
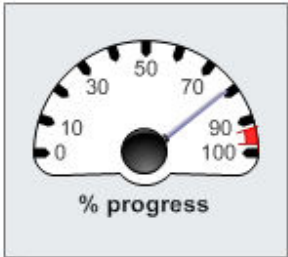
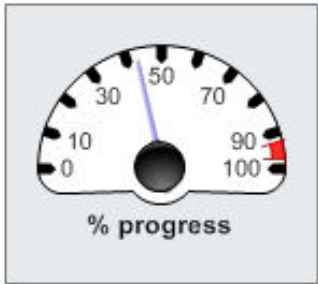



Appendix 2: KLOE Progress Report

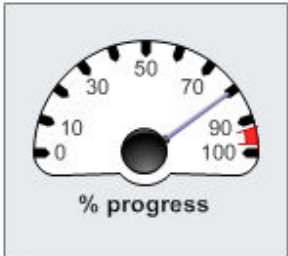
KLOE: 1 Alignment of Corporate Planning & Budget Process	STATUS: GREEN
<p>KLOE Objective:</p> <p>To develop and implement a process which delivers a legal budget to meet Council Objectives by March 2012. This will include:</p> <ul style="list-style-type: none"> ▪ An agreed Corporate Plan by December 2011 to deliver priorities ▪ Service Plans developed and agreed by end of January 2012 ▪ Identified services and developments for specific budget provision to achieve corporate objectives by end January 2012 ▪ Members to be clear about the service implications during February 2012 	<p>Update:</p> <p>A Corporate Plan was considered by Cabinet & Council in December. It will be further considered in February. Departmental Plans have been considered by Executive Team and will be presented to Cabinet on 20th February 2012. Budget discussions are on going between Portfolio Holders, Chief Officers and the Leader.</p> <p>An outcome report for this KLOE will be submitted to Corporate Governance Committee on 29 February 2012. This report will specifically reference how the objectives have been met. Further improvement to the process will be incorporated into the report on KLOE 7 which will highlight the Council's wider approach to performance management, improvement & efficiency.</p>
<p>Progress against project plans tasks:</p> <div style="text-align: center;">  </div>	<p>Current issues/risks:</p> <p>Issues: None reported</p> <p>Key Risks: None reported</p>


KLOE: 2 Review Code of Corporate Governance	STATUS: GREEN
KLOE Objective: <ul style="list-style-type: none"> ▪ To develop and implement a Code of Corporate Governance which is fit for purpose – enforceable, enforced, communicated, understood and which underpins the workings of a modern organisation – by April 2012. ▪ Ensure issues raised in the Annual Governance Statement are addressed within this process. ▪ From April 2012 develop and implement a review process. 	Update: <p>This project is on target to achieve its milestones. A revised Code of Corporate Governance was reported to Cabinet Committee on 18th January. Work is now under way to develop and put in place a system to ensure the key Council policies and documents that support the code are regularly reviewed and these documents are effectively controlled. This will support the development of the annual governance statement. This will be reported to committee on 21st March.</p>
Progress against project plans tasks: <div style="text-align: center; margin-top: 20px;">  </div>	Current issues/risks: <p>Issues: None reported</p> <p>Key Risks: None reported</p>


<p>KLOE: 3 Review of relationship between devolved and centralised functions</p>	<p>STATUS: AMBER</p>
<p>KLOE Objective:</p> <p>To identify and implement a model which defines roles, responsibilities and accountabilities of functions which are provided corporately and functions which are devolved.</p> <p>The revised model, aiming at consistency and flexibility, will be in place by April 2012.</p>	<p>Update:</p> <p>This project is assessed as amber because it has been necessary to refine the scope of the work to be completed by 31st March. The revised scope involves the prioritisation of a review of the financial function and this will be reported to Committee on 29th February. A framework for reviewing the remaining functions will be reported to Committee on 21st March. This review framework will go on to being part of the longer term Corporate Governance Improvement programme being developed beyond 31st March 2012.</p>
<p>Progress against project plans tasks:</p> <div style="text-align: center;">  </div>	<p>Current issues/risks:</p> <p>Issues: Not all functions will be reviewed and implemented by March 31st 2012 as per the original KLOE objective.</p> <p>Key Risks: None reported.</p>

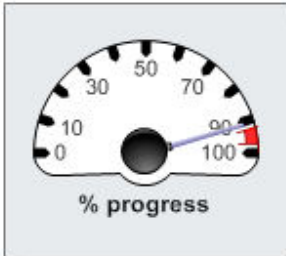
KLOE: 4 Review of Internal Audit	STATUS: AMBER
<p>KLOE Objective:</p> <ul style="list-style-type: none"> To provide a fit for purpose Internal Audit Service - both in terms of planned work and skills availability, to which management responds, thereby strengthening the corporate governance of the Council, and consequently enhancing service delivery. 	<p>Update:</p> <p>A second procurement exercise has been undertaken, the outcome of which is reported elsewhere on this agenda as an exempt item.</p>
<p>Progress against project plans tasks:</p> <div data-bbox="517 788 833 1070" data-label="Figure"> <p>The figure is a semi-circular progress gauge with a scale from 0 to 100. Major tick marks are at 0, 10, 30, 50, 70, 90, and 100. A blue needle points to the 45 mark. A red segment is visible at the end of the scale, between 90 and 100. The text '% progress' is centered below the gauge.</p> </div>	<p>Current issues/risks:</p> <p>Issues: None reported</p> <p>Key Risks:</p> <ol style="list-style-type: none"> The Council does not provide sufficient support for the provider to complete the review to the required quality or timetable. There is a risk of failure to implement appropriate recommendations from the review report.

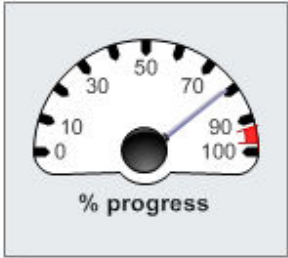
KLOE: 5 Review of Policy	STATUS: GREEN
KLOE Objective: To identify a model for a Council Policy Unit (CPU) and take the necessary steps for implementation by April 2012.	Update: This project is on target to deliver in line with its schedule and milestones. A report on the outcome of the review and options for the policy unit are the subject of a separate report to this Committee.
Progress against project plans tasks: 	Current issues/risks: Issues: None reported Key Risks: None reported

KLOE: 6 Review of Committee Services	STATUS: GREEN
KLOE Objective: <ul style="list-style-type: none"> ▪ To implement transparent decision making based on appropriate information, in a timely manner ▪ To provide the most appropriate committee services support to the democratic process of the Council 	Update: <p>This project is on target to deliver in line with its schedule and milestones. A number of initial products in relation to reporting formats have already been delivered for wider consultation with Members. A full report on the outcome of the KLOE, its findings and the products delivered and scheduled beyond March 31st will be submitted to Cabinet Committee on 21st March.</p>
Progress against project plans tasks: <div style="text-align: center; margin-top: 20px;">  </div>	Current issues/risks: <p>Issues: None reported</p> <p>Key Risks: None reported</p>

KLOE: 7 Review of Performance	STATUS: GREEN
KLOE Objective: <ul style="list-style-type: none"> ▪ Develop, implement and embed an effective, measurable corporate performance management process and culture which integrates service and financial outcomes, is consistent with corporate objectives, and which enables responsible Members and officers to be held to account. ▪ Identify and implement an effective corporate performance management framework which enables responsible Members and officers to be held to account. 	Update: <p>This project is on target to deliver in line with its schedule and milestones. An interim report detailing a revised performance management improvement framework and business planning process is reported to this Committee.</p> <p>A further report providing a framework for 2013/14 and beyond will be presented to this committee in March.</p>
Progress against project plans tasks: <div style="text-align: center; margin-top: 20px;">  </div>	Current issues/risks: <p>Issues: None reported</p> <p>Key Risks: None reported</p>

KLOE: 8 Review of Equalities	STATUS: GREEN
KLOE Objective: To ensure that the Council meets best practice in respect of equalities and diversity legislation, in all areas of activities including policy development, service delivery, community needs and recruitment.	Update: This project is on target to deliver in line with its schedule and milestones. On 12 th January, Cabinet approved the use of Equality Impact Assessments to be mandatory for all changes to services and policy. Training is currently being provided to departmental Chief Officers and Heads of Service in support of this.
Progress against project plans tasks: 	Current issues/risks: Issues: None reported. Key Risks: <ul style="list-style-type: none"> ▪ Risk of challenge from the Equality and Human Rights Commission if workforce and customer information is not published by 31/01/12

KLOE: 9 Fees & Charges	STATUS: GREEN
<p>KLOE Objective:</p> <ul style="list-style-type: none"> ▪ To implement a comprehensive schedule of fees and charges for all appropriate Council services commensurate with law, the Council’s Constitution, accepted best practice and Council objectives. ▪ To review the schedule on an annual basis. 	<p>Update:</p> <p>On 12th January, Cabinet approved a comprehensive schedule of fees and charges for all appropriate Council services and further resolved that the Deputy Chief Executive/Director of Finance be requested to complete the draft Fees and Charges Directory for publication on receipt of the outstanding information from Chief Officers.</p> <p>The schedule for annual review will be address within the business planning cycle (KLOE 7)</p>
<p>Progress against project plans tasks:</p> <div style="text-align: center;">  </div>	<p>Current issues/risks:</p> <p>Issues: None reported</p> <p>Key Risks: None reported</p>

KLOE: 10 Member development and capacity	STATUS: GREEN
<p>KLOE Objective:</p> <p>To ensure that elected Members:</p> <ul style="list-style-type: none"> ▪ Understand the roles and responsibilities of Members and officers ▪ Are equipped to undertake their roles and responsibilities effectively; this includes as individual portfolio holders and as collective executive authority. 	<p>Update:</p> <p>This project is on target to deliver in line with its schedule and milestones. Further to the analysis of the Members corporate governance training needs survey, three Member training events have been designed and are scheduled to be delivered as follows:</p> <ul style="list-style-type: none"> ▪ 9th February - "Self Regulation/ Assessment Regime" ▪ 22nd February - "Results of Member Survey and what they mean" ▪ 14th March – [tbc] - "Refreshed Code of Corporate Governance" <p>Learning & Development needs identified as a result of Corporate Governance work and the survey results have been built into the mainstream Skills for Wirral Councillors programme which will commence in June.</p>
<p>Progress against project plans tasks:</p> <div style="text-align: center;">  </div>	<p>Current issues/risks:</p> <p>Issues: None reported.</p> <p>Key Risks:</p> <ul style="list-style-type: none"> ▪ Member's availability to attend the training session outlined above.