

WIRRAL COUNCIL

CABINET – 20 SEPTEMBER 2007

REPORT OF THE DIRECTOR OF CORPORATE SERVICES

REVISION OF THE COUNCIL'S CORPORATE PLAN

1. Executive summary

- 1.1 Wirral's existing corporate plan has been a successful driver in delivering improved services in that it has provided a clear framework of objectives and priorities against which departments have been able to plan and deliver activities and projects. Given that the plan consisted of a five-year framework for service delivery (2002-2007), the council is working towards the preparation of a new corporate plan to inform activities from April 2008.
- 1.2 As part of the work to prepare a new corporate plan, the council's cabinet and chief officers held a joint meeting in July to review the authority's corporate objectives and priorities. The outcomes of this meeting are now being developed into a series of objectives and priorities for improvement. Section 3 of this report demonstrates how these objectives and priorities for improvement, once finalised, will be integrated into the revised plan. The report also makes proposals for ensuring that departmental business plans for 2008/09 reflect the new plan, and that other key organisational plans and strategies are revised accordingly.
- 1.3 The council's corporate plan is a key building block in delivering the broader vision for Wirral set out in the borough's community strategy and local area agreement (LAA). Revisions to *Getting Better Together* (Wirral's community strategy) and the LAA are currently taking place in accordance with statutory requirements and guidance, and these revised documents will need to reflect and complement the council's corporate plan. Cabinet members were informed in July of the proposed changes to local area agreements from April 2008. These changes centre on identifying 35 improvement targets for 2008/09 which, alongside an additional 18 statutory targets from the Department for Children, Schools and Families (DCSF), will form Wirral's LAA reporting framework. The implications of the revised LAA for the council's corporate plan and performance management framework are further considered in section 3.
- 1.5 Given the considerations outlined above and elsewhere in this report, the next steps for the completion of the corporate plan are detailed in section 4.

2. Background

- 2.1 The objectives and priorities in Wirral's existing corporate plan were initially agreed by cabinet in December 2002 as a framework for informing resource allocation and service delivery over a five year period.
- 2.2 Progress in relation to the corporate plan has been reported quarterly and annually through departmental and corporate performance reports. Wirral's annual best value

performance plan (BVPP) has also provided a vehicle for presenting progress in relation to corporate plan objectives and priorities and related performance measures.

- 2.3 The last update on the council's overall progress in relation to the existing corporate plan was reported to cabinet on 24th May this year.

3. Outline of the new corporate plan and key considerations

- 3.1 *Part 1* will set out a clear Vision for Wirral. Central to this Vision will be an Investment Strategy which includes measures to build more prosperous and equal communities across the whole Borough.
- 3.2 *Part 2* will summarise Wirral's current position and detail the Objectives and Priorities for Improvement which are needed to take us forward from where we are now to where we need to be if we are to achieve the Vision for the future. This will be accompanied by the rationale and evidence which demonstrates why these are key issues for the Authority.
- 3.3 *Part 3* will show how the Objectives and specific priorities for improvement will be delivered through the work done in each department. This information will be taken from departmental business plans, which will be amended in the coming months to reflect the revised corporate objectives and priorities for improvement. Proposals to ensure that this is done consistently across the Council are set out in 4.2 below.
- 3.4. *Part 4* will set the Corporate Plan in the context of the key strategies and plans which provide the organisational framework within which the Council operates.
- 3.5 *Part 5* of the corporate plan will be the performance management framework (i.e. indicators and targets) by which the council will monitor its progress. Integral to the development of the performance framework for the corporate plan will be the agreement of Wirral's LAA targets for 2008/09. These targets will be drawn from a rationalised single set of 200 national reporting indicators for the local authority which will be introduced to form the new Comprehensive Area Assessment from April 2009.

4. Next steps

- 4.1 As indicated in 1.2, work is being undertaken to develop a series of revised corporate objectives and priorities for improvement for inclusion in the new corporate plan. Once agreed, these will provide the key driver for departmental planning for 2008/09.
- 4.2 Given the need to ensure that the revised corporate plan is considered in departmental business plans, it is proposed that a standard template for these is produced and adopted and that staff from corporate services facilitate business planning sessions undertaken by departments. This will ensure that links between priorities for improvement and finance are made and that actions which contribute to the delivery of the corporate plan are clearly identified. The corporate plan will then be refreshed to include these actions as detailed in 3.3.
- 4.3 The key strategies and plans which will be detailed in *part 4* of the corporate plan will be revisited in light of the revised objectives and priorities for improvement to ensure these are appropriately reflected. This will be particularly important in relation to the medium term financial plan given the implications for the allocation of resources.

- 4.4 As outlined in 3.5, a key element in the completion of the performance framework for the new corporate plan will be the negotiation of the 35 improvement targets to be included in Wirral's 2008/09 local area agreement. A draft list of the priority areas for improvement from which the 35 targets will be drawn (see Appendix A) will be considered by the LAA programme board (on which cabinet is represented by party leaders) in September. An away day session for LAA programme board members is being organised to consider detailed business cases for each priority area to inform the selection of the improvement targets for negotiation with GONW during November. Members will recall the detailed negotiations which took place in relation to the LAA reward element in 2006 and it is envisaged that the negotiation of the 35 improvement targets with GONW will be a similarly detailed process. It is therefore proposed that the Deputy Chief Executive facilitates these discussions, with updates to cabinet as time constraints allow.

5. Financial and staffing Implications

- 5.1 As indicated earlier in this report, the corporate plan will have implications for the medium term financial plan.
- 5.2 As indicated earlier in this report, the corporate plan will have implications for the council's people strategy.

6. Equal opportunities implications

- 6.1 As indicated earlier in this report, the corporate plan will reflect the council's equality and diversity policy and strategy.

7. Community safety, Local Agenda 21, planning, anti-poverty and social inclusion implications

- 7.1 There will be implications in these areas, given that the corporate plan will include actions which will directly or indirectly contribute to these strands of activity.

8. Local member support implications

- 8.1 There are no local member support implications associated with this report.

9. Background Papers

- Cabinet report, 24th May 2007: Corporate Plan Action Plan - Update
- Cabinet report, 26th July 2007: Local Area Agreement - Update

10. Recommendations

That

- (1) approval be given to the basic structure of the plan as set out in section 3;
- (2) approval be given to the development of consistent departmental plans which reflect the revised series of objectives and priorities for improvement once these are finalised; and

- (3) the arrangements for identifying and negotiating the 35 LAA improvement targets be noted and any comments on the priority areas for improvement (Appendix A) be forwarded to the Deputy Chief Executive.

J WILKIE

Deputy Chief Executive / Director of Corporate Services

APPENDIX A

	LAA 2008/09 Priority Areas for Improvement
1.	Looked after children
2.	Teenage conception
3.	Young people not in education, employment or training
4.	First time entrants into Youth Justice System
5.	Crime reduction
6.	Domestic violence
7.	Anti-social behaviour
8.	Race hate crime
9.	Quality of local environment
10.	Decent homes
11.	Affordable housing
12.	Homelessness
13.	Voluntary sector / engaging communities
14.	Employment rate
15.	Worklessness
16.	Enterprise growth
17.	Land premises
18.	Increasing GVA
19.	Life expectancy