





Appendix 3: Dashboards on KLOE Progress


KLOE: 1 Alignment of Corporate Planning & Budget Process	STATUS: GREEN	
<p>Update:</p> <p>The project is on target to achieve its milestones. A review of best practice is underway, with initial findings to be drafted by mid January. The project is phased to deliver a corporate plan underpinned by 6 departmental plans aligned to the budget. Further development of the framework will take place to recommend options for future planning cycles from 2013/14. This will be presented for approval in Early April.</p>		
<p>Key products to be delivered:</p> <ul style="list-style-type: none"> ▪ Corporate plan (2012/13) – 02/02/2012 ▪ 6 Departmental Plans (2012/13) – 16/03/2012 ▪ Budget agreed – 10/03/2012 ▪ Recommendations to Governance Committee – March 2012 ▪ Framework and plan for phase 2 (2013/14 onwards) – Early April 2012 	<p>Key Risk & Issues:</p> <p>Current issues: None</p> <p>Risks: Risk register is under development.</p>	


KLOE: 2 Review Code of Corporate Governance	STATUS: GREEN
<p>Update:</p> <p>The project is on target to achieve its milestones. A critical review comparing Wirral’s approach with other authorities and considering additional CIPFA/SOLACE guidance has been conducted. A revised Code of Corporate Governance has been drafted and will be reported to Committee on 18th January. The report also seeks approval for the scope of the next phase of review and implementation.</p>	
<p>Key products to be delivered:</p> <ul style="list-style-type: none"> ▪ Revised Code of Corporate Governance – 18/01/2012 ▪ An underpinning system to ensure review and compliance of the Code of Corporate Governance and the supporting policies. 	<p>Key Risk & Issues:</p> <p>Current issues: None</p> <p>Risks: Risk register is under development.</p>


KLOE: 3 Review of relationship between devolved and centralised functions	STATUS: AMBER
<p>Update:</p> <p>This project has a very large scope. As such the review of the finance function has been prioritised and a report will be brought to Committee in February. The review of the remaining devolved and centralised functions will follow and further resources may need to be identified to undertake this wider piece of work.</p>	
<p>Key products to be delivered:</p> <ul style="list-style-type: none"> ▪ Review of finance function with recommendations will be reported to Cabinet Committee in February. ▪ A framework for review of remaining functions and timescales to be presented to February Committee. 	<p>Key Risk & Issues:</p> <p>Current issues: Not all functions will be reviewed and implemented by April 2012 as per the KLOE.</p> <p>Risks: Risk register is under development.</p>


KLOE: 4 Review of Internal Audit	STATUS: AMBER
<p>Update:</p> <p>A procurement process was undertaken but not successful because the commission could not be completed within the required timescales.</p> <p>A second exercise is underway.</p>	
<p>Key products to be delivered:</p> <ul style="list-style-type: none"> ▪ A review of Internal Audit and recommendations for the future function will be presented to Audit & Risk Management Committee on 13th March 2012. 	<p>Key Risk & Issues:</p> <p>Current issues: Initial procurement exercise unsuccessful.</p> <p>Risks: A full risk register is under development but key risks include:</p> <ol style="list-style-type: none"> 1. Failure to engage an appropriate partner to undertake the review within the required timescales.


KLOE: 5 Review of Policy	STATUS: GREEN
<p>Update:</p> <p>The project is on target to achieve its milestones. A review of best practice has taken place, and an internal survey of staff working on policy issues. These will form the basis for defining the functions and working practice for the Policy Unit. A stakeholder event is being held on 16 January to finalise the options which will be taken to Corporate Governance Committee in February as scheduled.</p>	
<p>Key products to be delivered:</p> <ul style="list-style-type: none"> ▪ Options paper to Corporate Governance Committee in February. ▪ Unit established in line with Committee recommendations. 	<p>Key Risk & Issues:</p> <p>Current issues: None</p> <p>Risks: Risk register developed. Outstanding risks include:</p> <ol style="list-style-type: none"> 1. Managing delivery within a short timescale 2. Lack of engagement with project across the organisation 3. Failure to agree model for policy unit 4. Inability to redeploy/ employ staff into post in a timely fashion

KLOE: 6 Review of Committee Services	STATUS: GREEN
Update: The project is on target to achieve its milestones. An internal and external information gathering exercise has been completed. This information pack will provide the basis for Members to determine the short term priorities and longer term goals for revising committee services' processes to best meet the requirement for good, clear decision-making. A cross-party member working group has been established and meets to consider these findings on 9 th January.	
Key products to be delivered: Still to be confirmed and will depend on the outcome of the cross party Member working group scheduled for 9 January.	Key Risk & Issues: Current issues: None Risks: Risk register is under development.

KLOE: 7 Review of Performance	STATUS: GREEN
<p>Update:</p> <p>The project is on target to achieve its milestones. A review of best practice is underway. The project will be phased to deliver improved systems and processes within the constraints for 2012/13 and a revised framework for 2013 onwards.</p>	
<p>Key products to be delivered:</p> <p>Objective 1:</p> <ul style="list-style-type: none"> ▪ Position statement - Critique of PERFORM (09/01/2012) ▪ Review of Leadership & Management expectations grid (09/01/2012) ▪ Revised performance appraisal process ▪ Revised performance appraisal guidance ▪ Personal Development Plan – template developed <p>Objective 2: Framework for monitoring and reporting the</p> <p>Corporate Plan 2012/13 – Early April</p> <ul style="list-style-type: none"> ▪ Produce Performance Management toolkit ▪ Devise format, timing & content of quarterly challenge sessions ▪ Framework for monitoring and reporting the Corporate Plan and wider PMF 2013/14 & onwards ▪ Performance Unit – roles, responsibilities & resources. 	<p>Key Risk & Issues:</p> <p>Current issues: None</p> <p>Risks: A full risk register is under development but key risks include:</p> <ol style="list-style-type: none"> 1. There is a risk that the current plan (2011/12) is not subject to robust scrutiny as resources are targeted at the review. 2. There is a risk that the current processes for managing staff performance are not adhered to during the transition. 3. There is a risk that members are not sufficiently engaged in the review process and therefore outcomes will not fully reflect the needs of the organisation.

KLOE: 8 Review of Equalities	STATUS: GREEN
<p>Update:</p> <p>The project is on target to achieve its milestones. A thorough review of the implications of the new Equality Duty effective from April 2011 has been completed. A Corporate Equality Programme has now been established with departments feeding into a quarterly Corporate Equality Group chaired by the Chief Executive. A report is being taken to January Cabinet proposing the formal adoption of Equality Impact Assessments, with associated training provided to all Heads of Service and Chief Officers.</p>	 <p style="text-align: center;">% progress</p>
<p>Key products to be delivered:</p> <ul style="list-style-type: none"> ▪ Corporate Equality Programme – Established ▪ Adoption of Equality Impact Assessments – 12/01/12 ▪ EIA training for all Chief Officers and Heads of Service – January 2012 ▪ Corporate Equality Scheme 2012/13 – by April 2012 	<p>Key Risk & Issues:</p> <p>Current issues: None</p> <p>Risks: Risk register is under development.</p>

KLOE: 9 Fees & Charges	STATUS: GREEN
<p>Update:</p> <p>A report has been submitted to Cabinet which details a draft directory of fees & charges. The report further recommends that services are reviewed by Chief Officer during 2012/13.</p>	
<p>Key products to be delivered:</p> <p>Report to Cabinet, 12th January detailing:</p> <ul style="list-style-type: none"> ▪ A comprehensive set of fees and charges for all council services ▪ Framework for refresh during 2012/13, to ensure <ul style="list-style-type: none"> - current charges are set and uplifted correctly. - collection of fees & Charges operates in an effective and efficient manner. - an active approach in identifying and implementing new charging opportunities. - the approach to charging helps to achieve the Council Strategic goals 	<p>-Key Risk & Issues:</p> <p>Current issues: None</p> <p>Risks: Risk register is under development.</p>

KLOE: 10 Member development and capacity	STATUS: GREEN
<p>Update:</p> <p>The project is on target to achieve its milestones. A survey of Members' corporate governance and more generic training needs has been successfully completed. The results of this are currently being analysed and will be used to inform a series of special corporate governance training sessions in February and March. The results will also be used to design a revised Members Training Programme from 1st June.</p>	
<p>Key products to be delivered:</p> <ul style="list-style-type: none"> ▪ A series of corporate governance Member training sessions– February/March 2012 ▪ A revised Members Training Programme – from 01/06/12. 	<p>Key Risk & Issues:</p> <p>Current issues: There is a need to develop the external support for this KLOE.</p> <p>Risks: Risk register is under development.</p>