

WIRRAL COUNCIL

COUNCIL EXCELLENCE OVERVIEW AND SCRUTINY COMMITTEE

12TH JULY 2011

SUBJECT:	Corporate Plan – Performance Reporting
WARD/S AFFECTED:	All
REPORT OF:	Chief Executive
RESPONSIBLE PORTFOLIO HOLDER:	Councillor Adrian Jones
KEY DECISION:	No

1.0 EXECUTIVE SUMMARY

- 1.1 On 14th April 2011 Cabinet approved a report setting out the arrangements for governance, delivery and monitoring of the Corporate Plan, and an outline of proposed structure for the quarterly reports.
- 1.2 This report sets out in more detail of the strengthened approach to delivering the Corporate Plan with a proposed robust structure to manage its performance and delivery. This approach will ensure that the new Corporate Plan is the key driver for departmental activity and managing performance.

2.0 RECOMMENDATION/S

- 2.1 The Committee is requested to note the detail of the proposed approach for reporting and managing performance against the 2011-14 Corporate Plan targets, including:
- Reporting structure;
 - Planned arrangements to ensure progress against the Corporate Plan is subject to continuous review by officers to ensure effective reporting to Cabinet and Overview and Scrutiny Committees;
 - Supporting performance systems.

3.0 REASON/S FOR RECOMMENDATION/S

- 3.1 Cabinet approved the arrangements for governance, delivery and monitoring of the Corporate Plan on 14th April 2011. This report sets out further detail of the planned approach, with a particular focus on how the Corporate Plan will be reported to Cabinet and Overview and Scrutiny Committees to ensure that information is robustly used to manage performance and support decision making.

4.0 BACKGROUND AND KEY ISSUES

4.1 Reporting Structure

- 4.1.1 It is proposed that a report and presentation on progress against the Corporate Plan will continue to be prepared and presented to Cabinet on a quarterly basis. This report and presentation will also be considered by Council Excellence Overview & Scrutiny Committee.

4.1.2 It is further proposed that appropriate extracts of the report and presentation are presented to Overview and Scrutiny Committees from a departmental perspective as set out below.

Overview and Scrutiny Committee	Department
Children and Young People	Children's Services
Economy and Regeneration	Corporate Services
Health and Wellbeing	Adult Social Services
Sustainable Communities	Technical Services, Corporate Services

4.1.3 It is proposed that the presentation to Cabinet includes the following:

Overall performance review:

- Summary of overall performance against Corporate Plan projects and indicators
- Summary of overall performance against the Strategic Change Programme
- Financial overview
- Sickness absence by authority and department
- Customer Feedback and Complaint resolution by authority and department

Progress in relation to Corporate Plan themes (Your Economy; Your Family; Your Neighbourhood; Your Council):

- Summary of performance against Corporate Plan projects and indicators relevant to the theme
- Performance against the Strategic Change projects relevant to the theme
- Resource implications (including any financial and staffing issues) relevant to the theme
- Future Challenges and Risks relevant to the theme

4.1.4 A brief performance report will accompany the presentation and will therefore focus specifically on performance exceptions as follows:

- **Details of Red or Amber indicators and projects not meeting targets** using a 'traffic light' system. This system uses tolerances as set out overleaf to assess the status of an indicator or project.

Status	Indicators	Projects
Over Performing	Exceeded target by more than 10%*	n/a
Green	Within +10/-5% of the target*	All milestones that should have been met at this point have been met
Amber	Missed target by between 5% and 10%*	Some non-critical milestones have been missed or there is a danger of non-critical slippage
Red	Missed target by more than 10%*	Critical milestones have been missed or there is serious slippage

- **Charts showing trend and forecast information**
- **Corrective action being taken to address under performance, issues, risks** (i.e. *what is the reason for the performance issue? what action will be taken in response? when do you expect to see improvements? what support / help is required to address the issue?*)

4.1.5 The timetable below, agreed by Cabinet on 14th April 2011, sets out the schedule of reporting to meetings for 2011-12:

Reporting Period	Update of Projects, Risks, Pls, Financial and Customer Information	Cabinet Report to Cttee Clerks	Cabinet Briefing	Cabinet Meeting	Departments to arrange for Overview &Scrutiny reports to be placed on the server				
					Children & YP	Council Excellence	Econ & Regen	Health & WB	Sus Comm
Quarter 1	08/07/11	14/07/11	12/07/11	21/07/11	05/09/11	30/08/11	22/08/11	30/08/11	12/09/11
Quarter 2	10/10/11	20/10/11	24/10/11	03/11/11	31/10/11	31/10/11	24/10/11	24/10/11	07/11/11
Quarter 3	13/01/12	19/01/12	23/01/12	02/02/12	09/01/12	16/01/12	03/01/12	03/01/12	16/01/12
Year End	Apr / May 2012 (tbc)	Apr / May 2012 (tbc)	Apr / May 2012 (tbc)	May 2012 (tbc)	May / June 2012 (tbc)				

4.2 Arrangements for Reviewing Progress

4.2.1 The Corporate Planning Team will collate the performance information to produce and present the quarterly Corporate Plan performance presentation and report, as well as producing extract reports for Overview and Scrutiny Committees on behalf of departments.

4.2.2 Executive Team will consider the report and presentation on progress against the Corporate Plan is considered in advance of Cabinet on a quarterly basis. Following consideration by Cabinet, an update will be presented to the Executive Team on performance issues, in the month following the performance report, in order to consider whether the corrective action has been sufficient.

- 4.2.3 It is also proposed that a Corporate Group, including representation from Corporate Planning, Risk Management, Finance, Human Resources, the Strategic Change Programme Office and departments where required, meets regularly to review the Corporate Plan progress reports and engage with Departmental Management Teams. The findings and recommendations of this Corporate Group will be reported to the Executive Team as required.
- 4.2.4 Performance against individual Departmental Plans will be prepared by departments and reported to the relevant Cabinet Portfolio Holder and Departmental Management Team. A quarterly progress report will be requested by the Corporate Planning Team to inform the overall review progress and wider performance issues

4.3 Supporting Performance Systems

- 4.3.1 A series of performance systems will be used to generate information for the Corporate Plan presentation and report as follows:

Performance Information	System
Indicators	Council's Performance Management System (PIMS)
Projects	Spreadsheet issued by the Corporate Policy Team
Sickness Absence	HR spreadsheet
Strategic Change Projects	Cora Project Management System
Customer Feedback	CRM system
Risks	Corporate Risk Report (issued by Risk & Insurance Team)
Financial Overview	Budget Monitoring Spreadsheets

- 4.3.2 It should be noted that the feasibility of using the Project Management System being procured through the Strategic Change Programme for performance reporting from 2012-13 is being considered. Some testing of the Cora Project Management System has taken place, the main benefit of this is that all information required for reporting against the Strategic Change Programme, Corporate Plan and Departmental Plans would be stored in one place, reducing duplication.

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. This 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 proposed arrangements for performance reporting against the Corporate Plan has been undertaken with Portfolio Holders as appropriate and through a process of ongoing review with departments.

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. These will be reported on through the proposed approach.

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

9.1 Resource implications are a key component of the proposed approach to support effective decision-making about performance issues.

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 Equalities implications relating to the actions set out in the Corporate Plan will be addressed by departments as appropriate, and details are 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 and reported through the arrangements outlined in this report.

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 and reported through the arrangements outlined in this report.

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APPENDICES

None

REFERENCE MATERIAL

Previous Cabinet reports as detailed in the subject history below

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Council – Corporate Plan 2011-14	18th April 2011
Cabinet - Delivering the Corporate Plan	14th April 2011
Cabinet - Draft Corporate Plan for 2011-14	17th March 2011