

WIRRAL COUNCIL

CORPORATE GOVERNANCE CABINET COMMITTEE

18 JANUARY 2012

SUBJECT:	CORPORATE GOVERNANCE COMPREHENSIVE WORK PROGRAMME PROGRESS REPORT
WARD/S AFFECTED	ALL
REPORT OF:	CHIEF EXECUTIVE
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR STEVE FOULKES
KEY DECISION:	NO

1.0 EXECUTIVE SUMMARY

This report updates members on progress on the delivery of the comprehensive work programme which supports the Council's corporate governance improvement goals and Destination Excellence objective. This report highlights progress against the critical milestones set out by Anna Klonowski in her report '*Improving Corporate Governance In Wirral*' presented to Committee on 7th December 2011, as well as the 10 Key Lines of Enquiry (KLOE) approved by Corporate Governance Committee on 16th November 2011.

2.0 RECOMMENDATIONS

- 2.1 That members note the contents of this report and its various appendices as well as the progress being made by the Corporate Governance Improvement Team.

3.0 REASON FOR RECOMMENDATION

- 3.1 Given the scope and scale of activity now being taken forward through the Council's Corporate Governance Improvement Programme, the committee has requested that regular reports are provided to illustrate the progress being made in all aspects of this work.

4.0 BACKGROUND AND KEY ISSUES

Background

- 4.1 In response to the AKA supplemental report to Cabinet on 22 September entitled 'Wirral Borough Council's Corporate Governance Arrangements: Refresh and Renew', the Council has developed a comprehensive work programme to improve all aspects of its corporate governance.

- 4.2 This Committee has agreed that the principles and approach adopted in developing the programme are:
- A whole systems, integrated approach to ensure step change rather than incremental change
 - Led by Chief Executive
 - Project-managed with time limited tasks
 - Co-ordinated through a single point of management and reporting
 - Resourced appropriately
 - Owned by the whole organisation including Members and Officers

Cultural Change and resultant Communications

- 4.3 A critical theme running through the Corporate Governance Improvement Programme is the need for on-going cultural change. An underpinning communications plan is also required to ensure key stakeholders – including staff – are kept informed of improvements and support the improved working practices that are being developed through the KLOEs.
- 4.4 In her report entitled *'Improving Corporate Governance In Wirral'* presented to Committee on 7th December 2011, Anna Klonowski sets out a series of activities that the Council should undertake to progress a cultural change programme. The report also proposes a series of key milestones against a timetable as a means for the Council to progress this cultural change programme as a matter of urgency.
- 4.5 A summary of the proposed milestones is included in Appendix 1 (the wording of which is based on AKA report), to illustrate progress made to date. A significant amount of activity is planned in the coming weeks including:
- A series of Meet the Leader events for all Council staff
 - A questionnaire to all Council staff
 - A programme of one to one appointments for staff meet with members of the Cabinet to raise any concerns they have about corporate governance
 - A secure email to run alongside the one to one meetings with Cabinet Members to provide another mechanism for staff to raise concerns about corporate governance
 - A series of staff focus groups to be scheduled
- 4.6 These initial events will provide a baseline to understand the issues facing the Council and will inform the organisational development programme developed to implement and embed the cultural changes required to improve the way the Council conducts its business.
- 4.7 Overall this work is on schedule with Anna Klonowski's milestones and timetable as illustrated. Future progress reports on this workstream will be presented in the same dashboard format that is used to provide status reports for the KLOEs.

Key Lines of Enquiry (KLOE)

- 4.8 At its meeting on 16 November 2011, Corporate Governance Committee approved 10 separate Project Initiation Documents (PIDs) to review aspects of the Council's governance highlighted by Anna Klonowski as being in need of urgent improvement. These review projects have been progressing since the end of November 2011.
- 4.9 In line with good project management practice, a project sponsor and project manager has been allocated to each KLOE. To ensure Member involvement in the process, each KLOE also has an allocated lead member. A summary of these responsibilities is included in Appendix 2.
- 4.10 A report illustrating progress with each KLOE is included in Appendix 3. The report is intended to provide Members with a short summary of where things are up to in terms of overall progress against the timetable, using a RAG (red, amber, green) scale. The report also highlights the products and deliverables that will result from each KLOE. There is also reference to any issues or decisions that need to be resolved.
- 4.11 It was agreed at the last Corporate Governance Committee that an update on KLOE 4 Review of Internal Audit and KLOE 7 Review of Performance Management should be provided. This update is detailed in the dashboard report (Appendix 3)

Conclusion

- 4.12 Members will note that the majority of KLOEs are progressing well and remain on schedule to achieve their milestones. There is some slippage in KLOE 4, because the Council was unsuccessful in procuring external support for the review. Another procurement exercise is underway and it is envisaged the final report will be available within the required timescales.
- 4.13 KLOE 3 is also currently assessed as Amber. The scale of this project has resulted in the prioritisation of the Finance function and a plan to review the remaining functions is currently being developed.
- 4.14 The progress graphic is taken from the programme management system to provide a visual indication of progress to date for each KLOE. These can vary due to the level of detail in the project plan – i.e. number of tasks listed and the duration of those tasks and therefore are not directly comparable. Appendix 2 details all KLOE leads and more detailed and specific information is available from them, if required.

5.0 RELEVANT RISKS

- 5.1 A register of standard risks is being developed in relation to each of the KLOE projects with additional risks being identified by project managers where appropriate.

5.2 A formal Programme Risk Register is being developed. A number of initial programme risks have been identified. These are reviewed on a weekly basis by the Corporate Governance Improvement Team led by Deputy Director of Finance (Programme Manager), and include:

- There is a risk that the scope and timetable of the respective Key Lines of Enquiry do not sufficiently align with each other, which could compromise the overall outcome of the Corporate Governance Improvement Programme.
- There is a risk of there not being sufficient capacity within the Corporate Governance Improvement Team to manage the workload which could result in the overall programme being delayed.
- There is a risk that other issues, not specifically in KLOE scope, but which are fundamental to the overall programme outcomes, are not sufficiently integrated.
- There is a risk that all relevant stakeholders are not appropriately engaged.
- There is a risk of inadequate compliance with the agreed way forward.

6.0 OTHER OPTIONS CONSIDERED

6.1 None: the programme addresses issues raised in the Corporate Governance Report.

7.0 CONSULTATION

7.1 Each KLOE has an allocated lead member to ensure that Members are engaged in the process. Within the scope of KLOE 10 a survey of Member's corporate governance training needs has also been undertaken.

7.2 A staff survey on corporate governance is scheduled to be launched from Monday 16th January.

7.3 Where appropriate, external agencies, councillors and officers from other authorities are being consulted and asked to share knowledge.

8.0 RESOURCE IMPLICATIONS: FINANCIAL; STAFFING; ASSETS

8.1 There are no resource implications arising from this report.

9.0 LEGAL IMPLICATIONS

9.1 There are no legal implications arising from this report.

10.0 EQUALITIES IMPLICATIONS

10.1 KLOE 8 involves a detailed review of equalities and the steps the Council needs to take to comply with the new equality duty effective from 11th April 2011.

11.0 CARBON REDUCTION IMPLICATIONS

11.1 None.

12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

12.1 None.

FNCE/2/1

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Appendices: **1 AKA Milestones for Communications and Cultural**
 Change Programme
 2 KLOE Sponsors, managers and elected Members
 3 KLOE progress report

SUBJECT HISTORY (last three years)

Council Meeting	Date
Cabinet	22 September 2011
Cabinet	13 October 2011
Cabinet Committee	26 October 2011
Cabinet Committee	16 November 2011
Cabinet Committee	7 December 2011