

WIRRAL COUNCIL

CABINET

14TH APRIL 2011

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|--------------------------------------|-------------------------------|
| SUBJECT: | Delivering the Corporate Plan |
| WARD/S AFFECTED: | All |
| REPORT OF: | Interim Chief Executive |
| RESPONSIBLE PORTFOLIO HOLDER: | Councillor Jeff Green |
| KEY DECISION: | No |

1.0 EXECUTIVE SUMMARY

- 1.1 This report sets out the arrangements for governance, delivery and monitoring of the Corporate Plan in order to provide decision makers with intelligence on how well the council is performing, together with associated resource implications and future risks and challenges.
- 1.2 Departments are preparing individual business plans which will set out in more detail how the actions and targets in the Corporate Plan will be delivered, alongside any additional activity linked to the Council's goals.

2.0 RECOMMENDATION/S

- 2.1 Cabinet is requested to approve the arrangements for governance, delivery and monitoring of the 2011-14 Corporate Plan.

3.0 REASON/S FOR RECOMMENDATION/S

- 3.1 Cabinet approved the draft Corporate Plan for 2011- 14 on the 17th March 2011 for endorsement by Council on the 18th April 2011. This report responds to the action identified within the earlier Cabinet report to set out the timetable for reporting in progress during 2011-12, alongside proposals for ensuring that the new Corporate Plan is the key driver for departmental activity and managing performance.
- 3.2 The arrangements set out in this report will ensure that a robust structure is in place to manage performance and delivery of the new Corporate Plan. A strengthened approach to delivering the Corporate Plan is critical to realising the planned improvements set out through the goals of the Corporate Plan to position the authority well to face the challenges ahead.

4.0 BACKGROUND AND KEY ISSUES

4.1 Governance

The following roles and responsibilities are set out to ensure effective governance arrangements are in place for the delivery and monitoring of the Corporate Plan.

- 4.1.1 **Cabinet** – the role of Cabinet will be to review and scrutinise performance of the corporate plan on a quarterly basis and request action is taken where appropriate. Cabinet is accountable for overseeing the delivery of the Corporate Plan on behalf of full Council.
- 4.1.2 **Portfolio holder** – the role of Portfolio Holder will be to review performance on a frequent basis as agreed with the responsible Chief Officer and request action is taken where appropriate. The Portfolio Holder and Chief Officer should manage performance using the departmental plan with focus on activities contributing towards the corporate plan. It is expected that Chief Officers will make the appropriate arrangements to brief the portfolio holder on relevant performance at regular intervals and prior to Cabinet meetings.
- 4.1.3 **Overview and Scrutiny Committee** – the role of Overview and Scrutiny Committee is to review and scrutinise performance of the Corporate Plan relevant to that committee and provide recommendations to Cabinet where appropriate.
- 4.1.4 **Executive Team** – the role of Executive Team led by the Chief Executive is to review the overall progress of the Corporate Plan and take appropriate action in response to areas of under and over performance. It is proposed that Chief Officers receive a quarterly performance report for each Corporate Plan theme followed by monthly updates and targeted discussions on performance exceptions. Executive Team will also recommend action to Cabinet in response to identified issues.
- 4.1.5 **Departmental Management Teams** – the role of Departmental Management Teams is to review progress of their contribution to the Corporate Plan on a frequent basis and take appropriate action in response to areas of under performance. It is recommended that Departmental Management Teams receive reports on performance on a monthly basis.

4.2 Delivery

- 4.2.3 The Council is committed to “making Wirral a bigger and stronger society”. This purpose is articulated in the Corporate Plan which sets out the overall strategic direction for the Council, based on the priorities reflected through the 2010 Wirral’s Future Consultation. The Corporate Plan sets out how the Council will deliver its priorities and improve services that meet the needs of the citizens of Wirral. A series of goals and targets are further identified within the Corporate Plan to provide detailed activity for monitoring progress during 2011/12.
- 4.2.4 The Council will review the priorities within the Corporate Plan on annual basis to reflect the views of local people through the Wirral’s Future consultation which will take place during the summer 2011.
- 4.2.5 Departmental plans underpin the Corporate Plan and provide detailed milestones for delivering the goals set out in the Corporate Plan. Financial and other resources are also aligned to the priorities in order for this to happen in the most cost effective and efficient way. Departmental plans will include:
- Departmental overview

- Contribution to the Council's Corporate Plan goals
- Milestones and targets
- Related staffing and financial issues
- Spatial focus to identify whether activity is delivered borough wide or within a particular area
- Details of what activity is delivered in partnership
- Details of consultation undertaken with local communities
- Departmental Risks

4.2.7 Departmental plans will be agreed by Portfolio Holders and the Leader of the Council in April 2011 and placed in the virtual library.

4.7.6 Performance Appraisals will be introduced for senior officers in 2011/12 in consultation with Trade Unions. This approach will strengthen the thread between an individual's contribution towards this activity within the Council's Corporate and departmental plans. Key Issues Exchange (KIE) will remain in place for all other members of staff to identify exactly how they contribute to their respective section or team objectives. This will enable a 'clear line of sight' for an individual to see how they contribute effectively to the goals set out with the Corporate and departmental plans. The People Strategy will also outline how we lead, develop and empower employees to deliver the objectives of the Corporate Plan.

4.3 Monitoring reports

4.3.1 The reporting timetable for Cabinet has been developed in consultation with the Strategic Change Programme Team.

| Cabinet Meeting | Reporting |
|-------------------------------|--|
| 21 st July 2011 | Quarter 1 – Progress against the Corporate Plan |
| 3 rd November 2011 | Quarter 2 – Progress against the Corporate Plan |
| 2 nd February 2012 | Quarter 3 – Progress against the Corporate Plan |
| May 2012 (date tbc) | Quarter 4 – Progress against the Corporate Plan / Year end outturn |

4.3.2 It is noted that the timescale for reporting quarter one progress to Cabinet on the 21st July 2011 will mean that departments will need to prepare information promptly during the first week in July 2011 in order to prepare the performance report. The reduction in the number of indicators and the focus on a more narrative approach should make this possible.

4.3.3 It is proposed that quarterly reports are prepared using the following structure:

- Overall progress towards achieving the goal (*to be provided by department*)
- Project status of related strategic change projects (*to be provided by Strategic Change Programme Office*)
- Performance of related measures by exception (*to be coordinated by the Corporate Performance Team*)

- Resource implications including financial and staffing issues *(to be provided by department)*
- Future challenges including associated risks *(to be provided by department)*

4.3.3 Performance and financial monitoring reports to Overview and Scrutiny Committee will follow the same format outline above and will focus solely on the Corporate Plan goals relevant to that committee. Reports will be presented to the next available committee following the quarter end.

4.4 Financial monitoring

4.4.1 Effective financial management ensures that spend remains within available resources and that resources are used in the manner intended. The importance of budgetary control justifies financial monitoring being separately identified in the report with the focus upon spend against the approved budget.

4.4.2 The financial summary will be prepared by the Director of Finance. The more detailed appendix placed in the Library will include the summary plus the departmental reports of Chief Officers and as a minimum will include references to:-

- Growth items including progress on implementing policy options.
- Savings targets set and the progress made in meeting them.
- Impact of any Cabinet decisions that have budgetary implications.
- Variations from the approved budget including over/underspends, any additional income received and any compensatory adjustments.

4.4.3 All Members will continue to receive the 1 page monthly Financial Monitoring Statement prepared by the Director of Finance.

4.5 Capital monitoring identifies progress against the capital programme

4.5.1 The Capital Investment Programme is subject to an annual review and the 2010/13 Programme was agreed by Council as part of the Budget 2011/12 on 1 March 2011.

4.5.2 The capital summary will be prepared by the Director of Finance. The more detailed appendix placed in the Library will include the summary plus the departmental reports of Chief Officers. It will report progress on schemes/projects approved as part of the programme with reference to:-

- The original approved programme and any approved variations.
- Details of current year actual and forecast expenditure for each project.
- Comments on progress including any variations (actual and forecast).
- The completion of any schemes/projects.

4.6 Risk monitoring

4.6.1 The Corporate Risk Register shows how the risks relate to each objective, incorporating those identified as having the potential to impact upon the delivery of Council aims and which will be regularly monitored.

4.6.2 The risk summary will be prepared by the Director of Finance. The more detailed appendix placed in the Library will include the summary plus the departmental reports of Chief Officers and will include references to:-

- Progress on delivering the actions stated in the Register.
- Performance information for each risk in the Register.
- Any variations to the risk ratings identified in the Register.
- Any 'new' risks worthy of consideration for inclusion in the Register.

4.6.3 The Council's Statement of Accounts is produced annually and has a legal requirement to be completed by 30 June. The Statement is then subject to External Audit inspection which must conclude, and the Accounts published, before 30 September. Supporting the Statement are a number of year-end financial reports which cover:-

- Revenue spend and financing including reserves and provisions.
- Capital spend and financing.
- Cash collection and performance.
- Treasury management annual report.
- Insurance Fund annual report.

4.7 Related financial plans and strategies

4.7.1 The Medium Term Financial Strategy considers financial issues at a strategic and organisational, rather than at a departmental or operational, level covering a period of more than one year. Used to identify the resource requirements to deliver the aims identified in the Corporate Plan the Strategy informs the annual budget setting process and includes the following:-

- Executive Summary and statement of principles.
- National issues including the Government Comprehensive Spending
- Spending Review and Local Government Finance Settlement.
- Local issues including the priorities for Wirral and Council objectives.
- Capital and revenue plans set in context.
- Risk assessment.

4.7.2 The Strategy is reviewed on an annual basis. Additionally there are in-year reports to Cabinet and Council Excellence & Overview Scrutiny Committee which provide an update on the Projected Budget over the period of the Strategy. More detailed reports relating to the annual budget-setting process are regularly also provided to Cabinet and the Excellence & Overview Scrutiny Committee.

4.7.3 The Capital Programme looks at the medium term bringing together the capital requirements emerging from service strategies and reviews. It prioritises the capital needs of services and seeking to maximise opportunities for cross-cutting/joined-up investment with local partners and covers:-

- The identification and prioritisation of schemes for inclusion.

- The approval process and implementation of the approved projects.
- The monitoring and reporting of the approved programme.

4.7.4 All submissions for inclusion are evaluated and prioritised under key criteria which link to, and take account of, the priorities identified in the Corporate Plan by stating the outcomes and risks of implementing, or not implementing the scheme.

4.7.5 Each December the Cabinet receive a report on the Capital Programme which incorporates the requirements for on-going schemes as well as a prioritised list of new submissions and the financing options available. The financial implications of the agreed programme are then reflected in the annual budget.

4.7.7 By 10 March each year the Council has to set Council Tax levels for the following financial year – the annual budget setting process. A composite report will be presented to Cabinet and Council containing:-

- Foreword / Overview by the Director of Finance.
- Draft summary revenue budgets ('the Gold Sheet').
- Agreed Capital Programme.
- Agreed Insurance Fund budget.

4.7.8 The same meeting also considers the Schools Budget, the Treasury Management Strategy and the Carbon Budget. Once agreed the Budget is detailed in the Council Tax Booklet along with further information regarding the Council's plans and the work of other agencies funded through the Council Tax.

4.7.9 The Projected Budgets for subsequent years of the Medium Term Financial Strategy are regularly updated in reports presented to Cabinet and Council Excellence Overview & Scrutiny Committee. These highlight variations based upon later, and more specific, information and details regarding Government funding proposals.

4.7.10 The Government undertake regular Spending Reviews which inform the Local Government Finance Settlement. The latest Spending Review covered the period 2011/15 and the Finance Settlement 2011/13. The latter is issued as a Provisional Settlement in December which then becomes a Final Settlement in the following January / February.

5.0 RELEVANT RISKS

5.1 The corporate risk register is being revised in line with the Corporate Plan for 2011-14 to ensure that any risks to delivering the Council's goals are understood and mitigating actions put in place as appropriate. Section 4.6 of this report outlines how risk will be monitored and managed to ensure effective delivery of the Corporate Plan.

6.0 OTHER OPTIONS CONSIDERED

6.1 Not applicable

7.0 CONSULTATION

7.1 Consultation in relation to the draft Corporate Plan was undertaken through the 2010 Wirral's Future consultation. This process engaged individuals and organisations from across Wirral's diverse communities.

7.2 The consultation resulted in a series of options and recommendations reports being presented to Cabinet on 9th December 2010 by the four independent Task Forces established as part of the consultation programme to review service priorities and delivery around four areas: Economy and Regeneration; Living in Wirral; Adult Social Services and Children and Young People's Services. These areas, and the priorities and concerns established by the consultation, are reflected in the Corporate Plan.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 The Corporate Plan sets out commitments and clear actions in relation to working with voluntary, community and faith sector organisations to improve outcomes for local people.

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

9.1 The Council Budget 2011-12, Schools Budget 2011-12 and Capital Programme 2011-13 have all been agreed and support the delivery of the Corporate Plan. Resource implications relating to the delivery of actions in the Corporate Plan will also be set out in individual departmental plans.

10.0 LEGAL IMPLICATIONS

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

11.0 EQUALITIES IMPLICATIONS

11.1 The Corporate Plan has a clear focus on supporting those who are disadvantaged, including the delivery of specific services and through ensuring that all of Wirral's diverse communities are equally able to access services.

11.2 An equality impact assessment was undertaken to ensure that the Wirral's Future consultation programme included targeted actions to engage minority communities and target groups. Equalities implications relating to the actions set out in the Corporate Plan will be addressed by departments as appropriate, and details set out in individual departmental plans.

12.0 CARBON REDUCTION IMPLICATIONS

12.1 Carbon reduction is a specific goal in the Corporate Plan, with associated actions and measures as set out in the agreed Interim Carbon Budget 2011-12. Any carbon reduction implications relating to other goals and actions will be addressed by departments as appropriate.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 Planning and community safety implications relating to the actions set out in the Corporate Plan will be addressed by departments as appropriate.

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APPENDICES

Not applicable

REFERENCE MATERIAL

Previous Council and Cabinet reports as detailed in the subject history below

SUBJECT HISTORY (last 3 years)

| Council Meeting | Date |
|---|----------------------|
| Draft Corporate Plan for 2011-14 | March 2011 |
| Cabinet and Council Budget Resolution | February 2011 |
| Cabinet and Council Resolution in response to outcomes of the Wirral's Future consultation | December 2010 |
| Refresh of the Council's Corporate Plan 2010-2011 | April 2010 |
| Refresh of the Council's Corporate Plan 2009-2010 | April 2009 |
| Adoption of Corporate Plan 2008-2011 | April 2008 |