2014/15 budget for agreed savings. Calculation is the relevant budgets are not being exceeded.			
Format	£m	Decimal Places	3	Direction of Travel Higher is Better
Issues	Savings forecasts are reliant on individual project owners providing accurate updates on the forecast budget position.			
<b>CONTACTS</b>				
Who takes action?	J Blott		Tel: 0151 691 8001 E-mail: <a href="mailto:joablott@wirral.gov.uk">joablott@wirral.gov.uk</a>	
Responsible Officer	Strategic Directors and CESG		Tel: Various E-mail: Various	
Lead Officer	V Quayle		Tel: 0151 666 3056 E-mail: <a href="mailto:viviennequale@wirral.gov.uk">viviennequale@wirral.gov.uk</a>	
Verifying Officer	P Molyneux		Tel: 0151 666 3389 E-mail: <a href="mailto:petemolyneux@wirral.gov.uk">petemolyneux@wirral.gov.uk</a>	
Calculating Officer	Directorate Finance Managers (Financial Services)		Tel: Various E-mail: Various	
Performance Lead	C Sharratt		Tel: 0151 666 5148 E-mail: <a href="mailto:carolsharratt@wirral.gov.uk">carolsharratt@wirral.gov.uk</a>	



## INDICATOR PLANNING TEMPLATE

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/15. *(Please note that all Corporate Plan PIs need to be included within Directorate Plans)*

Title	Performance Appraisals (PAs) completed	Ref No.	TRCP03	Type of Indicator	Corporate	✓
					Directorate	✓
Strategic Directorate	Transformation & Resources	Service Area		Human Resources & Organisational Development (HR&OD)	Section	OD
Corporate / Directorate Priority	<p><b>Wirral Vision</b></p> <p>Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p><b>Transformation &amp; Resources Principle: Transforming the Council</b></p> <p>We will ensure the transformation of the Council is customer led, evidence based and informed by business intelligence. We will endeavour to support services to overhaul how they do business and develop new models of delivery, meaning some services may not be delivered by ourselves and others may be stopped altogether. We will assist them to drive change in behaviour, and modernise the workforce. We will improve business performance, ensuring we are following examples of best practice, as well as promoting our own services that are recognised for excellence and innovation. This will be supported and enabled by the best use of our people, assets and business support services.</p> <p><b>Corporate Priority Objectives</b></p> <ul style="list-style-type: none"> <li>To develop capacity and drive change throughout the organisation</li> <li>To implement the culture change programme</li> <li>To review policies and procedures to support staff to work differently</li> </ul> <p><b>Directorate Priority Objectives</b></p> <ul style="list-style-type: none"> <li>To develop capacity and drive change throughout the organisation through implementing staff development programmes and performance appraisals</li> <li>To facilitate and support the organisation's culture and values implementation programme</li> </ul> <p>The completion of Performance Appraisals ensures that the Council's vision, priorities and values are communicated effectively throughout the organisation.</p>					
Rationale for measurement/ monitoring	<p>The completion of Performance Appraisals helps to ensure that:</p> <ul style="list-style-type: none"> <li>Performance and personal accountability is improved by being clear about expectations</li> <li>Delivery of council services is improved</li> <li>The Corporate Plan priorities are supported effectively</li> <li>Organisational Development interventions are put in place to meet service change and support staff</li> <li>There is a positive effect of the cultural change of the organisation through employee engagement, support and development.</li> </ul>					

Purpose of PI	PI data is used to provide assurance that Performance Appraisal is consistently applied across the whole of the Council.			
Evidence	Completion of Performance Appraisals is crucial to the wider culture change programme aimed at developing a culture of responsibility, accountability and pride across the whole of the Council.			
Benchmarking	N/A			
Local & National Strategic fit / Policy	N/A			
Target Setting				
2013/14 Performance	27% (employee KIEs) 65% (senior manager PAs)			
Target	The target of 80% reflects significant stretch from the current baseline of 65% of senior managers completing PAs and 27% of other employees completing KIEs.			
	<b>2014/15</b>	2015/16	2016/17	
	80%	85%	90%	
Frequency	Quarterly (processes are not in place to monitor this on a monthly basis)		Date the data is available	1 <sup>st</sup> of the month
Trajectories (2014/15)	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar
	20%	70%	80%	80%
Tolerances	% below quarterly trajectories			
	RED	AMBER		GREEN
	<90%	≥90% <95%		≥95%
Data Source	Data collected via the Intranet and stored by the OD team on internal systems			
Indicator definition/ calc method	Numerator	Number employee PAs completed in reporting year		Denominator
				Total number employee PAs to be completed in reporting year
	Number of employee PAs completed ÷ total number of employee PAs to be completed x 100			
Format	%	Decimal Places	0	Direction of Travel
Issues	Potential for Performance Appraisals to be held outside the timeframe set.			
<b>CONTACTS</b>				
Who takes action?	Melissa Holt		Tel: 0151 691 8102 E-mail: <a href="mailto:melissaholt@wirral.gov.uk">melissaholt@wirral.gov.uk</a>	
Responsible Officer	C Hyams		Tel: 0151 691 8590 E-mail: <a href="mailto:chrishyams@wirral.gov.uk">chrishyams@wirral.gov.uk</a>	
Lead Officer	M Holt		Tel: 0151 691 8102 E-mail: <a href="mailto:melissaholt@wirral.gov.uk">melissaholt@wirral.gov.uk</a>	
Verifying Officer	M Holt			
Calculating Officer	H Wallace		Tel: 0151 691 8442 E-mail: <a href="mailto:hannahwallace@wirral.gov.uk">hannahwallace@wirral.gov.uk</a>	
Performance Lead	C Sharratt		Tel: 0151 666 5148 E-mail: <a href="mailto:carolsharratt@wirral.gov.uk">carolsharratt@wirral.gov.uk</a>	

## INDICATOR PLANNING TEMPLATE

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/15. *(Please note that all Corporate Plan PIs need to be included within Directorate Plans)*

Title	Sickness Absence: The number of working days/shifts lost due to sickness absence (cumulative)	Ref No.	TRCP04	Type of Indicator	Corporate	✓
					Directorate	✓
Strategic Directorate	Transformation & Resources	Service Area		Human Resources & Organisational Development (HR&OD)	Section	HR
Corporate / Directorate Priority	<p><b>Wirral Vision</b></p> <p>Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p><b>Transformation &amp; Resources Principle: Transforming the Council</b></p> <p>We will ensure the transformation of the Council is customer led, evidence based and informed by business intelligence. We will endeavour to support services to overhaul how they do business and develop new models of delivery, meaning some services may not be delivered by ourselves and others may be stopped altogether. We will assist them to drive change in behaviour, and modernise the workforce. We will improve business performance, ensuring we are following examples of best practice, as well as promoting our own services that are recognised for excellence and innovation. This will be supported and enabled by the best use of our people, assets and business support services.</p> <p><b>Corporate Priority Objectives</b></p> <ul style="list-style-type: none"> <li>To develop capacity and drive change throughout the organisation</li> <li>To implement the culture change programme</li> <li>To review policies and procedures to support staff to work differently</li> </ul> <p><b>Directorate Priority Objectives</b></p> <ul style="list-style-type: none"> <li>To develop capacity and drive change throughout the organisation through implementing staff development programmes and performance appraisals</li> <li>To facilitate and support the organisation's culture and values implementation programme</li> </ul> <p>Measuring absence effectively ensures resources are best managed to meet the challenges and service provision requirements to deliver the corporate priorities. Providing consistent information to all levels of the organisation ensures absence issues are dealt with at the earliest opportunity which helps to reduce expenditure and improves efficiency.</p>					
Rationale for measurement/ monitoring	This measure supports the drive to measure our effectiveness in reducing sickness absence levels, and improve staff morale and motivation.					
Purpose of PI	Provides assurance that sickness absence is managed effectively across the whole Council.					

Evidence	To ensure that we are managing our resources so that we are able to effectively manage our performance, meet our financial challenges and continue to offer effective services.												
Benchmarking	The highest reason for sickness is Stress. Regional and National comparison data are available for this indicator.												
Local & National Strategic fit / Policy	N/A												
Target Setting	In Directorate Plan												
2013/14 Performance	10.47 days												
Target	The target represents a 7% improvement over last year's performance												
	<b>2014/15</b>			2015/16				2016/17					
	9.75 days			TBC				TBC					
Frequency	Monthly						Date the data is available			14th of the month			
Trajectories (2014/15)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
	0.82	1.69	2.49	3.39	4.17	4.92	5.84	6.70	7.43	8.28	9.00	9.75	
Tolerances	% below quarterly trajectories												
	RED				AMBER				GREEN				
	<95%				≥95% <100%				≥100%				
Data Source	Data collected via HR SelfServe												
Indicator definition/ calc method	Numerator		Number of FT days lost				Denominator		Total FTE of workforce				
	Number of days lost per FTE												
Format	No.	Decimal Places		2		Direction of Travel		Lower is Better					
Issues	Reliant on managers submitting sickness through online system												
<b>CONTACTS</b>													
Who takes action?	C Hyams						Tel: 0151 691 8590		E-mail: <a href="mailto:chrishyams@wirral.gov.uk">chrishyams@wirral.gov.uk</a>				
Responsible Officer	C Hyams						Tel: 0151 691 8590		E-mail: <a href="mailto:chrishyams@wirral.gov.uk">chrishyams@wirral.gov.uk</a>				
Lead Officer	P Finch						Tel: 0151 691 8082		E-mail: <a href="mailto:paulfinch@wirral.gov.uk">paulfinch@wirral.gov.uk</a>				
Verifying Officer	P Finch												
Calculating Officer	L Smith						Tel: 0151 691 8680		E-mail: <a href="mailto:lesleesmith@wirral.gov.uk">lesleesmith@wirral.gov.uk</a>				
Performance Lead	C Sharratt						Tel: 0151 666 5148		E-mail: <a href="mailto:carolsharratt@wirral.gov.uk">carolsharratt@wirral.gov.uk</a>				

## INDICATOR PLANNING TEMPLATE

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/16.

Title	% delivery of Strategic Internal Audit Plan - 14/15	Ref No.	TRDPO5	Type of Indicator	Corporate	X
					Directorate	✓
Strategic Directorate	Transformation & Resources	Service Area		Resources	Section	Internal Audit
Corporate / Directorate Priority	<p><b>Wirral Vision</b> Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p><b>Transformation &amp; Resources Principle: Transforming the Council</b> We will ensure the transformation of the Council is customer led, evidence based and informed by business intelligence. We will endeavour to support services to overhaul how they do business and develop new models of delivery, meaning some services may not be delivered by ourselves and others may be stopped altogether. We will assist them to drive change in behaviour, and modernise the workforce. We will improve business performance, ensuring we are following examples of best practice, as well as promoting our own services that are recognised for excellence and innovation. This will be supported and enabled by the best use of our people, assets and business support services.</p> <p>The delivery of the Strategic Internal Audit plan ensures that there is a consistent and systematic evaluation in place to help improve governance and decision making.</p> <p><b>Corporate Priority Objectives</b> The delivery of the Internal Audit Plan supports the delivery of all Corporate Priority Objectives, but in particular:</p> <p><b>TRANSFORMING THE COUNCIL (Transformation and Resources)</b></p> <ul style="list-style-type: none"> <li>• Make sure Wirral Council becomes more efficient and streamlined, removing unnecessary bureaucracy wherever it exists.</li> <li>• Review our policies and procedures to support staff to work differently</li> <li>• Complete a review of our procurement processes to ensure that our contracts deliver value for money and are fit for purpose</li> <li>• Transform our business support functions to deliver savings and maximise efficiency</li> <li>• Develop and improve our use of technology so residents are enabled to use the most appropriate, cost effective and efficient method to access services</li> <li>• Review our approach for the ways in which our residents are able to access services</li> <li>• Continue to improve governance and decision making, building on the revised constitution and scheme of delegation</li> </ul> <p><b>Directorate Priority Objectives</b></p> <ul style="list-style-type: none"> <li>• To improve governance and decision making</li> <li>• To strengthen the Council's Audit and Risk Management Committee (ARMC) by the inclusion of independent members</li> </ul>					

Rationale for measurement/ monitoring	<p>The service helps the Council accomplish its key corporate objectives by implementing a systematic disciplined approach to evaluating and improving the effectiveness of risk management control and governance processes in operation across all areas of the Councils activities. It does this by identifying and including audits in the Strategic Audit Plan that are proportionate to risks identified and are designed to test and evaluate arrangements in place across the Council to mitigate risks.</p> <p>The service also seeks to assist the Council in achieving its key priorities by promoting a secure, robust, efficient and effective internal control and governance environment enabling a corporate focus to be maintained in these key areas.</p> <p>By doing all of this the service supports the Director of Resources in discharging statutory responsibilities.</p>			
Purpose of PI	<p>PI data is used to provide assurance to senior managers and ARMC Members on a monthly basis regarding the effectiveness of control and governance arrangements in operation.</p> <p>PI data also utilised in the provision of the annual Chief Internal Auditors report and opinion on the effectiveness of control arrangements in place across the Council.</p> <p>PI data also utilised to support the production of the Annual Governance Statement. Delivery of Audit Plan satisfies statutory requirement.</p>			
Evidence	Statutory requirement.			
Benchmarking	100% target challenging, not many other providers.			
Local & National Strategic fit / Policy				
Target Setting				
2013/14 Performance	100%			
Target	2014/15	2015/16	2016/17	
	100%	100%	100%	
Frequency	Quarterly		Date the data is available	7th
Trajectories (2014/15)	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar
	10% (9)	35% (33)	65% (62)	100% (95)
Tolerances	% below quarterly trajectories			
	RED	AMBER	GREEN	
	< 95%	>=95%<97%	>=97%	
Data Source	IA Performance Management Spreadsheet / APACE			
Indicator definition/ calc method	Numerator	No. of audits completed within target	Denominator	No. of audits in Audit Plan 2014/15 (95)
	No. of audits completed within target ÷ No. of audits in Audit Plan 2014/15 x 100 (95 in total for 2014/15 as at 01/04/14)			
Format	%	Decimal Places	0	Direction of Travel Higher is Better
Issues	None			
<b>CONTACTS</b>				
Who takes action?	M P Niblock		Tel: 0151 666 3432 E-mail: <a href="mailto:markniblock@wirral.gov.uk">markniblock@wirral.gov.uk</a>	
Responsible Officer	Director of Resources		Tel: 0151 666 3056 E-mail: <a href="mailto:viviennequayle@wirral.gov.uk">viviennequayle@wirral.gov.uk</a>	
Lead Officer	M P Niblock		As above	
Verifying Officer	L A Williams		Tel: 0151 666 3243 E-mail: <a href="mailto:lawilliams@wirral.gov.uk">lawilliams@wirral.gov.uk</a>	
Calculating Officer	S Eccles		Tel: 0151 666 3558 E-mail: <a href="mailto:simoneccles@wirral.gov.uk">simoneccles@wirral.gov.uk</a>	
Performance Lead	C Sharratt		Tel: 0151 666 5148 E-mail: <a href="mailto:carolsharratt@wirral.gov.uk">carolsharratt@wirral.gov.uk</a>	

## INDICATOR PLANNING TEMPLATE

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/15.

Title	Suppliers paid within 30 days or payment terms	Ref No.	TRDP06	Type of Indicator	Corporate	X
					Directorate	✓
Strategic Directorate	Transformation & Resources	Service Area		Procurement and Payments	Section	Procurement
Corporate / Directorate Priority	<p><b>Wirral Vision</b></p> <p>Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p><b>Transformation &amp; Resources Principle: Transforming the Council</b></p> <p>We will ensure the transformation of the Council is customer led, evidence based and informed by business intelligence. We will endeavour to support services to overhaul how they do business and develop new models of delivery, meaning some services may not be delivered by ourselves and others may be stopped altogether. We will assist them to drive change in behaviour, and modernise the workforce. We will improve business performance, ensuring we are following examples of best practice, as well as promoting our own services that are recognised for excellence and innovation. This will be supported and enabled by the best use of our people, assets and business support services.</p> <p><b>Corporate Priority Objectives</b></p> <ul style="list-style-type: none"> <li>• Make sure Wirral Council becomes more efficient and streamlined, removing unnecessary bureaucracy wherever it exists</li> <li>• Transform the business support functions to deliver savings and maximise efficiency</li> <li>• Develop and review the use of technology to improve efficiency and working practices and also so residents are enabled to use the most appropriate, cost effective and efficient method to access services</li> </ul> <p><b>Directorate Priority Objectives</b></p> <p>To proactively manage financial challenges, budget stability and effective service provision by:</p> <ul style="list-style-type: none"> <li>• Delivering agreed savings</li> <li>• Maximising efficiency and improving resident access to services</li> </ul> <p>The payment of suppliers within 30 days or payments terms to meet UK &amp; EU Legislation ensures that organisations interacting with the Council are dealt with efficiently and effectively.</p>					
Rationale for measurement/ monitoring	The efficient payment of suppliers helps the Council accomplish its key corporate objectives by making it clearer, easier and faster for suppliers to interact with the Council.					
Purpose of PI	PI data is used to provide assurance to Elected Members and the Senior Management that the procurement process is managed efficiently and effectively.					
Evidence	To ensure that the payments process and systems continues to be efficient and effective.					
Benchmarking	Benchmarking is not available at present, but research into the possibility of benchmarking with our peers is to be carried out.					

Local & National Strategic fit / Policy	UK & EU Legislation requires all Public Bodies to pay all suppliers and contractors, from receipt of a non disputed invoice, within 30 days or payment terms												
Target Setting													
2013/14 Performance	83.02%												
Target	2014/15			2015/16				2016/17					
	90.00%			90.00%				TBC%					
Frequency	Monthly									Date the data is available	20 <sup>th</sup> of following month		
Trajectories (2014/15)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
	85.00%	85.00%	85.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	
Tolerances	RED			AMBER				GREEN					
	<95%			>=95% <98%				>=98%					
Data Source	Accounts Payable System												
Indicator definition/ calc method	Numerator	Number of non-disputed invoices paid within timescale (30 calendar days or payment terms)					Denominator	Total Number of non-disputed invoices received					
	Total number of non-disputed invoices paid within timescale ÷ Total number of non-disputed invoices received x 100 (calculated for each calendar month and for full year at financial / reporting year end).												
Format	%	Decimal Places			2	Direction of Travel			Higher is Better				
Issues	Staff resources, departmental process, system reports will be improved once Future Council has been implemented												
<b>CONTACTS</b>													
Who takes action?	R Williams						Tel: 0151 666 3377 E-mail: <a href="mailto:raywilliams@wirral.gov.uk">raywilliams@wirral.gov.uk</a>						
Responsible Officer	V Quayle						Tel: 0151 666 3056 E-mail: <a href="mailto:viviennequale@wirral.gov.uk">viviennequale@wirral.gov.uk</a>						
Lead Officer	A Brunt						Tel: 0151 666 3713 E-mail: <a href="mailto:annettebrunt@wirral.gov.uk">annettebrunt@wirral.gov.uk</a>						
Verifying Officer	R Williams						Tel: 0151 666 3377 E-mail: <a href="mailto:raywilliams@wirral.gov.uk">raywilliams@wirral.gov.uk</a>						
Calculating Officer	H Chennell						Tel: 0151 666 3578 E-mail: <a href="mailto:helenchennell@wirral.gov.uk">helenchennell@wirral.gov.uk</a>						
Performance Lead	C Sharratt						Tel: 0151 666 5148 E-mail: <a href="mailto:carolsharratt@wirral.gov.uk">carolsharratt@wirral.gov.uk</a>						



## INDICATOR PLANNING TEMPLATE

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/15.

Title	Local Small & Medium Enterprise (SME) suppliers paid within 10 days	Ref No.	TRDP07	Type of Indicator	Corporate	x
					Directorate	✓
Strategic Directorate	Transformation & Resources	Service Area		Procurement & Payments	Section	Procurement
Corporate / Directorate Priority	<p><b>Wirral Vision</b></p> <p>Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p><b>Transformation &amp; Resources Principle: Transforming the Council</b></p> <p>We will ensure the transformation of the Council is customer led, evidence based and informed by business intelligence. We will endeavour to support services to overhaul how they do business and develop new models of delivery, meaning some services may not be delivered by ourselves and others may be stopped altogether. We will assist them to drive change in behaviour, and modernise the workforce. We will improve business performance, ensuring we are following examples of best practice, as well as promoting our own services that are recognised for excellence and innovation. This will be supported and enabled by the best use of our people, assets and business support services.</p> <p><b>Corporate Priority Objectives</b></p> <ul style="list-style-type: none"> <li>• Make sure Wirral Council becomes more efficient and streamlined, removing unnecessary bureaucracy wherever it exists</li> <li>• Transform the business support functions to deliver savings and maximise efficiency</li> <li>• Develop and review the use of technology to improve efficiency and working practices and also so residents are enabled to use the most appropriate, cost effective and efficient method to access services</li> </ul> <p><b>Directorate Priority Objectives</b></p> <p>To proactively manage financial challenges, budget stability and effective service provision by:</p> <ul style="list-style-type: none"> <li>• Delivering agreed savings</li> <li>• Maximising efficiency and improving resident access to services</li> </ul> <p>The payment of Local Small &amp; Medium Enterprise (SME) suppliers paid within 10 days ensures that that smaller organisations interacting with the Council are prioritised and dealt with efficiently and effectively.</p>					
Rationale for measurement/ monitoring	The efficient payment of Local SME suppliers helps the Council accomplish its key corporate objectives by making it clearer, easier and faster for suppliers to interact with the Council.					
Purpose of PI	PI data is used to provide assurance to Elected Members and the Senior Management that the procurement process is managed efficiently and effectively, and that payments SME suppliers are prioritised.					
Evidence	To ensure that the payments processes and systems continue to be efficient and effective.					

Benchmarking	Benchmarking is not available at present, but research into the possibility of benchmarking with our peers is to be carried out.											
Local & National Strategic fit / Policy	N/A											
Target Setting												
2013/14 Performance	N/A (new PI for 2014/15)											
Target												
	2014/15				2015/16				2016/17			
	60%				60%				70%			
Frequency	Monthly									Date the data is available		20 <sup>th</sup> of following month
Trajectories (2014/15)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	30.00%	35.00%	35.00%	35.00%	40.00%	40.00%	40.00%	45.00%	50.00%	55.00%	60.00%	60.00%
Tolerances												
	RED				AMBER				GREEN			
	<95%				>=95% <98%				>=98%			
Data Source	Accounts Payable System											
Indicator definition/ calc method	Numerator		Number of non-disputed SME invoices paid within timescale (10 calendar days)					Denominator		Total Number of non-disputed invoices received		
	Total number of non-disputed Local SME invoices paid within timescale (10 calendar days) ÷ Total number of non-disputed Local SME invoices received x 100 (calculated for each calendar month and for full year at financial / reporting year end).											
Format	%	Decimal Places			2	Direction of Travel			Higher is Better			
Issues	Staff resources, departmental process, system reports will be improved once Future Council has been implemented											
<b>CONTACTS</b>												
Who takes action?	R Williams							Tel: 0151 666 3377 E-mail: <a href="mailto:raywilliams@wirral.gov.uk">raywilliams@wirral.gov.uk</a>				
Responsible Officer	V Quayle							Tel: 0151 666 3056 E-mail: <a href="mailto:viviennequale@wirral.gov.uk">viviennequale@wirral.gov.uk</a>				
Lead Officer	A Brunt							Tel: 0151 666 3713 E-mail: <a href="mailto:annettebrunt@wirral.gov.uk">annettebrunt@wirral.gov.uk</a>				
Verifying Officer	R Williams							Tel: 0151 666 3377 E-mail: <a href="mailto:raywilliams@wirral.gov.uk">raywilliams@wirral.gov.uk</a>				
Calculating Officer	H Chennell							Tel: 0151 666 3578 E-mail: <a href="mailto:helenchennell@wirral.gov.uk">helenchennell@wirral.gov.uk</a>				
Performance Lead	C Sharratt							Tel: 0151 666 5148 E-mail: <a href="mailto:carolsharratt@wirral.gov.uk">carolsharratt@wirral.gov.uk</a>				

## INDICATOR PLANNING TEMPLATE

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/15.

Title	Reduction in the total number of extraordinary Council meetings	Ref No.	TRDPO8	Type of Indicator	<i>Corporate</i>	X
					<i>Directorate</i>	✓
Strategic Directorate	Transformation & Resources	Service Area		Legal & Member Services	Section	Committee Services
Corporate / Directorate Priority	<p><b>Wirral Vision</b></p> <p>Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p><b>Transformation &amp; Resources Principle: Transforming the Council</b></p> <p>We will ensure the transformation of the Council is customer led, evidence based and informed by business intelligence. We will endeavour to support services to overhaul how they do business and develop new models of delivery, meaning some services may not be delivered by ourselves and others may be stopped altogether. We will assist them to drive change in behaviour, and modernise the workforce. We will improve business performance, ensuring we are following examples of best practice, as well as promoting our own services that are recognised for excellence and innovation. This will be supported and enabled by the best use of our people, assets and business support services.</p> <p><b>Corporate Priority Objectives</b></p> <p><b>TRANSFORMING THE COUNCIL (Transformation and Resources)</b></p> <ul style="list-style-type: none"> <li>• Make sure Wirral Council becomes more efficient and streamlined, removing unnecessary bureaucracy wherever it exists.</li> <li>• Continue to improve governance and decision making, building on the revised constitution and scheme of delegation</li> </ul> <p><b>Directorate Priority Objectives</b></p> <ul style="list-style-type: none"> <li>• To improve governance and decision making, supporting Elected Members in their respective roles, building on the revised Constitution and scheme of delegation</li> <li>• To continue to develop, enhance and improve the programme of Elected Member Development</li> </ul> <p>The reduction in the total number of extraordinary Council meetings ensures that the need for extraordinary meetings to be held outside of the agreed schedule is limited wherever possible.</p>					
Rationale for measurement/ monitoring	<p>The service helps the Council accomplish its key corporate objectives by implementing a systematic disciplined approach to managing and servicing the schedule of council meetings and actions arising from these.</p> <p>The service also seeks to assist the Council in achieving its key priorities by promoting a secure, robust, efficient and effective internal control and governance environment.</p>					
Purpose of PI	<p>PI data is used to provide assurance to senior managers and Elected Members regarding the effectiveness of control and governance arrangements in operation.</p>					

Evidence	This is a Directorate Plan target as servicing the extraordinary meetings is financial and staffing burden on the Council.				
Benchmarking	N/A				
Local & National Strategic fit / Policy					
Target Setting	Target represents a 15% reduction in the number of extraordinary meetings held for 2014/15 and is a stretching but achievable target.				
2013/14 Performance	18				
Target	2014/15		2015/16	2016/17	
	15		-	-	
Frequency	Quarterly		Date the data is available	Every 3 months from start of Municipal Year	
Trajectories (2014/15)	Apr - Jun		Apr - Sep	Apr - Dec	Apr - Mar
	4		9	13	15
Tolerances	(as a % of the quarterly target)				
	RED		AMBER		GREEN
	<94%		>=93% <100%		100%
Data Source	Mod Gov System				
Indicator definition/ calc method	Numerator	N/A		Denominator	N/A
	No. of extraordinary meetings held within reporting year (cumulative)				
Format	No.	Decimal Places	0	Direction of Travel	Lower is Better
Issues					
<b>CONTACTS</b>					
Who takes action?	S Tour			Tel: 0151 691 8569	E-mail: <a href="mailto:surjittour@wirral.gov.uk">surjittour@wirral.gov.uk</a>
Responsible Officer	S Tour			Tel: 0151 691 8569	E-mail: <a href="mailto:surjittour@wirral.gov.uk">surjittour@wirral.gov.uk</a>
Lead Officer	To be confirmed			Tel:	E-mail:
Verifying Officer	To be confirmed			Tel:	E-mail:
Calculating Officer	To be confirmed			Tel:	E-mail:
Performance Lead	C Sharratt			Tel: 0151 666 5148	E-mail: <a href="mailto:carolsharratt@wirral.gov.uk">carolsharratt@wirral.gov.uk</a>

## INDICATOR PLANNING TEMPLATE

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/15.

Title	Reduction in the issuing of general exception notices under the Access to Information Rules	Ref No.	TRDP09	Type of Indicator	<i>Corporate</i>	X
					<i>Directorate</i>	√
Strategic Directorate	Transformation & Resources	Service Area		Legal & Member Services	Section	Information & Central Services
Corporate / Directorate Priority	<p><b>Wirral Vision</b></p> <p>Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p><b>Transformation &amp; Resources Principle: Transforming the Council</b></p> <p>We will ensure the transformation of the Council is customer led, evidence based and informed by business intelligence. We will endeavour to support services to overhaul how they do business and develop new models of delivery, meaning some services may not be delivered by ourselves and others may be stopped altogether. We will assist them to drive change in behaviour, and modernise the workforce. We will improve business performance, ensuring we are following examples of best practice, as well as promoting our own services that are recognised for excellence and innovation. This will be supported and enabled by the best use of our people, assets and business support services.</p> <p><b>Corporate Priority Objectives</b></p> <p><b>TRANSFORMING THE COUNCIL (Transformation and Resources)</b></p> <ul style="list-style-type: none"> <li>• To make sure Wirral Council becomes more efficient and streamlined, removing unnecessary bureaucracy wherever it exists.</li> <li>• To improve governance and decision making.</li> <li>• To Transform the business support functions to deliver savings and maximise efficiency.</li> </ul> <p><b>Directorate Priority Objectives</b></p> <ul style="list-style-type: none"> <li>• To improve governance and decision making, supporting Elected Members in their respective roles, building on the revised Constitution and scheme of delegation.</li> </ul> <p>The reduction in the issuing of general exception notices under the Access to Information Rules ensures that the public is aware of key decisions and those relying upon exemption information at least 28 clear days in advance in more cases.</p>					
Rationale for measurement/ monitoring	The service helps the Council accomplish its key corporate objectives by implementing a systematic disciplined approach to managing the Access to Information process within the guidelines issued and actions arising from these effectively and efficiently.					

Purpose of PI	PI data is used to provide assurance to senior managers and Elected Members regarding the effectiveness of control and governance arrangements in operation.				
Evidence	This is a Directorate Plan target as reducing the issuing of general exception notices under the Access to Information Rules will ensure the public is aware of key decisions and those relying upon exemption information at least 28 clear days in advance in more cases.				
Benchmarking	N/A				
Local & National Strategic fit / Policy	n/a				
Target Setting	Target represents a 20% reduction in the number of general exception notices issued under the Access to Information Rules in 2014/15.				
2013/14 Performance	10				
Target	2014/15		2015/16	2016/17	
	8		n/a	n/a	
Frequency	Quarterly			Date the data is available	Every 3 months from start of Municipal Year
Trajectories (2014/15)	Apr- Jun		Apr - Sep	Apr - Dec	Apr - Mar
	2		4	6	8
Tolerances	(as a % of the quarterly target)				
	RED		AMBER		GREEN
	<85%		≥85% <100%		100%
Data Source	Mod.Gov System				
Indicator definition/ calc method	Numerator	N/A		Denominator	N/A
Format	No.	Decimal Places	0	Direction of Travel	Lower is Better
Issues	None				
<b>CONTACTS</b>					
Who takes action?	S Tour			Tel: 0151 691 8569	E-mail: <a href="mailto:surjittour@wirral.gov.uk">surjittour@wirral.gov.uk</a>
Responsible Officer	S Tour			Tel: 0151 691 8569	E-mail: <a href="mailto:surjittour@wirral.gov.uk">surjittour@wirral.gov.uk</a>
Lead Officer	S Tour			Tel: 0151 691 8569	E-mail: <a href="mailto:surjittour@wirral.gov.uk">surjittour@wirral.gov.uk</a>
Verifying Officer	Shirley Hudspeth			Tel: 0151 691 8559	E-mail: <a href="mailto:shirleyhudspeth@wirral.gov.uk">shirleyhudspeth@wirral.gov.uk</a>
Calculating Officer	Andrew Mossop			Tel: 0151 691 8501	E-mail: <a href="mailto:andrewmossop@wirral.gov.uk">andrewmossop@wirral.gov.uk</a>
Performance Lead	C Sharratt			Tel: 0151 666 5148	E-mail: <a href="mailto:carolsharratt@wirral.gov.uk">carolsharratt@wirral.gov.uk</a>

## INDICATOR PLANNING TEMPLATE

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/15.

Title	Reduction in the total number of published supplementary agendas for Council Cabinet and Committee meetings	Ref No.	TRDP10	Type of Indicator	Corporate	X
					Directorate	✓
Strategic Directorate	Transformation & Resources	Service Area		Legal & Member Services	Section	Committee Services
Corporate / Directorate Priority	<p><b>Wirral Vision</b></p> <p>Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p><b>Transformation &amp; Resources Principle: Transforming the Council</b></p> <p>We will ensure the transformation of the Council is customer led, evidence based and informed by business intelligence. We will endeavour to support services to overhaul how they do business and develop new models of delivery, meaning some services may not be delivered by ourselves and others may be stopped altogether. We will assist them to drive change in behaviour, and modernise the workforce. We will improve business performance, ensuring we are following examples of best practice, as well as promoting our own services that are recognised for excellence and innovation. This will be supported and enabled by the best use of our people, assets and business support services.</p> <p><b>Corporate Priority Objectives</b></p> <p><b>TRANSFORMING THE COUNCIL (Transformation and Resources)</b></p> <ul style="list-style-type: none"> <li>• Make sure Wirral Council becomes more efficient and streamlined, removing unnecessary bureaucracy wherever it exists.</li> <li>• To improve governance and decision making.</li> </ul> <p><b>Directorate Priority Objectives</b></p> <ul style="list-style-type: none"> <li>• To continue to improve governance and decision making, supporting Elected Members in their respective roles, building on the revised Constitution and scheme of delegation.</li> <li>• To continue to develop, enhance and improve the programme of Elected Member Development.</li> </ul> <p>The reduction in the total number of published supplementary agendas for Council Cabinet and Committee meetings ensures that the committee service is streamlined and managed more effectively.</p>					
Rationale for measurement/monitoring	<p>The service helps the Council accomplish its key corporate objectives by implementing a systematic disciplined approach to managing the administration and servicing of the Council meetings and actions arising from these.</p> <p>The service also seeks to assist the Council in achieving its key priorities by promoting a secure, robust, efficient and effective internal control and governance environment.</p>					

Purpose of PI	PI data is used to provide assurance to senior managers and Elected Members regarding the effectiveness of control and governance arrangements in operation.			
Evidence	This is a Directorate Plan target as the publishing of supplementary agendas for Council Cabinet and Committee meetings is financial and staffing burden on the Council.			
Benchmarking	N/A			
Local & National Strategic fit / Policy				
Target Setting	Target represents a 20% reduction in the number of supplementary agendas for Council Cabinet and Committee meetings published in 2014/15 and is a stretching but achievable target.			
2013/14 Performance	32			
Target	2014/15		2015/16	2016/17
	25		-	-
Frequency	Quarterly		Date the data is available	Every 3 months from start of Municipal Year
Trajectories (2014/15)	Apr- Jun	Apr - Sep	Apr - Dec	Apr - Mar
	4	10	18	25
Tolerances	(as a % of the quarterly target)			
	RED		AMBER	GREEN
	<94%		>=93% <100%	100%
Data Source	Mod Gov System			
Indicator definition/ calc method	Numerator	N/A		Denominator
	N/A			
	No. of supplementary agendas for Council Cabinet and Committee meetings published within reporting year (cumulative)			
Format	No.	Decimal Places	0	Direction of Travel
	Lower is Better			
Issues				
<b>CONTACTS</b>				
Who takes action?	S Tour		Tel: 0151 691 8569	E-mail: <a href="mailto:surjittour@wirral.gov.uk">surjittour@wirral.gov.uk</a>
Responsible Officer	S Tour		Tel: 0151 691 8569	E-mail: <a href="mailto:surjittour@wirral.gov.uk">surjittour@wirral.gov.uk</a>
Lead Officer	To be confirmed		Tel:	E-mail:
Verifying Officer	To be confirmed		Tel:	E-mail:
Calculating Officer	To be confirmed		Tel:	E-mail:
Performance Lead	C Sharratt		Tel: 0151 666 5148	E-mail: <a href="mailto:carolsharratt@wirral.gov.uk">carolsharratt@wirral.gov.uk</a>



## INDICATOR PLANNING TEMPLATE

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/15. *(Please note that all Corporate Plan PIs need to be included within Directorate Plans)*

Title	Leadership Development Programme completed	Ref No.	TRDP11	Type of Indicator	Corporate	x
					Directorate	✓
Strategic Directorate	Transformation & Resources	Service Area		Human Resources & Organisational Development (HR&OD)	Section	OD
Corporate / Directorate Priority	<p><b>Wirral Vision</b></p> <p>Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p><b>Transformation &amp; Resources Principle: Transforming the Council</b></p> <p>We will ensure the transformation of the Council is customer led, evidence based and informed by business intelligence. We will endeavour to support services to overhaul how they do business and develop new models of delivery, meaning some services may not be delivered by ourselves and others may be stopped altogether. We will assist them to drive change in behaviour, and modernise the workforce. We will improve business performance, ensuring we are following examples of best practice, as well as promoting our own services that are recognised for excellence and innovation. This will be supported and enabled by the best use of our people, assets and business support services.</p> <p><b>Corporate Priority Objectives</b></p> <ul style="list-style-type: none"> <li>• To develop capacity and drive change throughout the organisation</li> <li>• To implement the culture change programme</li> <li>• To review policies and procedures to support staff to work differently</li> <li>• To improve Corporate Governance</li> </ul> <p><b>Directorate Priority Objectives</b></p> <ul style="list-style-type: none"> <li>• To deliver a Leadership Development Programme to develop capacity and drive change throughout the organisation</li> <li>• To facilitate and support the organisation's culture and values implementation programme</li> </ul> <p>A significant amount of work has been carried out to establish values that are appropriate and meaningful to the organisation and its employees. Following detailed staff engagement, the agreed values for the organisation are; integrity, efficiency, ambition and confidence. Senior managers across the organisation have launched these values with employees and discussed their importance to the organisation.</p>					

Rationale for measurement/ monitoring	Wirral Council's Leadership Development Programme will help ensure that senior managers from across the organisation will learn together and focus as a group on Wirral Council's vision, leadership in a changing context, and how to apply their learning in the leadership of the organisation.  The Leadership Programme will help ensure that the Council has the leadership capacity in place to develop and drive through the delivery of its priorities, improve corporate governance and develop a culture of responsibility, accountability and pride across the whole of the Council.			
Purpose of PI	PI data is used to provide assurance to staff and Elected Members that the Leadership Programme is providing the organisation with a cohort of trained and future ready Leaders.			
Evidence	Completion of the Leadership Development Programme is crucial to the wider culture change programme aimed at developing a culture of responsibility, accountability and pride across the whole of the Council.			
Benchmarking	N/A			
Local & National Strategic fit / Policy	The Leadership Programme is designed to support the skills required by our Leaders at the current times based on the changes that the organisation is currently facing.			
Target Setting				
2013/14 Performance	50%			
Target	2014/15		2015/16	
	90%		N/A	
			2016/17	
Frequency	Quarterly		Date the data is available	1 <sup>st</sup> of the month
Trajectories (2014/15)	Apr - Jun		Jul - Sep	Oct - Dec
	50%		60%	80%
Tolerances	% below quarterly trajectories			
	RED		AMBER	
	<95%		>=95% <97%	
	GREEN			
	>=97%			
Data Source	Internally generated data taken from Attendance Sheets for the Leadership Programme			
Indicator definition/ calc method	Numerator	Number that have completed the leadership development programme		Denominator
	Total number to complete the leadership development programme			
	Number completed programme ÷ total number to complete programme x 100			
Format	%	Decimal Places	0	Direction of Travel
	Higher is Better			
Issues	Capacity of Senior Managers to attend			
<b>CONTACTS</b>				
Who takes action?	M Holt			Tel: 0151 691 8102 E-mail: <a href="mailto:melissaholt@wirral.gov.uk">melissaholt@wirral.gov.uk</a>
Responsible Officer	C Hyams			Tel: 0151 691 8590 E-mail: <a href="mailto:chrishyams@wirral.gov.uk">chrishyams@wirral.gov.uk</a>
Lead Officer	M Holt			Tel: 0151 691 8102 E-mail: <a href="mailto:melissaholt@wirral.gov.uk">melissaholt@wirral.gov.uk</a>
Verifying Officer	M Holt			
Calculating Officer	C Rollinson			Tel: 0151 691 8442 E-mail: <a href="mailto:chrisrollinson@wirral.gov.uk">chrisrollinson@wirral.gov.uk</a>
Performance Lead	C Sharratt			Tel: 0151 666 5148 E-mail: <a href="mailto:carolsharratt@wirral.gov.uk">carolsharratt@wirral.gov.uk</a>

## INDICATOR PLANNING TEMPLATE

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/15. *(Please note that all Corporate Plan PIs need to be included within Directorate Plans)*

Title	Management Development Programme modules completed	Ref No.	TRDP12	Type of Indicator	Corporate	x
					Directorate	√
Strategic Directorate	Transformation & Resources	Service Area		Human Resources & Organisational Development (HR&OD)	Section	OD
Corporate / Directorate Priority	<p><b>Wirral Vision</b></p> <p>Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p><b>Transformation &amp; Resources Principle: Transforming the Council</b></p> <p>We will ensure the transformation of the Council is customer led, evidence based and informed by business intelligence. We will endeavour to support services to overhaul how they do business and develop new models of delivery, meaning some services may not be delivered by ourselves and others may be stopped altogether. We will assist them to drive change in behaviour, and modernise the workforce. We will improve business performance, ensuring we are following examples of best practice, as well as promoting our own services that are recognised for excellence and innovation. This will be supported and enabled by the best use of our people, assets and business support services.</p> <p><b>Corporate Priority Objectives</b></p> <ul style="list-style-type: none"> <li>• To develop capacity and drive change throughout the organisation</li> <li>• To implement the culture change programme</li> <li>• To review policies and procedures to support staff to work differently</li> <li>• To improve Corporate Governance</li> </ul> <p><b>Directorate Priority Objectives</b></p> <ul style="list-style-type: none"> <li>• To facilitate and support the organisation's culture and values implementation programme</li> </ul> <p>A significant amount of work has been carried out to establish values that are appropriate and meaningful to the organisation and its employees. Following detailed staff engagement, the agreed values for the organisation are; integrity, efficiency, ambition and confidence. Senior managers across the organisation have launched these values with employees and discussed their importance to the organisation.</p>					
Rationale for measurement/ monitoring	The Management Development Programme will help ensure that the Council has the managerial capacity in place to deliver its priorities, improve corporate governance and develop a culture of responsibility, accountability and pride across the whole of the Council.					

Purpose of PI	PI data is used to provide assurance to staff, Leadership and Elected Members that the senior managers are embracing and implementing the agreed values.			
Evidence	Completion of the Management Development Programme is crucial to the wider culture change programme aimed at developing a culture of responsibility, accountability and pride across the whole of the Council.			
Benchmarking	N/A			
Local & National Strategic fit / Policy	N/A			
Target Setting				
2013/14 Performance	5%			
Target	2014/15		2015/16	2016/17
	90%		90%	90%
Frequency	Quarterly		Date the data is available	1st of the Month
Trajectories (2014/15)	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar
	10%	30%	60%	90%
Tolerances	% below quarterly trajectories			
	RED	AMBER		GREEN
	<95%	≥95% <97%		≥97%
Data Source	Internally generated data based on Attendance Sheets & E-Learning Reports			
Indicator definition/ calc method	Numerator	Number of management development programme modules completed	Denominator	Total number management development programme modules to be completed
	Number of modules completed ÷ total number of modules to be completed x 100			
Format	%	Decimal Places	0	Direction of Travel Higher is Better
Issues	The capacity of managers to complete the programme needs to be considered along side their workload			
<b>CONTACTS</b>				
Who takes action?	M Holt		Tel: 0151 691 8102 E-mail: <a href="mailto:melissaholt@wirral.gov.uk">melissaholt@wirral.gov.uk</a>	
Responsible Officer	C Hyams		Tel: 0151 691 8590 E-mail: <a href="mailto:chrishyams@wirral.gov.uk">chrishyams@wirral.gov.uk</a>	
Lead Officer	M Holt		Tel: 0151 691 8102 E-mail: <a href="mailto:melissaholt@wirral.gov.uk">melissaholt@wirral.gov.uk</a>	
Verifying Officer	M Holt			
Calculating Officer	D Cottrell		Tel: 0151 691 8620 E-mail: <a href="mailto:Dianecottrell@wirral.gov.uk">Dianecottrell@wirral.gov.uk</a>	
Performance Lead	C Sharratt		Tel: 0151 666 5148 E-mail: <a href="mailto:carolsharratt@wirral.gov.uk">carolsharratt@wirral.gov.uk</a>	

## INDICATOR PLANNING TEMPLATE

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/15.

Title	Client finance recovered by end of month following billing	Ref No.	TRDP13	Type of Indicator	<i>Corporate</i>	X
					<i>Directorate</i>	√
Strategic Directorate	Transformation & Resources	Service Area		Business Processes	Section	Revenues & Benefits
Corporate / Directorate Priority	<p><b>Wirral Vision</b></p> <p>Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p><b>Transformation &amp; Resources Principle: Transforming the Council</b></p> <p>We will ensure the transformation of the Council is customer led, evidence based and informed by business intelligence. We will endeavor to support services to overhaul how they do business and develop new models of delivery, meaning some services may not be delivered by ourselves and others may be stopped altogether. We will assist them to drive change in behaviour, and modernise the workforce. We will improve business performance, ensuring we are following examples of best practice, as well as promoting our own services that are recognised for excellence and innovation. This will be supported and enabled by the best use of our people, assets and business support services.</p> <p><b>Corporate Priority Objectives</b></p> <ul style="list-style-type: none"> <li>• Make sure Wirral Council becomes more efficient and streamlined, removing unnecessary bureaucracy wherever it exists</li> <li>• Transform the business support functions to deliver savings and maximise efficiency</li> <li>• Develop and review the use of technology to improve efficiency and working practices and also so residents are enabled to use the most appropriate, cost effective and efficient method to access services</li> </ul> <p><b>Directorate Priority Objectives</b></p> <p>To proactively manage financial challenges, budget stability and effective service provision by:</p> <ul style="list-style-type: none"> <li>• Delivering agreed savings</li> <li>• Maximising efficiency and improving resident access to services</li> <li>• Fair &amp; robust collection of all Council revenues</li> </ul> <p>The efficient recovery of client finance ensures that revenue collection process is robust and fair.</p>					
Rationale for measurement/monitoring	The efficient, fair and robust recovery of revenue helps the Council accomplish its key corporate objectives by contributing to the Council managing its financial challenges and achieving budget stability.					
Purpose of PI	To measure the effectiveness of maximising the recovery of client finance revenues income.					
Evidence	The achievement of a high percentage of revenue collection is critical as it contributes to the Council's financial stability.					
Benchmarking	67.51% - Comparator group benchmarking is not available although a similar measure was made in respect of 2013/2014. Reporting to commence 2014/2015					

Local & National Strategic fit / Policy	Wirral's Corporate Fair Debt Policy Wirral's Fairer Charging and Contributions Policy Charging For Residential Accommodation Guidance												
Target Setting	Target setting is based on 2013/2014 performance together with trends in client charging and service delivery variance during the same period. Please also see under 'issues' below. Quarterly out turn in respect of 2013/2014 being :- Q1 – 29.49, Q2 - 37.67, Q3 - 52.07, Q4 - 67.51												
2013/14 Performance	67.51%												
Target	2014/15			2015/16			2016/17						
	75.00%			80.00%			80.00%						
Frequency	Monthly									Date the data is available		End of month following billing	
Trajectories (2014/15)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
	25.49%	35.99%	36.99%	39.99%	42.99%	44.99%	49.99%	54.99%	59.99%	64.99%	69.99%	75.00%	
Tolerances	RED			AMBER			GREEN						
	<95%			≥95% <98%			≥98%						
Data Source	Oracle , Accounts Receivable systems												
Indicator definition/ calc method	Numerator	The net £ value of invoices raised in respect of Client Finance charges raised in month , after reconciliation following adjustment .						Denominator	£ Value of payments collected by end of month following billing				
	The adjusted, net £ total value of invoices raised in month over £ total value of payments collected by end of month following billing as a percentage												
Format	%	Decimal Places			2	Direction of Travel			Higher is Better				
Issues	The target is not consistent given the nature of what is being measured. Debt raised on a monthly basis will vary for many reasons, as it is influenced by the assessment and charging process together with the specification of the service arrangement (which is often subject to variation) for the client. Equally collection levels are fluid, being reliant upon resource, together with the specifics of individual client arrangements, e.g. at any given point in time debt can be 'held'. On the other hand, broadly the collection rate will follow an upward trend as the year progresses given the 4 weekly billing process, so clients are routinely reminded of their ongoing liability and there is corresponding provision in place to monitor response to newly billed clients, which has proved to significantly improve response.												
<b>CONTACTS</b>													
Who takes action?	N Dixon						Tel: 0151 666 3372 E-mail: <a href="mailto:nickydixon@wirral.gov.uk">nickydixon@wirral.gov.uk</a>						
Responsible Officer	M Flanagan						Tel: 0151 666 3260 E-mail: <a href="mailto:malcolmflanagan@wirral.gov.uk">malcolmflanagan@wirral.gov.uk</a>						
Lead Officer	N Dixon						Tel: 0151 666 3372 E-mail: <a href="mailto:nickydixon@wirral.gov.uk">nickydixon@wirral.gov.uk</a>						
Verifying Officer	N Powell						Tel: 0151 666 3505 E-mail: <a href="mailto:neilpowell@wirral.gov.uk">neilpowell@wirral.gov.uk</a>						
Calculating Officer	K Chan						Tel: 0151 666 3301 E-mail: <a href="mailto:kitchan@wirral.gov.uk">kitchan@wirral.gov.uk</a>						
Performance Lead	C Sharratt						Tel: 0151 666 5148 E-mail: <a href="mailto:carolsharratt@wirral.gov.uk">carolsharratt@wirral.gov.uk</a>						

## INDICATOR PLANNING TEMPLATE

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/15.

Title	Recovery of Council Tax	Ref No.	TRDP14	Type of Indicator	Corporate	X
					Directorate	✓
Strategic Directorate	Transformation & Resources	Service Area		Business Processes	Section	Revenues & Benefits
Corporate / Directorate Priority	<p><b>Wirral Vision</b></p> <p>Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p><b>Transformation &amp; Resources Principle: Transforming the Council</b></p> <p>We will ensure the transformation of the Council is customer led, evidence based and informed by business intelligence. We will endeavour to support services to overhaul how they do business and develop new models of delivery, meaning some services may not be delivered by ourselves and others may be stopped altogether. We will assist them to drive change in behaviour, and modernise the workforce. We will improve business performance, ensuring we are following examples of best practice, as well as promoting our own services that are recognised for excellence and innovation. This will be supported and enabled by the best use of our people, assets and business support services.</p> <p><b>Corporate Priority Objectives</b></p> <ul style="list-style-type: none"> <li>• Make sure Wirral Council becomes more efficient and streamlined, removing unnecessary bureaucracy wherever it exists</li> <li>• Transform the business support functions to deliver savings and maximise efficiency</li> <li>• Develop and review the use of technology to improve efficiency and working practices and also so residents are enabled to use the most appropriate, cost effective and efficient method to access services</li> </ul> <p><b>Directorate Priority Objectives</b></p> <p>To proactively manage financial challenges, budget stability and effective service provision by:</p> <ul style="list-style-type: none"> <li>• Delivering agreed savings</li> <li>• Maximising efficiency and improving resident access to services</li> <li>• Fair &amp; robust collection of all Council revenues</li> </ul> <p>The efficient recovery of Council Tax ensures that revenue collection process is robust and fair.</p>					
Rationale for measurement/ monitoring	The efficient, fair and robust recovery of Council Tax helps the Council accomplish its key corporate objectives by contributing to the Council managing its financial challenges and achieving budget stability.					
Purpose of PI	To measure the effectiveness of maximising the recovery of Council Tax revenues income.					
Evidence	The achievement of a high percentage of revenue collection is critical as it contributes to the Council's financial stability.					
Benchmarking	Latest figures, 2012-13 show an average collection rate of 96.2%. Wirral was 96.8% and 15 <sup>th</sup> out of 36 Metropolitan Councils.					
Local & National	The collection of all revenues and charges for the Council is a key service delivered by this Directorate.					

Strategic fit / Policy												
Target Setting												
2013/14 Performance	95.4%											
Target	Cumulative within the financial year. This target has been developed by examining current performance in the context of those individuals required to pay Council tax and have either not previously done so, or have done so at a lower rate than expected now. Given the local economic climate and the wider impact of welfare reform, 95.5% is a realistic target for 2014/15.											
	2014/15			2015/16			2016/17					
	95.5%			95.6%			95.6%					
Frequency	Monthly						Date the data is available			7 <sup>th</sup> of month		
Trajectories (2014/15)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	9.9%	19.0%	27.9%	37.4%	46.0%	55.1%	64.2%	75.0%	83.0%	92.0%	94.5%	95.5%
Tolerances	% below monthly trajectories											
	RED				AMBER				GREEN			
	<98%				≥98% <99%				100%			
Data Source	Rev Ben System											
Indicator definition/ calc method	Numerator			£ Council Tax collected			Denominator			£ Council Tax to be collected		
	£ Council Tax collected ÷ £ Council Tax to be collected x 100											
Format	%	Decimal Places			1	Direction of Travel			Higher is Better			
Issues	<p>£5 million of the outstanding debt is due to the change from Council Tax Benefit to Council Tax Support and takes on average 2 yrs to collect 1 years debt.</p> <p>This is only in year collection statistic for the current debt. Collection continues thereafter for what is then prior year debt with 99% collection eventually achieved for all prior years.</p>											
<b>CONTACTS</b>												
Who takes action?	N Powell						Tel: 0151 666 3505 E-mail: <a href="mailto:neilpowell@wirral.gov.uk">neilpowell@wirral.gov.uk</a>					
Responsible Officer	M Flanagan						Tel: 0151 691 8590 E-mail: <a href="mailto:malcolmflanagan@wirral.gov.uk">malcolmflanagan@wirral.gov.uk</a>					
Lead Officer	N Powell						Tel: 0151 666 3505 E-mail: <a href="mailto:neilpowell@wirral.gov.uk">neilpowell@wirral.gov.uk</a>					
Verifying Officer	S Hutchinson						Tel: 0151 666 3313 E-mail: <a href="mailto:simonhutchinson@wirral.gov.uk">simonhutchinson@wirral.gov.uk</a>					
Calculating Officer	N Powell						Tel: 0151 666 3505 E-mail: <a href="mailto:neilpowell@wirral.gov.uk">neilpowell@wirral.gov.uk</a>					
Performance Lead	C Sharratt						Tel: 0151 666 5148 E-mail: <a href="mailto:carolsharratt@wirral.gov.uk">carolsharratt@wirral.gov.uk</a>					



## INDICATOR PLANNING TEMPLATE

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/15.

Title	Recovery of National Non Domestic Rates (NNDR)	Ref No.	TRDP15	Type of Indicator	Corporate	X
					Directorate	✓
Strategic Directorate	Transformation & Resources	Service Area		Business Processes	Section	Revenues & Benefits
Corporate / Directorate Priority	<p><b>Wirral Vision</b></p> <p>Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p><b>Transformation &amp; Resources Principle: Transforming the Council</b></p> <p>We will ensure the transformation of the Council is customer led, evidence based and informed by business intelligence. We will endeavour to support services to overhaul how they do business and develop new models of delivery, meaning some services may not be delivered by ourselves and others may be stopped altogether. We will assist them to drive change in behaviour, and modernise the workforce. We will improve business performance, ensuring we are following examples of best practice, as well as promoting our own services that are recognised for excellence and innovation. This will be supported and enabled by the best use of our people, assets and business support services.</p> <p><b>Corporate Priority Objectives</b></p> <ul style="list-style-type: none"> <li>• Make sure Wirral Council becomes more efficient and streamlined, removing unnecessary bureaucracy wherever it exists</li> <li>• Transform the business support functions to deliver savings and maximise efficiency</li> <li>• Develop and review the use of technology to improve efficiency and working practices and also so residents are enabled to use the most appropriate, cost effective and efficient method to access services</li> </ul> <p><b>Directorate Priority Objectives</b></p> <p>To proactively manage financial challenges, budget stability and effective service provision by:</p> <ul style="list-style-type: none"> <li>• Delivering agreed savings</li> <li>• Maximising efficiency and improving resident access to services</li> <li>• Fair &amp; robust collection of all Council revenues</li> </ul> <p>The efficient recovery of National Non Domestic Rates ensures that the revenue collection process is robust and fair.</p>					
Rationale for measurement/ monitoring	The efficient recovery of National Non Domestic Rates is a key service delivered by this Directorate					
Purpose of PI	To measure the effectiveness of maximising the recovery of National Non Domestic Rates revenues income.					
Evidence	The achievement of a high percentage of revenue collection is critical as it contributes to the Council's financial stability and will enable the Council ensure that it is able to fully benefit from the changes in relation to business rate retention.					

Benchmarking	Latest published figures, 2012-13 show an average collection rate of 96.7%. Wirral was 95.4% and 31 <sup>st</sup> out of 36 Metropolitan Councils. 2013-14 was an exceptional year with 96.9% collected an additional 1.5%												
Local & National Strategic fit / Policy	The collection of all revenues and charges for the Council is a key service delivered by this Directorate and will become more vital following changes to business rate retention which will give the Council greater influence over the money we collect.												
Target Setting	96.4% is a realistic target, in the current economic climate, and there will be an opportunity to refresh the 2015/16 target next year.												
2013/14 Performance	96.3%												
Target	Cumulative within the financial year												
	2014/15			2015/16			2016/17						
	96.4%			96.5%			96.5%						
Frequency	Monthly						Date the data is available			7 <sup>th</sup> of following month			
Trajectories (2014/15)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
	8.5%	17.2%	25.2%	34.3%	43.1%	50.0%	58.2%	66.1%	74.3%	82.2%	89.1%	96.4%	
Tolerances	% below monthly trajectories												
	RED				AMBER				GREEN				
	<97.5%				>=97.5% <98.5%				>=98.5%				
Data Source	Rev Ben System												
Indicator definition/ calc method	Numerator		£ NNDR collected				Denominator		£ NNDR to be collected				
	£ NNDR collected ÷ £ NNDR to be collected x 100												
Format	%	Decimal Places			1	Direction of Travel			Higher is Better				
Issues	Collection performance can vary considerably month to month by factors outside the Council's control such as increased/reduced assessments designated by the Valuation Officer. This is only an in year collection statistic for the current debt. Collection continues thereafter for what is then prior year debts.												
<b>CONTACTS</b>													
Who takes action?	N Powell						Tel: 0151 666 3505 E-mail: <a href="mailto:neilpowell@wirral.gov.uk">neilpowell@wirral.gov.uk</a>						
Responsible Officer	M Flanagan						Tel: 0151 691 8590 E-mail: <a href="mailto:malcolmflanagan@wirral.gov.uk">malcolmflanagan@wirral.gov.uk</a>						
Lead Officer	N Powell						Tel: 0151 666 3505 E-mail: <a href="mailto:neilpowell@wirral.gov.uk">neilpowell@wirral.gov.uk</a>						
Verifying Officer	S Hutchinson						Tel: 0151 666 3313 E-mail: <a href="mailto:simonhutchinson@wirral.gov.uk">simonhutchinson@wirral.gov.uk</a>						
Calculating Officer	N Powell						Tel: 0151 666 3505 E-mail: <a href="mailto:neilpowell@wirral.gov.uk">neilpowell@wirral.gov.uk</a>						
Performance Lead	C Sharratt						Tel: 0151 666 5148 E-mail: <a href="mailto:carolsharratt@wirral.gov.uk">carolsharratt@wirral.gov.uk</a>						

## INDICATOR PLANNING TEMPLATE

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/15.

Title	Spend maximised of Discretionary Housing Payment (DHP)	Ref No.	TRDP16	Type of Indicator	<i>Corporate</i>	X
					<i>Directorate</i>	✓
Strategic Directorate	Transformation & Resources	Service Area		Business Processes	Section	Revenues & Benefits
Corporate / Directorate Priority	<p><b>Wirral Vision</b></p> <p>Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p><b>Transformation &amp; Resources Principle: Transforming the Council</b></p> <p>We will ensure the transformation of the Council is customer led, evidence based and informed by business intelligence. We will endeavour to support services to overhaul how they do business and develop new models of delivery, meaning some services may not be delivered by ourselves and others may be stopped altogether. We will assist them to drive change in behaviour, and modernise the workforce. We will improve business performance, ensuring we are following examples of best practice, as well as promoting our own services that are recognised for excellence and innovation. This will be supported and enabled by the best use of our people, assets and business support services.</p> <p><b>Corporate Priority Objectives</b></p> <ul style="list-style-type: none"> <li>• Make sure Wirral Council becomes more efficient and streamlined, removing unnecessary bureaucracy wherever it exists</li> <li>• Transform the business support functions to deliver savings and maximise efficiency</li> <li>• Develop and review the use of technology to improve efficiency and working practices and also so residents are enabled to use the most appropriate, cost effective and efficient method to access services</li> </ul> <p><b>Directorate Priority Objectives</b></p> <p>To proactively manage financial challenges, budget stability and effective service provision by:</p> <ul style="list-style-type: none"> <li>• Delivering agreed savings</li> <li>• Maximising efficiency and improving resident access to services</li> <li>• Fair &amp; robust collection of all Council revenues</li> </ul> <p>The maximisation of DHP spend ensures that this ring fenced , cash limited Government Funding is used to the full extent of its limited capacity to assist those who are entitled to Housing Benefit and suffering the greatest levels of hardship either as a result of the Welfare Reform Impacts or broader economic downturn. Full use of the fund will ensure this additional income is retained by Wirral residents, the additional income therefore having a greater chance of remaining in Borough.</p>					
Rationale for measurement/ monitoring	The maximisation of DHP spend helps the Council accomplish its key corporate objectives by helping to alleviate at least some of the increasing levels of poverty / hardship amongst financially vulnerable residents in receipt of Housing Benefit .					
Purpose of PI	PI data is used to provide assurance that the fund is being actively administered and on target for full disposal by year end whilst equally assisting prudent management of the fund in preventing overspend, significantly where there is no agreed LA contribution.					
Evidence	The Discretionary Financial Assistance Regulations 2001 - <a href="http://www.dwp.gov.uk/docs/a8-2405">www.dwp.gov.uk/docs/a8-2405</a> The DWP's Discretionary Housing Payment Guidance Manual 2014-					

	<a href="http://www.gov.uk/government/publications/discretionary-housing-payments-guidance-manual">www.gov.uk/government/publications/discretionary-housing-payments-guidance-manual</a> Wirral's Discretionary Housing Payment Fund 2013/2014 Policy – Cabinet 10/10/2013 The profile of Government investment in and reliance upon this fund to help mitigate the impacts of Welfare Reform for Housing Benefit recipients experiencing difficulty meeting their housing costs without incurring wider financial hardship.											
Benchmarking	2012/2013 reported performance against statistical peers % of grant fund allocation spent:- Wirral – 88.9% Statistical Peers - 87.1%											
Local & National Strategic fit / Policy	<a href="http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/184207/discretionary-housing-payments-guide.pdf">www.gov.uk/government/uploads/system/uploads/attachment_data/file/184207/discretionary-housing-payments-guide.pdf</a>											
Target Setting												
2013/14 Performance	95.0% spent 2013/2014 includes additional sum awarded to Wirral by central government only in late February 2014.											
Target	* of 1/12 <sup>th</sup> to give resilience for monthly movement											
	2014/15				2015/16				2016/17			
	95.0%*				99.0%*				99.0%*			
Frequency	Monthly				Date the data is available				10 <sup>th</sup> following month			
Trajectories (2014/15)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
Tolerances	RED				AMBER				GREEN			
	<90%				≥90% <92%				≥92%			
Data Source	Core Benefits Processing system – Capita, Academy											
Indicator definition/ calc method	Numerator	£ of DHP spent in month				Denominator	1/12 <sup>th</sup> of £995,795,00 (full grant)					
	£ of DHP spend in month ÷ 1/12 <sup>th</sup> £ of DHP x 100											
Format	%	Decimal Places			1	Direction of Travel			Higher is Better			
Issues	Given the discretionary nature of this hardship fund and the associated strain on it, disposal of it cannot be managed by allocating an equal amount over a 12 month period and limiting monthly spend to 1/12th of the total sum. Forecasted spend therefore has to be monitored and application of the policy amended accordingly as the year progresses. This process is further complicated by the fact that awards of DHP can be prematurely ended and overpayments occur. All impact on the available fund at any time during the 12 months. The aim is to achieve 100%, but the target is set below this to give resilience for monthly movement and to ensure other influencing factors that could impact on final year end net spend, such as the claw backs of DHP or late notification of change in claimant circumstances that can generate overpayments which are recoverable.											
<b>CONTACTS</b>												
Who takes action?	Nicky Dixon				Tel: 0151 666 3372 E-mail: <a href="mailto:nickydixon@wirral.gov.uk">nickydixon@wirral.gov.uk</a>							
Responsible Officer	M Flanagan				Tel: 0151 691 8590 E-mail: <a href="mailto:malcolmflanagan@wirral.gov.uk">malcolmflanagan@wirral.gov.uk</a>							
Lead Officer	Nicky Dixon				Tel: 0151 666 3372 E-mail: <a href="mailto:nickydixon@wirral.gov.uk">nickydixon@wirral.gov.uk</a>							
Verifying Officer	Diane Eusoof				Tel: 0151 666 3153 E-mail: <a href="mailto:Dianeusoof@wirral.gov.uk">Dianeusoof@wirral.gov.uk</a>							
Calculating Officer	Neil Hutchison				Tel: 0151 666 3534 E-mail: <a href="mailto:Neilhutchison@wirral.gov.uk">Neilhutchison@wirral.gov.uk</a>							
Performance Lead	C Sharratt				Tel: 0151 666 5148 E-mail: <a href="mailto:carolsharratt@wirral.gov.uk">carolsharratt@wirral.gov.uk</a>							

## INDICATOR PLANNING TEMPLATE

Indicators we will use to determine progress towards our outcome within the Corporate Plan 2014/16 and Directorate Plans 2014/15.

Title	T&R Directorate budget savings Revenue Capital Programme Savings	Ref No.	TRDP17 TRDP18 TRDP19	Type of Indicator	Corporate	X
					Directorate	✓
Strategic Directorate	Transformation & Resources	Service Area	Resources	Section	Financial Services	
Corporate / Directorate Priority	<p><b>Wirral Vision</b></p> <p>Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here.</p> <p><b>Transformation &amp; Resources Principle: Transforming the Council</b></p> <p>We will ensure the transformation of the Council is customer led, evidence based and informed by business intelligence. We will endeavour to support services to overhaul how they do business and develop new models of delivery, meaning some services may not be delivered by ourselves and others may be stopped altogether. We will assist them to drive change in behaviour, and modernise the workforce. We will improve business performance, ensuring we are following examples of best practice, as well as promoting our own services that are recognised for excellence and innovation. This will be supported and enabled by the best use of our people, assets and business support services.</p> <p><b>Corporate Priority Objectives</b></p> <ul style="list-style-type: none"> <li>• Deliver 2014/15 savings through a clearly defined programme</li> <li>• Continue to enhance the integration of Corporate and financial strategy ensuring that the Medium Term Financial Strategy is continually developed to reflect the direction on the Council and the solutions to the medium term financial challenges</li> <li>• Support the delivery of the Future Council project</li> <li>• Maximise the benefits of new technologies through new Information Technology (IT) Strategy and investments</li> <li>• Transform the business support functions to deliver savings and maximise efficiency</li> <li>• Make sure Wirral Council becomes more efficient and streamlined, removing unnecessary bureaucracy wherever it exists</li> <li>• Develop and review the use of technology to improve efficiency and working practices and also so residents are enabled to use the most appropriate, cost effective and efficient method to access services</li> </ul> <p><b>Directorate Priority Objectives</b></p> <p>To proactively manage financial challenges, budget stability and effective service provision by:</p> <ul style="list-style-type: none"> <li>• Delivering agreed savings</li> <li>• Providing fit for purpose / value for money contract delivery</li> <li>• Supporting commissioning strategy by implementing robust procurement processes</li> <li>• Fair &amp; robust collection of all Council revenues</li> </ul> <p>Achieving the Directorate budget savings agreed ensures that the Directorate contributes to the corporate savings required to manage the financial challenge facing the Council.</p>					
Rationale for measurement/ monitoring	The directorate budget savings supports the drive towards the Council accomplishing its key corporate objectives by contributing to the corporate savings required enabling the Council to manage its financial challenges, achieve planned budget savings, and stabilise its budget.					

Purpose of PI	PI data is used to measure our effectiveness in achieving planned budget savings and to provide assurance to the Transformation and Resources Policy and Performance Committee and Directorate Management Team that the Directorate's budget savings are being monitored and managed effectively and that savings are realised.								
Evidence	To ensure that we are effectively managing our budget savings to ensure that we are on target to meet our financial challenges.								
Benchmarking	N/A								
Local & National Strategic fit / Policy	The Council's revised Medium Term Financial Strategy covers the period 2014/17. Despite significant efficiencies and savings made during 2013/14 the strategy indicated a forecast funding deficit of £83 million before applying savings proposals in the 2014/15 budget. Budget savings of £36.2 million were agreed for 2014/15 of which T&R's share is £13.5m). The Directorate will have a key role in the delivery of these savings. The remaining budget gap is £44.2m for 2015/17 and this will be a major challenge for the organisation and require a radically different approach to making savings and delivering services.								
Target Setting									
2013/14 Performance	93%. On original savings proposals before compensatory savings applied. Including compensatory savings 98% achieved.								
Target	Revenue			Capital Programme			Savings		
	2014/15	2015/16	2016/17	2014/15	2015/16	2016/17	2014/15	2015/16	2016/17
	£20.2m	£23.9m	£24.0m	£4m	£0.0m	£.00m	£13.5m	£7.5m	£0.0m
Frequency	Monthly				Date the data is available			1 month after ledger closed	
Trajectories (2014/15)	The Revenue / Capital Programme and Savings budget monitoring is based on projected savings at year end. The status (Red / Amber / Green) will be based on the forecasted projected year end savings.								
Tolerances	Based on YE Forecasts								
	RED			AMBER			GREEN		
	<90%			≥90% <100%			≥100%		
Data Source	General Ledger, revenue monitor and Concerto								
Indicator definition/ calc method	Numerator	Budget = or < than budget			Denominator	Budget line			
	Budgets have been reduced in setting 2014/15 budget for agreed savings. Calculation is the relevant budgets not being exceeded.								
Format	£m	Decimal Places		2	Direction of Travel		Higher is Better		
Issues	Savings forecasts are reliant on individual project owners providing accurate updates on the forecast budget position.								
<b>CONTACTS</b>									
Who takes action?	T Sault				Tel: 0151 666 3407 E-mail: <a href="mailto:tomsault@wirral.gov.uk">tomsault@wirral.gov.uk</a>				
Responsible Officer	J Blott				Tel: 0151 691 8001 E-mail: <a href="mailto:joablott@wirral.gov.uk">joablott@wirral.gov.uk</a>				
Lead Officer	V Quayle				Tel: 0151 666 3056 E-mail: <a href="mailto:viviennequale@wirral.gov.uk">viviennequale@wirral.gov.uk</a>				
Verifying Officer	P Molyneux				Tel: 0151 666 3389 E-mail: <a href="mailto:petemolyneux@wirral.gov.uk">petemolyneux@wirral.gov.uk</a>				
Calculating Officer	S Cox				Tel: 0151 666 3421 E-mail: <a href="mailto:sarahcox@wirral.gov.uk">sarahcox@wirral.gov.uk</a>				
Performance Lead	C Sharratt				Tel: 0151 666 5148 E-mail: <a href="mailto:carolsharratt@wirral.gov.uk">carolsharratt@wirral.gov.uk</a>				

## Appendix 8

### Rationale for 2013/14 Key Performance indicators (KPI's) for Transformation & Resources Directorate not being monitored as KPI's in 2014/16

#### Corporate KPI's

Indicator	Rationale
Chargeable Services (% achievement versus best practice)	The KPMG study has been completed and improvements will be being implemented where practicable. Reviews of charges / income to be developed in 2014/15, which may lead to the introduction / development of new PIs.
Adult Care Packages supported by Direct Debit (as a %)	The focus on Adult Care Packages as a target stemmed from it being a new initiative. There were delays to the delivery of this target due to a variety of factors outlined during the regular monitoring reports, and 10.6% were supported by direct debit in 2013/14. However, this system is now in place and is an enabler of delivering the new Directorate target "Client finance recovered by end of month following billing".
Establishment reduction compared to savings assumption	2013/14 performance was 85%. This project was dependent upon restructures being finalised. This will no longer be monitored as a Corporate PI as this work now falls under the Future Council project and will link into the project timetable.
Agency/Consultancy costs	This was completed for 2013/14 and is now subsumed into the Future Council work. The 2013/14 reduction on Agency Spend, compared to March 2013, was £507,972. The reduction on Agency spend will continue to be monitored and reported to the Chief Executive's Strategic Group and the Transformation and Resources Directorate Management Team.

#### Directorate KPIs

Indicator	Rationale
Percentage collection rate on additional debit re: impact of Council Tax Support (CTS) Scheme, Discount and Exemption Changes and increased costs in respect of the additional £9m raised	2013/14 59.4% recovery rate equates to £1.8m. The 2014-15 target has been set at 59.2% to reflect the 1 <sup>st</sup> year (2013-14) actual recovery rate and the fact that collection will be more difficult next year, due to it taking on average 2 years to collect 2013-14's debt.  This will continue to be monitored within the Business Processes Service Plan.

## Appendix 8

Indicator	Rationale
Percentage recovery of Personal Finance Unit (PFU) charges <ol style="list-style-type: none"> <li>1. all charges</li> <li>2. historic charges</li> </ol>	<p>Recovery of new debt is improving steadily, as clients are becoming less resistant to the reality of charges in respect of commissioned care. Work to address the original ring fenced aged debt continues but is balanced with that on newer debt and the higher value, 'live' debt. 67.5% of all charges and 65.7% of historic charges were recovered in 2013/14.</p> <p>These will continue to be monitored within the Business Processes Service Plan.</p>
Percentage of Personal Finance Unit (PFU) assessments completed within timescale	<p>Performance is steadily improving, 76.0% of assessments were completed within the timescale in 2013/14; 3.2% above the 72.8% within 2012/13.</p> <p>This will continue to be monitored within the Business Processes Service Plan.</p>
Percentage of current Freedom of Information (FOI)/Information Requests (IRs) dealt with within the statutory timescale	<p>Since September 2013 the Council has consistently achieved a response rate of 85% or above in relation to FOI requests received. Prior to this period the response rates varied and fell below the 85% target. The 84% rate of response to FOIs is the average rate of response for the entire 2013/14 financial year.</p> <p>A Scrutiny Review has been undertaken into the Council's handling of FOI requests, which concluded that the Council has made significant progress in this area and has demonstrated a consistent rate of response in excess of 85%. A number of recommendations have been made which will be progressed to continue the improvements made over the last 15 months.</p> <p>The FOI response rate will continue to be monitored and reported to the Chief Executive Strategic Group and to the Directorate management Teams.</p>
Average Number of days to respond to complaints recorded under the corporate process	<p>The response to customer complaints for 2013/14 was 10 working days, achieving the 10 working day improvement target (based on actual performance over the previous five years) and above the publicised corporate target of 15 working days.</p> <p>The average response rate will continue to be monitored and reported to the Chief Executive Strategic Group and to the Directorate management Teams.</p>
To obtain Compliance with external codes of connection including IG Toolkit: April 2014	<p>The Annual PSN Accreditation was achieved in December 2013. The next PSN health check is due in June 2014, with a significant amount of work required to ensure compliance. The IG Toolkit accreditation will be subject to resourcing within Public Health, and current plans indicate September 2014 for accreditation. This will continue to be monitored within the ICT Strategy.</p>
To support the Delivery of Agile working with users: 2013/14	<p>IT are undertaking a number of supportive initiatives, including, new PC's; increased wifi deployment; increased internet bandwidth; new security devices suitable for agile working. Further progress on this will be dependent on organisational direction and an overall coordinated plan.</p>



## Transformation &amp; Resources Directorate Performance, Finance and Risk Report as at 31st May 2014



No.	Description	Data Source	Performance 2013/14	North West 2013/14	Target / Plan 2014/15	YTD Target 2014/15	YTD Performance	Forecast Outturn	Overall Status	Monthly Trend	Reporting Period	Accountable Officer (Head of Service)	Comments
<b>PERFORMANCE</b>													
<b>DOMAIN 3: TRANSFORMATION AND RESOURCES</b>													
<b>Resources</b>													
TRCP01	Implementation of Windows 7 & Office 2010 across the Council	Silver Project reports	N/A	N/A	100%	N/A	N/A	100%	G		Apr - May 14	V Quayle	Preparatory work is progressing well, pilot on schedule to start week commencing 30 June 2014, with the rollout to start within 4 weeks.
TRCP02	£ Projected Delivery of Council budget savings	General Ledger, revenue monitor and Concerto	£46.900m	N/A	£36.259m	-	£11.251m	NYA	G		Apr-14	V Quayle	Note: Indicator is reported via Transformation and Resources Directorate but is a Council wide performance indicator.
TRDP05	Delivery of Strategic Internal Audit plan 2014/15	IA Performance Management Spreadsheet / APACE	100%	N/A	100%	N/A	N/A	100%	G		Apr - May 14	V Quayle	Delivery of the Audit Plan is on target.
TRDP06	Suppliers paid (or payment terms) within 30 days	Accounts Payable System	83.02%	N/A	90.00%	90.00%	82.62%	90%	A	↓	May-14	V Quayle	82.62% (3961) invoices were paid within 30 days during May 2014. Performance has fallen by 2.96% compared to April 2014, with 85.58% (5467) paid within 30 days.
TRDP07	Local SME suppliers paid within 10 days	Accounts Payable System	N/A (new PI for 2014/15)	N/A	60.00%	30.00%	29.00%	60%	G		Apr-14	V Quayle	Further improvement is expected when staff resources improve and the new reporting process is implemented.
<b>Legal &amp; Member Services</b>													
TRDP08	Reduction in the total number of extraordinary Council meetings	Mod.Gov System	18	N/A	15	N/A	N/A	15	G		Apr-14	S Tour	Monitored Quarterly. These are rated green, based on the forecast outturn for year end.
TRDP09	Reduction in the issuing of general exception notices under the Access to Information Rules	Mod.Gov System	10	N/A	8	N/A	N/A	8	G		Apr-14	S Tour	
TRDP10	Reduction in the total number of published supplementary agendas for Council Cabinet and Committee meetings	Mod.Gov System	32	N/A	25	N/A	N/A	25	G		Apr-14	S Tour	
<b>Human Resources &amp; Organisational Development</b>													
TRCP03	Performance Appraisals completed	Intranet	27% (employee KIEs) 65% (senior manager PAs)	N/A	80%	N/A	N/A	80%	G		Apr - May 14	C Hyams	The Chief Executive Strategic Group (CESG) has approved the process for the new Performance Appraisal programme, that has replaced the Key Issues Exchange programme for all employees. The Performance Appraisal training has been set up and details of the new process has been sent to all Senior Managers. The programme has been communicated to all employees via the Council's One Brief and the Chief Executive's newsletter. Performance Appraisals are scheduled to take place between June - September 2014.
TRCP04	Sickness Absence: The number of working days/shifts lost due to sickness absence (cumulative)	HR SelfServe / Management Insight System	10.47 days	N/A	9.75 days	1.69 days	TBC	TBC			Apr- May 14	C Hyams	The indicator definition and calculation is now based on all Council employees (including temporary staff but not including schools) and not on the old national Best Value Performance Indicator. The old indicator included schools but excluded temporary staff employed for less than 12 months. The new definition is more representative of actual lost time and is based on the same formula for delivering team performance to all line managers using the HR Management Information System. This will also provide better benchmark comparison with councils in North West region.
TRDP11	Leadership Development Programme completed	Programme Attendance Sheets	50%	N/A	90%	N/A	50%	90%	G	↑	Apr 13 - Apr 14	C Hyams	42 managers have completed the Leadership Development Programme in 2013/14. A further 40 managers are expected to complete the programme by September 2014. 12 out of the remaining 40 managers have started the programme and it is forecast that 90% of all managers will have completed the programme by March 2015.
TRDP12	Management Development Programme modules completed	Attendance Sheets & E-Learning Reports	5%	N/A	90%	N/A	5%	90%	G	↑	Apr 13 - Apr 14	C Hyams	Attendance of the programme has been low to date, due to future council programme commitments, but it is forecast that 90% target will be achieved by March 2015.

Business Processes												
TRDP13	Client finance recovered by end of month following billing	Oracle , Accounts Receivable systems	67.51%	N/A	75.00%	25.49%	25.37%	75.00%	G	Apr-14	M Flanagan	The data available for the analysis and monitoring of debt has been significantly developed since reporting started in 2013/2014, when returns were based on the gross position. We are now able to provide the net charging and collection rates. The 46% (net) collection rate for May 2014 has shown an improved return against the 38% (net) rate for May 2013. It is projected that this trend will continue, leading to an improvement on the year end position compared to the 67% (net) rate for 2013/14.  Work on 'new debt' has established that earlier intervention secures an improved response - work to improve return in this area of client finance debt has resulted in high (91% / 95%) out turns in respect of home and residential care charges respectively. Consideration needs to be given to diverting resources to robustly address the 'middle' client finance debt, however, this will be with certain risk as the debt recovery resource is insufficient to fully address both.
TRDP14	Recovery of Council Tax	Rev Ben System	95.4%	96.2% 15th of 36 Met Councils (12/13)	95.5%	19.0%	18.9%	95.5%	A	Apr - May 14	M Flanagan	There has been a small variation on performance, which is slightly below the recovery rate of 19.0% for April - May 2013, but it is forecast that the year end target will be met.
TRDP15	Recovery of National Non Domestic Rates (NNDR)	Rev Ben System	96.3%	96.7% 31st of 36 Mets (12/13)	96.4%	17.2%	18.0%	96.4%	G	Apr - May 14	M Flanagan	Performance is below the 19.5% recovery achieved in April - May 2013, but also reflects a lower collection due to 25% of customers taking up the offer of 12 instalments rather than 10 offered for the 1st time from 1 April 2014.
TRDP16	Spend maximised of Discretionary Housing Payment	Core Benefits Processing system – Capita, Academy	95.0%	87.1% (Statistical Peers)	95.0%	95.0%	417.5%	205.0%	G	May-14	M Flanagan	Allocation will not be overspent, as awards will stop at the point of full spend, but performance is currently high due to: 1. Higher than average commitments for the time of year, as tenants circumstances have no reasonable chance of altering and to preserve resources re visiting the same claims within the year. 2. Many applications carried over from Q4 2013/14 and high arrears cases dealt with at start of 2014/15. 3. Possession proceedings and type of claims being received – requiring both arrears payments and ongoing awards.  An analysis of outstanding claims needs to be undertaken, to test impact of possession applications and consider need for a review of application policy / payment period /LA contribution (LWA fund). In addition, prompt engagement with landlords should take place, to establish an arrears tolerance.

FINANCE: Corporate Financial position (based on projections at year end 2014/15)

	Description	Data Source	Performance 2013/14	Target 2014/15	Forecast 2014/15	Overall forecast Status	Reporting Period	Accountable Officer (Head of Service)	Comments
TRDP17	Directorate Revenue Budget (£m)	General Ledger, revenue monitor and Concerto	£ 16.579	£ 20.200	£ -		Apr - May 14	V Quayle	April - May 2014 figures will be available following the publication of the budget report to be taken to Cabinet on 7th July 2014.
TRDP18	Directorate Capital Programme (£m)	General Ledger, revenue monitor and Concerto	£ 1.777	£ 4.000	£ -		Apr - May 14	V Quayle	
TRDP19	Directorate Savings achieved (£m)	General Ledger, revenue monitor and Concerto	£ 29.000	£ 13.500	£ -		Apr - May 14	V Quayle	

- 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

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

**Risk**

- Lik = Likelihood    A qualitative description of the probability or frequency of the risk happening.
- Imp = Impact        The evaluated effect or result of a particular risk happening.
- Total = Risk score    Assessment of the combined scores, for the likelihood and impact of the risk happening, after taking into account any controls in place to manage the risk (Lik x Imp).



Transformation Resources Directorate Risk Register

(22 April 2014)

Improving Corporate Governance	Failure to follow procedures and practices e.g. information is not adequate or lack of understanding of arrangements, obligations and duties	0	Governance	Surjit Tour	Code of Corporate Governance revised.	3	4	12	Q	In-year review of Constitutional changes	Head of Legal & Member	Ongoing	0	◀	04/06/14 - Surjit Tour to provide update on additional controls
					Training for officers on the revised Constitution.					Deliver training to Members/officers on revisions to the Constitution	Head of Legal & Member	Jun-14			
					Training on Code of Corporate Governance.					Training on Code of Corporate Governance	Head of Legal & Member	Summer 2014			
					Revised Contract Procedure Rules introduced					Training on revised Contract Procedure Rule	Head of Legal & Member	to be confirmed			
					New Financial Regulations introduced					Conduct Member surveys	Head of Legal & Member	Jan-14			
					Regular monitoring of governance issues by group led by Strategic Director					Restructure Legal & Member Services to better align resources to meet need and improve resilience	Head of Legal & Member Services	Jun-14			
Improve the Council's FOI responses and DPA arrangements	Failure to comply with statutory obligations and duties. Could lead to enforcement action by ICO, financial penalty and reputational damage	0	Data and Information	Surjit Tour	Disclosure Officer appointed	3	4	12	Q	Develop and implement IG improvement action Plan	Head of Legal & Member Services	to be confirmed	0	◀	04/06/14 - Surjit Tour to provide update on additional controls. Despite improvements, it is too soon to reduce the likelihood score.
					Use of Sch.12A Exemptions										
					Decision making procedure and practice										
					Security accreditation for PSN, IG toolkit (NHS) achieved										
					DPA training provided to key staff										
					Review of current DPA arrangements conducted										
					Scrutiny review of management of FOI requests undertaken										
Merseyside Pension Fund	Benchmark performance does not keep pace with liabilities	0	Economic	Peter Wallach	Triennial ALM, FSS./SIP, Asset Allocation	3	4	12	Q				0	◀	
					Performance data and Independent Advisers										
					Medium term asset allocation (MTAA) strategy implemented										
All	Failure to provide adequate organisational and technical controls to protect the council's information and information systems	0	Data and Information	Vivienne Quayle	Training of all users to raise information and ICT security awareness, via online learning, face-to-face training and regular bulletins	3	4	12	Q	Protective monitoring of the council's ICT infrastructure via a Security Incident and Event Management (SIEM) system.	Steve Sankey	Jun-14	0	◀	04/06/14 - Need update on additional controls from Steve Sankey and Surjit Tour
					Secure configuration and management of council devices with access to council information and information systems					Implementation of the Information Governance project, being led by the IG Board, to formalise the ownership and risk management of the council's information and ICT	Joe Blott	Jun-14			
					Regular independent testing by accredited providers to highlight technical weaknesses in the council's ICT infrastructure					Improvement in the management of third parties with access to Council information and information systems	Joe Blott	Jun-14			
					Maintenance of effective boundary controls to protect the council's network										
					Appropriate vetting of all users with access to council information and information systems					Improvements to the secure exchange of council data, including secure email, secure web portal and the classification and labelling of emails	Steve Sankey	Jun-14			
					Implementation of an information security incident management system					Develop and implement IG improvement action Plan	Surjit Tour	to be confirmed			

M  
Q  
HF