

WIRRAL COUNCIL

CABINET

19 SEPTEMBER 2013

SUBJECT:	<i>OUTCOMES FRAMEWORK FOR IMPROVEMENT</i>
WARD/S AFFECTED:	<i>ALL</i>
REPORT OF:	<i>HEAD OF POLICY & PERFORMANCE / DIRECTOR OF PUBLIC HEALTH</i>
RESPONSIBLE PORTFOLIO HOLDER:	<i>CLLR ANN MCLACHLAN</i>
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

1.1 This report proposes a series of high level outcomes that provide a framework for the Improvement Board to assess the impact of Wirral's improvement programme.

2.0 BACKGROUND AND CONTEXT

2.1 The Council's Improvement Plan was endorsed by the Board on 20th July and approved by Cabinet on 6th September 2012. A detailed audit of progress against this plan was reported to the Board on 17th May and subsequently to Cabinet on 13th June 2013.

2.2 Following review of progress against the plan, the Improvement Board requested the Council now develops clear measures that demonstrate the outcomes it is seeking to achieve.

3.0 APPROACH

3.1 The proposed approach is to focus on the three success measures outlined below.

3.2 **Effective planning and delivery of the efficiencies**

(a) Demonstrate that 2013/14 savings targets efficiencies are being delivered well, on time and to budget.

The Council is suggesting to the Improvement Board that the existing efficiency tracker document is used to demonstrate success. The delivery of current efficiencies is documented in the Council's monthly revenue monitoring report, specifically within the annex 5 savings tracker. The monthly revenue monitoring report can be viewed elsewhere on the agenda for this meeting. The savings tracker provides a summary of 70 projects set to deliver £48,345m during 2013/14 and assesses them as either delivered, on track, concerns or failed. The tracker details each individual project, the savings target and a brief comment on implementation of this saving option. This document is updated on a monthly basis and the Summary will give the Board overall assurance that the Council is moving in the right direction.

For 2013/14 the Improvement Board may also be interested in information about how we plan to narrow the funding gap in Adult Social Care and Children and Young

People's services. Annex 6 of the revenue monitoring report sets out activities to replace one off funding of £4.622m allocated to Adult Social Services and Children and Young People's department during 2013-14.

It is proposed that these two documents combine to create a success measure for the Improvement Board.

(b) Demonstrate there is a plan for future efficiencies for the next three years.

The Council would also suggest that a measure of success would be to have a three year plan, demonstrating what/how efficiencies will be delivered. Planning for the future efficiencies required to bridge the Council's budget gap is underway. Cabinet considered a report in April which set out the challenge for 2014-17 and agreed a budget process for 2014/15. A further report was considered by Cabinet in May that set out the Council's progress in developing a transformation programme and the contribution this would make to the budget strategy. Whilst much of this work is underway, it is acknowledged that the approach is detailed in several discrete projects, rather than being presented as a coherent plan for the next three years.

It is therefore proposed that a three year plan is agreed as an outcome measure and that such a plan is presented to the Board at its September meeting.

3.3 Demonstrating corporate health

An outcome measure is required that demonstrates wider corporate health within Wirral. This outcome would evidence a change in culture, illustrating expectations and behaviours are embedded throughout the organisation. This would include the effective use of delegated powers, as well as an assessment of the existence of trust and respect between officers and members. Key indicators developed for this outcome would be reflected in the Council's Performance Management Framework. This approach will provide a sound basis on which to judge whether the Council has the foundations in place to face future challenges.

Given the outcomes this measure is seeking to evidence, it is appropriate that qualitative information, gathered through surveys and / or focus groups is used. As this information does not currently exist, it is proposed that the methodology for acquiring this is developed and presented to the Board at its September meeting.

This qualitative information will inform the review of the new constitutional and governance arrangements, scheduled for November.

3.4 An effective assurance framework

The Council needs to demonstrate that corporate governance is working well, risk is managed appropriately and that the Council is in a safe place.

The recent Chief Internal Auditor's Annual Report assessed the Council's internal control environment as "less than adequate" with a direction of travel assessment of "*improving adequately*". This assessment supports the production of the Council's Annual Governance Statement, reported to Audit & Risk Management Committee 10 June 2013.

The effectiveness of this framework will be measured by the assessment of the control environment moving from “inadequate” to “adequate” and the direction of travel moving from “improving adequately” to “improving well”.

An external opinion will also be sought from Grant Thornton on this assessment. The Council suggests that the internal and external audit views are used as a measure of success.

- 3.5 It was proposed that the Improvement Board focussed its meetings on each of these areas in turn as a means to discuss and explore where the Council is up to in its improvement journey.
- 3.6 To this end, the Improvement Board meeting of the 22 July was updated on the Effective planning and delivery of the efficiencies, with the September meeting examining the outcomes around Demonstrating Corporate Health and an Effective assurance framework.
- 3.7 This approach provides the Improvement Board the opportunity to specifically focus on these outcomes and where it can direct its own expertise and support in helping the Council achieve these.

4.0 RELEVANT RISKS

- 4.1 Our corporate risk register has been reviewed and was considered by Cabinet in May. It includes risks relating to our capacity to deliver our ambitions for change.

5.0 OTHER OPTIONS CONSIDERED

- 5.1 Our approach to tackling the issues facing the Council was recognised by the Peer Challenge (October 2012) as the only option for the Council and as such, no other options have been considered.

6.0 CONSULTATION

- 6.1 The development of the outcomes framework for Improvement has been undertaken in consultation with the Improvement Board and elected members.

7.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 7.1 There are none arising directly from this report.

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

- 8.1 There are none arising directly from this report.

9.0 LEGAL IMPLICATIONS

- 9.1 There are none arising directly from this report.

10.0 EQUALITIES IMPLICATIONS

- 10.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

(a) No – an EIA is not required.

11.0 CARBON REDUCTION IMPLICATIONS

11.1 There are none arising directly from this report.

12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

12.1 There are none arising directly from this report.

13.0 RECOMMENDATION/S

13.1 That Cabinet agrees the outcome measures set out in section three.

13.2 That the methodology for undertaking an evaluation of the revised governance and constitutional arrangements is presented at the September Improvement Board meeting to ensure an informed evaluation is completed by November.

13.3 That the plan for securing an audit assessment of *adequate and improving well* is presented at the September meeting of the Improvement Board.

14.0 REASON/S FOR RECOMMENDATION/S

14.1 A high level outcomes framework that provide a framework for the Improvement Board to assess the impact of Wirral's improvement programme

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SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet	13 th June 2013
Council Excellence Overview & Scrutiny Committee	30 th January 2013
Cabinet	29 th November 2012
Council Excellence Overview & Scrutiny Committee	27 th November 2012
Cabinet	6 th September 2012