

Appendix 1: Review of Improvement Plan Milestones

A review of the Improvement Plan has been conducted. Progress against each milestone has been assessed in terms of completion. This appendix provides a detailed examination of the milestones and outputs to illustrate the extent of the activity undertaken in support of the outcomes the Improvement Plan seeks to achieve.

The RAGB status for the overall objective is an assessment of the progress made overall in achieving the outcome. The criteria for which is:

Blue: have now been completed

Green: on track, in progress and complete to plan with no issues

Amber: not yet complete, a risk but not yet an issue

Red: a problem requiring serious attention or action

The RAGB status for individual milestones reflects that specific activity whereby:

Blue: Activity complete

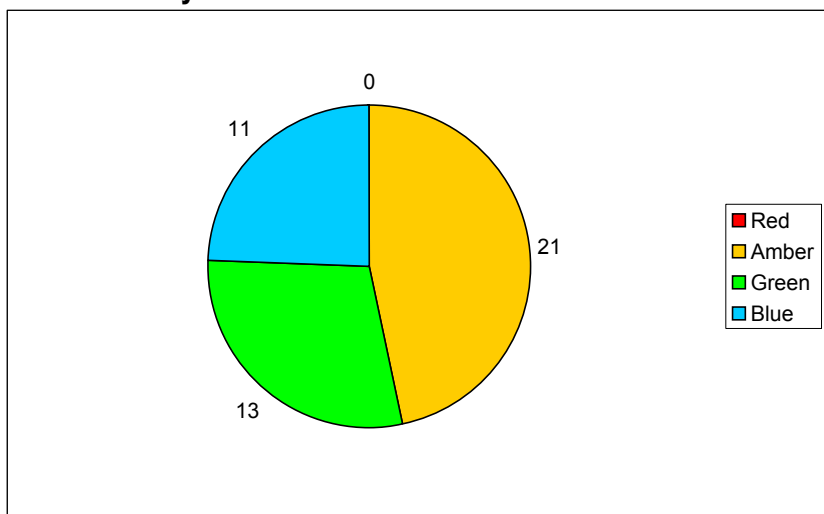
Red: Activity slipped beyond required timescales

Amber: Activity has progressed but it is not certain that it will be completed within the required timescale

Green: Activity will be delivered within the required timescale.

Total Number of Improvement Plan Objectives = 45

Breakdown by RAGB Status



Priority : 1

Priority 1: Leadership: Political and Managerial

Target : 1.1

Target 1: Design and implement a leadership programme

Objective : 1.1.1

Establish the leadership competencies and behaviours required by the Council for good governance.

Delivered by : Law, HR & Asset Management

Target leader : Holt, Melissa

Amber	Leadership competencies and behaviours have been designed. During the restructure resources have been targeted to supporting leaders and managers in resilience and managing change techniques. The Leadership competencies will be embedded in the Leadership development programme commencing in September and be used in performance appraisals.
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Milestone	End date	RAGB
01 Leadership Expectations (competencies) designed	Aug-12	B
02 Leadership Behaviours developed and agreed	Sep-12	B
03 360 Feedback questions developed based on new Leadership Behaviours	Sep-12	B
04 Review Leadership Expectations (competencies) in line with new organisational values, code of corporate governance and scheme of delegation	Jun-13	G
05 Embed behaviours in the performance appraisal process	Sep-13	G
06 Behaviours to be embedded in the Leadership programme	Mar-14	G

Objective : 1.1.2


Design and deliver a learning programme for Cabinet and Senior Management Teams to address individual needs, informed by the gap analysis.


Delivered by : Law, HR & Asset Management

Target leader : Holt, Melissa

Amber	75% of Elected Members Personal Development Plans have been completed. Training needs have been collated and a programme of activity to meet these needs has been developed for Cabinet and elected members. The programme for senior management has been paused whilst the restructure has taken place. Now all Strategic Directors are in place, staff PDPs will be undertaken and training needs collated. A new Leadership programme to meet these needs will be launched in September 2013.
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Milestone	End date	RAGB
01 North West Employers Association briefing to Member Training Steering Group on Member Charter.	Nov-12	G
02 Elected Members Development programme developed by Member Steering Group with support from LGA & NWE0.	Dec-12	G
03 Skills for Wirral Councillors Programme finalised and published	Dec-12	G
04 Target of 75% of elected member personal development plans to be completed.	Feb-13	G
05 All PDP requests collated, reviewed and where appropriate commissioned.	Feb-13	G
06 Member Charter self assessment completed	Mar-13	R
07 Accreditation model launched	Mar-13	R
08 Personal Development activities arranged and delivered	May-14	G
09 Collaborative Leadership Development Programme scoped and initial design shared with Executive Team	Jun-13	B

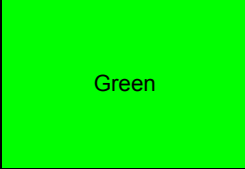
10 Collaborative Leadership Development Programme design completed, target audience agreed and 1st cohort timeframe agreed. Jul-13 


11 Collaborative Leadership Development Programme launched Sep-13 

Objective : 1.1.3

Ensure learning programme meets requirements through clear target-setting, evaluation and review.

Delivered by : Law, HR & Asset Management
Target leader : Holt, Melissa

 The review of the Elected Member Programme was initially scheduled for March 2014, however this is been brought forward to January 2014 to allow the evaluation to inform the development of the programme for the new municipal year commencing May 2014.

Milestone	End date	RAGB
01 Programme evaluation to be completed following year one of implementation	Jan-14	

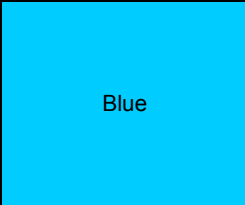
Target : 1.2









Target 2: Review best practice and put in place an effective model for elected members and senior managers to work together.

Objective : 1.2.1

Define the boundaries for operation of roles and responsibilities and clarify

Delivered by : Law, HR & Asset Management
Target leader : Tour, Surjit

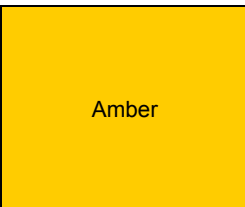
 The Officer/member protocol is being updated to provide clarity about members roles and the support they can expect in that role. This has been informed by the views of members shared at a number of events held over the last six months. This is part of the updated constitution being presented to a special meeting of council in April.

Milestone	End date	RAGB
01 Consult with Executive Team and Heads of Service on proposed revisions to constitution.	Dec-12	
02 Consult Members on proposed revisions to constitution	Dec-12	
03 Finalise revised constitution.	Apr-13	
04 Revised draft constitution reported to Improvement Board	Mar-13	
05 Consultation event with Members to review proposed changes to governance / constitution.	Apr-13	
06 Final draft of revised constitution completed and updated to reflect revised Code of Corporate Governance	Apr-13	
07 Revised constitution reported to Cabinet	Apr-13	
08 Revised constitution reported to Council	May-13	

Objective : 1.2.2

Establish a framework to support member and officer engagement at all levels of the

Delivered by : Chief Executive's Department
Target leader : Burgess, Graham

 A review of scrutiny has been undertaken and a report is scheduled for Council on 30th April. Support to members has progressed with the identification of a dedicated support officer and a revamped councillor toolkit. A programme of ward visits with elected members has been implemented by the Chief Executive.

Milestone	End date	RAGB
01 Develop effective scrutiny arrangements	May-13	G
02 Develop Elected Member support arrangements through dedicated staffing	May-13	A
03 Develop a ward member enquiries system	May-13	A

Target : 1.3

Target 3: Develop a shared vision and purpose for the organisation

Objective : 1.3.1

Develop Wirral's vision to reflect the changing role of local government.

Delivered by : Chief Executive's Department

Target leader : Burgess, Graham

Blue	A vision for Wirral has been set out in the Corporate Plan. A series of Member events have been held to inform this. These events have also been used to inform the priorities for a number of transformational projects.
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Milestone	End date	RAGB
01 Undertake Wirral visioning event with Senior Politicians, Senior Officers and other stakeholders	Sep-12	B
02 Undertake second visioning session with Elected Members	Dec-12	B
03 Undertake further session with Members	Feb-13	B
04 Articulate vision in corporate plan	Feb-13	B

Objective : 1.3.2

Ensure the organisational structure is fit for purpose.

Delivered by : Chief Executive's Department

Target leader : Burgess, Graham

Green	The senior management restructure has been agreed. Activity continues on remaining levels and is on schedule for completion within original 12 month
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Milestone	End date	RAGB
01 Initial re-structure - design of high level structure	Sep-12	B
02 Complete recruitment exercise for Strategic Directors	Mar-13	B
03 Undertake further restructuring of management to achieve 30% reduction in management costs	Jun-13	G

Objective : 1.3.3

The model for corporate management is supported by enabling strategies.

Delivered by : Department of Policy, Performance & Public Health

Target leader : Johnstone, Fiona

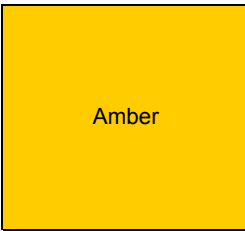
Green	A Corporate timetable of key strategies has been developed. The review of key strategies is on schedule for completion within original 12 month timeline.
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Milestone	End date	RAGB
01 Develop a timetable for the refresh of key strategies in 2013	Apr-13	B
02 Develop a timetable for the Council's annual planning cycle going forward	Jun-13	G

Objective : 1.3.4

Review Business Systems

Delivered by : Finance
Target leader : Timmins, Peter

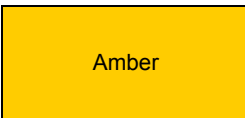


This work was picked up by the Interim Director of Finance and Interim Head of IT. It will deliver an updated IT strategy, review systems relating to HR, Procurement, Creditors & Debtors, Asset Management, managing Capital receipts and will promote key projects such as agile working and is on schedule to be completed within the original 12 month timeline.

Objective : 1.3.5

Create a Transparent Council

Delivered by : Transformation & Resources
Target leader : Blott, Joe



Work has been undertaken to develop a corporate information sharing guidance and protocol. This will be picked up as part of a review of information governance.

Milestone	End date	RAGB
01 Review Transparency activities in other Local Authorities	Oct-12	B
02 Review and analyse complaints and FOI requests	Oct-12	B
03 Set out themes, headings and information to be included in the publication scheme	Nov-12	B
04 Develop web pages to support the publication scheme	Dec-12	B
05 Review existing arrangements and process for information governance	Oct-12	B
07 Develop corporate model of information governance to support consistency across departments	Nov-12	G
08 Review and refresh information sharing code of practice with partners	Dec-12	R
09 Develop corporate information sharing protocol and guidance for departments	Mar-13	R
10 Sign-off information sharing protocol and guidelines	Mar-13	R
11 Develop briefing / training pack on information sharing protocol and guidelines	May-13	A
11 Project Completion	Sep-13	G

Target : 1.4

Target 4: Design and implement a cultural change programme

Objective : 1.4.1

Define a single set of values and behaviours that are expected to be demonstrated by

Delivered by : Law, HR & Asset Management
Target leader : Hyams, Chris

Amber	Over 200 staff were consulted in focus groups exploring organisational values. Additional work was undertaken to develop a pledge and principles for the Council's Corporate Plan 2013-16. This work will be brought together to define a set of values that will be launched in May 2013.
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Milestone	End date	RAGB
01 Additional resource secured to commence the development of organisational values	Oct-12	B
02 Options for organisational core values presented to the Chief Executive Strategy Group (Away Day)	Apr-13	R
03 Options for Organisational Values shared with the Leader	Apr-13	R
04 Options for organisational core values shared with Leaders Board	Apr-13	R
05 Organisational core values approved by Council	May-13	R
06 Individual sessions sharing core values with staff as part of new appraisal process.	Sep-13	G

Objective : 1.4.2

Staff responsibilities and expectations are clearly articulated.

Delivered by : Law, HR & Asset Management
Target leader : Hyams, Chris

Green	A set of managers expectations has been developed and shared with Managers at the Chief Executives Senior Management briefing in December 2012. Organisational behaviours have been agreed and included in the Corporate Plan 2013-16. These will be used within Performance Appraisal discussions during 2013-14.
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Milestone	End date	RAGB
01 Manager and Employee Expectations and Behaviours developed approved.	Jun-13	B
02 Culture Change Workshops and e-learning designed and piloted.	Sep-13	G

Objective : 1.4.3

Organisational Development programme developed to communicate and support staff understandings and expectations.

Delivered by : Law, HR & Asset Management
Target leader : Hyams, Chris

Green	Values and behaviours will be embedded with the Leadership Development Programmes for members and officers and will underpin performance appraisal discussions during 2013-14. A learning programme will be put in place to support the new values and culture change programme . This will include for example e-learning, workshops and a wide range of communications.
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Milestone	End date	RAGB
01 Workshops and communications campaign to introduce and share new Organisational Core Values, Behaviours and Expectations.	Sep-13	G
02 Values embedded through Skills for Wirral Programmes, Job Descriptions, Exit Interviews, Performance Appraisal & Development and Key Issues Exchange.	Mar-14	G

Priority : 2

Priority 2: Corporate governance and decision-making

Target : 2.1

Target 1: Ensure that the Code of Corporate Governance and supporting policies are consistently understood and followed.

Objective : 2.1.1

Ensure all politicians and senior officers have a working knowledge of the revised Code of Corporate Governance and apply this in decision making, particularly focussing on the areas of risk, audit and whistle-blowing.

Delivered by : Law, HR & Asset Management

Target leader : Tour, Surjit

Amber	Code of Corporate Governance training is now included in the skills for Wirral Councillors programme. Officer training will be included in the collaborative leadership programme. Some milestones for this have slipped awaiting the outcome of the restructure, but are still on schedule for completion within original 12 month
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Milestone	End date	RAGB
01. New Code of Corporate Governance drafted and approved	Apr-12	B
02. Constitution updated to reflect revised Code of Corporate Governance	Apr-13	B
03. Content for Code of Corporate Governance briefing sessions / training module to be agreed	May-13	G
04. Code of Corporate Governance briefing materials and training modules developed	May-13	R
05. Code of Corporate Governance briefing sessions to senior officers / members launched	May-13	R
06. Code of Corporate Governance training module integrated into Leadership Programme, Members Training Development Programme, Staff / Member induction programmes	Jul-13	G
07. Evaluation and review of awareness of the Code of Corporate Governance through annual governance statement, internal audit.	Dec-13	G

Objective : 2.1.2

The supporting policies within the Code of Corporate Governance are owned,

Delivered by : Law, HR & Asset Management

Target leader : Tour, Surjit

Green	An initial revision of the Code of Corporate Governance was agreed by Council in January 2012. Wirral's supporting policies have been mapped against the CIPFA / SOLACE framework and has resulted in a prioritisation of policies in need of review.
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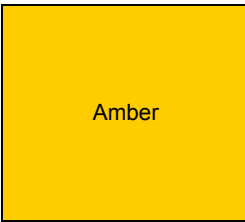
Milestone	End date	RAGB
01 Establish Code of Corporate Governance working group of key officers	Sep-12	B
02 Initial specification of Documentum to manage version control of supporting policies under the Code of Corporate Governance	Oct-12	B
03 Policies/plans under the Code of Corporate Governance as set out by CIPFA/SOLACE are identified and mapped	Jun-13	G
04 Ownership and status of policies / plans under the Code of Corporate Governance identified	Jun-13	G
05 Document ownership and review cycle established for policies supporting the Code of Corporate Governance	Sep-13	G
06 Documentum users and their training needs identified	Sep-13	G

Objective : 2.1.3

Implement the agreed proposals and initiatives set out in Corporate Governance Key Line Of Enquiry 6 Improvement Report (Cabinet, 21/06/2012)

Delivered by : Law, HR & Asset Management

Target leader : Tour, Surjit



Milestones in relation to better agenda management, more streamlined reporting arrangements and better decision-recording have been implemented. The milestones in relation to improved use of the modern.gov system have been reviewed and an updated action plan prepared that will ensure the milestones are achieved by the end of October 2013.

Milestone	End date	RAGB
01 New committee report and briefing note templates developed	Aug-12	B
02 Briefing to Member Equipment Strategy Group	Aug-12	B
03 Training for Committee Officers in the use of Modgov	Aug-12	B
04 New workflow developed for Committee Reports in Modgov	Sep-12	B
05 Test committees / pilot phase for modgov	Oct-13	G
06 Guidance produced for report authors	Oct-13	G
07 Protocol for setting and distributing committee agendas published	Oct-13	G
08 Training and roll out to report authors	Oct-13	G
09 Pilot exercise with Cabinet	Oct-13	G
10 Implementation of new Modgov reporting process	Oct-13	G

Target : 2.2

Target 2: Review and update Schemes of Delegation and support systems for decision making and provide appropriate training

Objective : 2.2.1

Review and update Schemes of Delegation to Cabinet Members and Officers reflecting best practice.

Delivered by : Law, HR & Asset Management

Target leader : Tour, Surjit



The Scheme of Delegation has been updated to provide clarity on the delegations between Council, the Executive and officers. This has been informed by the views of members shared at a number of events held over the last six months. This is part of the updated constitution being presented to a special meeting of council in April.

Milestone	End date	RAGB
01 Consult with Executive Team and Heads of Service on issues with the current Scheme of Delegation	Dec-12	B
02 Consult Members on proposed revisions to constitution.	Mar-13	B
03 Initial revision of Schemes of Delegation submitted to Exec Team for approval	Jan-13	B
04. Draft constitution reported to Improvement Board	Mar-13	B
05. Undertake further consultation session on the revised constitution with Elected Members, Group Leaders and relevant officers.	Apr-13	B
06. Finalise revised constitution	Apr-13	B
07. Revised constitution reported to Cabinet	Apr-13	B
08. Revised constitution reported to Council	May-13	B

Objective : 2.2.2

Develop a protocol which ensures greater control over procedures such as agenda management and decision recording.

Delivered by : Department Default

Target leader : Tour, Surjit

Blue

A revised Member decision making process was adopted in November 2012 which sets out the procedure for briefing Members and managing Cabinet agendas. Procedures will be kept under review.

Milestone	End date	RAGB
01 Executive decision making process developed and agreed.	Oct-12	B
02 Decision making protocol / process developed for Council Committees	May-13	B

Objective : 2.2.3

Training and development programme on the Scheme of Delegation for both officers and elected members.

Delivered by : Law, HR & Asset Management

Target leader : Holt, Melissa

Green

The new Scheme of Delegation is scheduled for approval by Council in April. A training programme will be developed in line with the original 12 month timeline.

Target : 2.3

Target 3: Strengthen contract procedure rules and management whilst ensuring that appropriate information is in place to enable informed decision making.

Objective : 2.3.1

Improve contract management by using the evidence base of reports (HESPE etc) identify strengths and weaknesses of existing procedures and protocol.

Delivered by : Assistant Chief Executive

Target leader : Armstrong, David

Amber

The contract procedure rules and financial regulations have been updated as part of the revisions to the Council's Constitution and are to be finally approved by A&RM committee in June 2013. The HESPE action plan identifies the need for improved contract signing and for contract management to be embedded within the procurement toolkit and work has progressed to conclude this.

Milestone	End date	RAGB
231.51 HESPE R1 - Declaration of interest issue has been reconsidered and an investigation commenced.	Mar-12	B
231.52 HESPE R1 - Independent investigator has been appointed to carry out the investigation.	Apr-12	B
231.53 HESPE R1 - To consider investigator's final report once received.	Dec-12	B
231.54 HESPE R2 - Existing declarations of interest policy and obligations reinforced to officers of the Executive Team.	Aug-12	B
231.55 HESPE R2 - Revise and issue guidance on Declarations of Interests (including the revision of the Declarations of Interests Form).	Oct-12	B
231.56 HESPE R2 - All staff to be reminded of Policy and obligations in relation to making declarations of interests through management briefings/team meetings and the Council's Onebrief communication	Oct-12	B
231.57 HESPE R3 - Annually train Responsible Officers (as defined in the Contract Procedure Rules)	Nov-12	B
231.58 HESPE R3 - Establish an Officer Contract Monitoring Group to share best practice.	Dec-12	B
231.59 HESPE R4 - Review and reorganise the procurement function to have access to category managers and a strategic approach to Procurement.	Jun-13	G
231.60 HESPE R4 - Resolve the relationship of procurement and commissioning	Oct-12	B
231.61 HESPE R5 - Report to Cabinet on the additional cost of using the	Mar-13	B

electrical sub-contractor during the period April 2009 to October 2010.

231.62 HESPE R6 As part of the procurement/commissioning process, establish the challenge process, as an integral feature, to be policed by the procurement section.	Dec-12	B
231.63 HESPE R6 - Analysis of tender submissions to include identification of outlying prices and seek appropriate and specific clarification	Apr-13	B
231.64 HESPE R7 - Review procurement toolkit and update to ensure obligation to update the risk register, seek prior approval and Members are informed is included.	Oct-12	B
231.65 HESPE R7 - Ensure that the risk register is maintained and completed for each major procurement exercise	Apr-13	B
231.66 HESPE R7 - Responsible officer must ensure that all relevant parties including the directors of Law, HR and Asset Management and Finance have been consulted prior to any decision to start the contract and that members are aware of any significant risks when agreeing a start date.	Apr-13	B
231.67 HESPE R8 - Appraisal to be undertaken to evaluate the risks and benefits of the HESPE contract form migrations having regard to Cabinet's decision whether to extend the HESPE contract.	Dec-12	B
231.68 HESPE R9 - If migration of the contract is considered, then the Council will need to consider whether this represents a material change which would result in a breach of procurement requirements before making a decision.	Dec-12	B
231.69 HESPE R10 - Implement on RAG basis reports on departure from contract mobilisation plans and associated risks.	Dec-12	A
231.70 HESPE R11 - CPR's to be reviewed and enhanced particularly regarding value for money.	Jun-13	G
231.71 HESPE R11 - Ensure that tender documentation is clear about the arrangements for reporting to Members.	Oct-12	A
231.72 HESPE R11 - Responsible Officers to be clear in reports to Members on cost, quality and/or quantities on the award of the contract and any variations and new rates which shall include relevant market benchmarking	Apr-13	B
231.73 HESPE R12 - Monitor compliance with the revised CPR for variations - implement on a RAG basis with red flags reported strategically.	Jun-13	G
231.74 HESPE R13 - CPR's to be enhanced regarding the principles of contract management.	Jan-13	B
231.75 HESPE R13 - Procurement toolkit to include clear standards for documentation contract management procedure.	Dec-12	B
231.76 HESPE R14 - As part of the procurement/commissioning process, both in design and award, establish contract monitoring and compliance as an integral feature, to be policed by the Procurement Section.	Dec-12	B
231.77 HESPE R14 - Procurement toolkit to set out obligations and requirements and provide relevant advice and guidance in relation to processes, monitoring, variation risk, performance and compliance.	Mar-13	B
231.78 HESPE R14 - Report variations to contracts as part of the monthly monitors for capital and revenue.	Dec-12	B
231.79 HESPE R14 - Revise the governance of report production to ensure relevant officers contribute to reports as a matter of system design.	Dec-12	B
231.80 HESPE R15 - Corporate performance team and Corporate Procurement Unit (CPU) set out and promulgate data standards.	Dec-12	B
231.81 Train responsible officers in new standards	Sep-13	G
231.82 HESPE R15 - Ensure compliance following training of responsible officers	Mar-14	G
231.83 HESPE R15 - Internal audit to ensure that the systems and controls are appropriate and effective, by revising the 3 year Audit Plan to ensure coverage.	Oct-12	B
231.84 HESPE R16 - Revised risk management framework agreed by Executive Team. Framework to be presented to Members for approval.	Sep-12	B
231.85 HESPE R16 - Capital Programme risk review embedded in Gateway process for scheme monitoring.	Nov-12	B
231.86 HESPE R16 - Ensure that for projects, risk registers exist from procurement to implementation.	Sep-13	G
231.87 HESPE R16 - Corporate Risk Register agreed by Executive Team and reported to quarterly to Audit and Risk Management O& S committee.	Apr-13	A
231.88 HESPE R17 - Risks considered weekly at Executive Team and advised	Apr-13	R

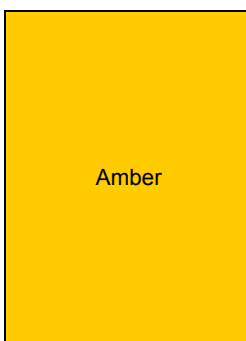
to the administration of the Council.

231.89 HESPE R17 - Institution of monthly financial monitoring reports to Cabinet, which includes risk reporting with portfolio holders and ward members are advised of any issues	Mar-13	B
231.90 HESPE R17 - Revised risk management framework agreed by Executive Team and to be presented to Members for approval.	Nov-12	B
231.91 HESPE R18 - Procurements involving the use of Gateway Reviews - all Gateway Review reports be appended to relevant Cabinet reports for Members consideration. This is included within the Procurement Toolkit.	Apr-13	B
231.92 HESPE R19 - Ensure all pre-award and baseline information is included in the report on awarding the contract.	Sep-13	G
231.93 HESPE R19 - Framework to be established by Corporate Procurement Unit. This is to be included in the Procurement Toolkit.	Sep-12	B
231.94 HESPE R19 - Effectiveness of any procurement exercise should be evaluated by the responsible officer and the Corporate Procurement Unit as part of the Council's standard procurement process.	Oct-12	G
231.95 HESPE R20 - Review of Internal Audit to be undertaken to include issues raised in respect of Internal Audit.	Dec-12	B
231.96 HESPE R20 - Report review and recommendations to the Improvement Board and the Council's Audit and Risk Management Committee.	Jun-13	G
231.97 HESPE R20 - Implement agreed recommendations	Mar-13	A
231.98 HESPE R21 - Council's whistleblowing policy reviewed and approved by Cabinet. On going awareness raising through internal communications is in place.	Apr-12	B
231.99 HESPE R21 - Raise further the awareness of revised whistleblowing policy through management briefings, team meetings and the Council's onebrief communication.	Nov-12	B

Objective : 2.3.2

Revise procurement procedures and through rigorous review, ensure procedure and protocol are strengthened.

Delivered by : Finance
Target leader : Williams, Ray



HESPE R4, R7, R13, 14, 18 - Revised plans include a programme of training starting April 2013 which will cover revenue, capital and procurement processes for all budget holders. This will be complemented by mandatory training for all new managers as part of the induction process. There will be a programme of engagement with all suppliers and users to enforce the use of the procurement system through purchase order numbers. The key milestones will be completed within the next six months, which will be in line with the original 12 month timeframe.

Milestone	End date	RAGB
01 Produce Procurement Toolkit (HESPE R7, R13, R14, R18)	Dec-12	B
02 Undertake Procurement workshops with key stakeholders	Dec-12	
03 Strengthen Corporate Procurement Board to drive forward procurement strategy across the Council	Jun-13	G
04 Outline the risks and remedies of Procurement to DMTs	Nov-12	B
05 Submit revised Procurement Strategy to Cabinet	Jun-13	G
07 Sourcing Plans in place	Jun-13	G
08 Contract management is embedded within the Procurement Toolkit and Contract Procedure Rules (HESPE R13)	Jun-13	G
09 Implement Procurement check lists	Jan-13	R
10 Improved Contract signing process in place (HESPE R7)	May-13	A
12 Establish a forward plan of upcoming contracts to be let	Oct-12	B
13 Review of Contract procedure rules undertaken (HESPE R13)	Jun-13	G

Objective : 2.3.3

Review risk management arrangements.

Delivered by : Finance
Target leader : Lane, Mike

Amber

HESPE R16, R17 - A framework has been developed based on a set of risk categories, which has been agreed with Executive Team. These will be used to populate a new risk register which will be monitored monthly by the Chief Executive's Strategy Group. The corporate risk register will be reported to Members in June.

Milestone	End date	RAGB
01 Discussion session on risk with elected members	Sep-12	B
02 Establish current 'risk appetite' of Leadership	May-13	A
03 Agree the objectives for risk management	May-13	A
04 Implement Concerto system for managing risk information	May-13	G
05 Review decision-making processes and establish information requirements of Members and officers	May-13	A
06 Review and improve the risk management process (HESPE R16)	Jun-13	G
07 Review and improve the framework for governing risk management (HESPE R16, R17)	Jun-13	G
08 Review and improve risk reporting structures (HESPE R17)	Jun-13	G
09 Begin introduction of revised risk management process and reporting structures	Jun-13	G
10 Draft the new corporate risk management policy for consideration by Cabinet	Sep-13	G
11 Draft the new corporate risk management strategy for consideration by Cabinet	Sep-13	G
12 Identify the core competencies for Members and officers	Oct-13	G
13 Develop and deliver risk training	Dec-13	G

Objective : 2.3.4

Provide an effective system of Internal Audit.

Delivered by : Finance
Target leader : Timmins, Peter

Green

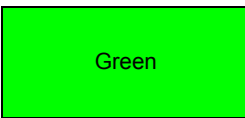
HESPE R15 - A review of internal audit has been undertaken and an action plan to deliver a range of improvement measures is complete. Progress reports have been submitted to Audit & Risk Management Committee.

Milestone	End date	RAGB
01 Raise organisational profile and standing of Internal Audit Service through regular scheduled attendance at Finance DMT as standing member.	Oct-12	B
02 Introduce electronic monthly Internal Audit Update Summary for members that includes risk ratings and RAG rated updates.	Oct-12	B
03 Implement RAG assessment for opinion and progress on internal audit issues for members and officers.	Nov-12	B
04 Enhance Internal Audit engagement with Chief Officers through more regular programmed meetings and attendance at Departmental DMT's on a scheduled quarterly basis.	Nov-12	B
05 Establish a mechanism for member issues and questions to be raised through Internal Audit regarding completed audits.	Dec-12	B
06 Evaluate shared service options for delivery of the Internal Audit Service.	Mar-13	B
07 Develop and introduce an improved Internal Audit report format	Dec-12	B
08 Develop and implement a new report format and content for Audit & Risk Management Committee	Dec-12	B
09 Introduce more performance data on the delivery of the Internal Audit Service into ARMC Committee reports.	Dec-12	B
10 Develop and implement an enhanced escalation procedure for audit issues that involves the DOF, Chief Officers and Members of the ARMC.	Dec-12	B
11 Develop and implement a comprehensive programme of training for ARMC Members.	Dec-12	A
12 Develop and implement a Terms of Engagement protocol and notification for all audits to be completed.	Dec-12	B
13 Develop and implement a more robust document filing and storage structure for Internal Audit Service	Dec-12	B
14 Report outcome of this objective to Improvement Board and Audit & Risk management Committee (HESPE R20)	Feb-13	B
15 Develop skills and experience of IA workforce through assessment of staff training needs and delivery of appropriate training.	Sep-13	G
16 Review and evaluate Internal Audit staffing structure	Mar-13	B
17 Replace the Internal Audit APACE planning and management system	Sep-13	G
18 Develop a three year Internal Audit plan that includes more detailed review and testing of performance systems across the Council (HESPE R15).	Mar-13	B

Objective : 2.3.4

The relevant information is available to support-decision making and decisions taken are accurately recorded.

Delivered by : Department Default
Target leader : Tour, Surjit



This objective is being addressed through specific activities being delivered to support other targets and objectives within the Improvement Plan including the refresh of scrutiny arrangements (1.2.2) and the revised decision-making process

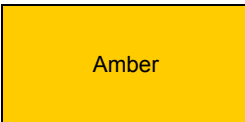
Target: 2.4

Establish an effective and coordinated approach to shaping and implementing policy

Objective : 2.4.1

Establish a coherent and joined up approach to policy, planning and strategy

Delivered by : Department of Policy, Performance & Public Health
Target leader : Johnstone, Fiona



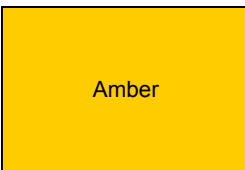
Policy Unit set up, policy network and regular policy briefings established. Staffing structures will be resolved following the integration of Improvement and Scrutiny into the Policy Unit.

Milestone	End date	RAGB
01 Undertake development day for policy officers	Sep-12	B
02 Undertake review of other Council's approach to policy briefings	Sep-12	B
03 Executive Team to approve approach for policy briefings.	Oct-12	B
04 Establish a policy network to provide a coordinated and coherent approach to policy issues	Nov-12	G
05 Launch of regular communication of policy briefings to Executive Team and Elected Members	Nov-12	G
06 Develop a dedicated intranet page for policy	Nov-12	A
07 Establish regular horizon scanning reports	Nov-12	A
08 Restructure Policy Unit	May-13	G

Objective : 2.4.2

Ensure that there is a robust knowledge and evidence based approach to decision making in order to tackle the key challenges for Wirral.

Delivered by : Department of Policy, Performance & Public Health
Target leader : Johnstone, Fiona



An Operating Model has been established which identifies the key elements of strategic analysis. This is being discussed at the next Chief Executive's Strategy Group. Steps have been taken to align performance and business intelligence as a corporate function.

Milestone	End date	RAGB
01 Review of existing business intelligence structures and resources	Feb-13	B
02 Instigate regular statistical updates i.e. child poverty, IMD, demographic - contained within policy briefings	Nov-12	B
03 Develop Corporate approach to Dashboards	May-13	G

Objective : 2.4.3

Engage with local and sub-regional partners to shape and respond to policy developments and implement decisions.

Delivered by : Department of Policy, Performance & Public Health

Target leader : Morgan, Jane

Amber

A Local Public Service Board was established in November 2012 and a number of meetings have now been held. A state of the borough report is being developed as the vehicle for determining local priorities.

Milestone	End date	RAGB
01 Establish a Local Public Service Board	Dec-12	B
02 Draft state of the borough report for consultation	Apr-13	A
03 State of the Borough Report completed	Jun-13	A
04 Visioning event to be scheduled with partners to focus on 2030 vision	Jul-13	G

Priority : 3

Priority 3: Corporate Plan

Target : 3.1

Target 1: A clear set of priorities based on understanding our customers' needs and

Objective : 3.1.1

Ensure current Corporate Plan reflects need to deliver critical activities in 2012-13 in relation to the Council's Improvement Plan.

Delivered by : Department of Policy, Performance & Public Health
Target leader : Barrow, Lucy

Blue Completed - Interim Corporate Plan agreed by Cabinet on 10th July 2012.

Milestone	End date	RAGB
01 Updated corporate plan approved by Cabinet	Jul-12	B

Objective : 3.1.3

Undertake a comprehensive service review.

Blue Completed as part of the What Really Matters consultation and budget options development process.

Objective : 3.1.3

Complete a consultation exercise to support the development of a Corporate Plan for

Delivered by : Chief Executive's Department
Target leader : Degg, Emma

Green Those services that were not reviewed through the budget options process will be looked at through the transformational programme.

Milestone	End date	RAGB
01 Questionnaire designed and on-line/print versions produced	Sep-12	B
02 Marketing materials developed and produced	Sep-12	B
03 Accessible versions of Questionnaire developed	Sep-12	B
04 Consultation Launched	Sep-12	B
05 Issue Papers developed and published	Sep-12	B
06 Scrutiny workshops undertaken	Nov-12	B
07 Report to Cabinet on consultation findings	Nov-12	B
08 Consult on savings options	Jan-13	B
09 Publish detailed options	Dec-12	B
10 Further Scrutiny workshops undertaken	Dec-12	B
11 Corporate Plan format and approach to be agreed with the Leadership	Dec-12	B
12. Visioning and prioritisation work undertaken with Cabinet	Jan-13	B
13. Business planning sessions with Executive Team leads	Feb-13	B
14. Consultation with elected members on vision and priorities	Feb-13	B
15. Report corporate plan to Cabinet and Council	May-13	B

Objective : 3.1.4

Create a customer focussed organisation.

Delivered by : Environment and Regulation

Target leader : Smith, Mark

Amber

Customer focussed delivery will be firmly embedded in our overall Transformation Programme. A number of activities to improve customer access/service were initiated under this project and are still proceeding under the management of the Customer Service division. Projects include: A review of Customer Care Standards to ensure they are up to date and embedded across the Council workforce; Development of training and support for customers at risk of digital inclusion and ensure our customer services staff act as digital champions to support the digital by default agenda; Implementation of a contemporary CRM which can display a complete record of individual actions against a customer; Re-engineering back office systems and processes to support customers to access more services through the web. These are largely on schedule for completion within original 12 month timeline.

Target : 3.2

Target 2: Develop a Corporate Performance Management Framework

Objective : 3.2.1

Implement robust business plans that deliver the Corporate Plan.

Delivered by : Department of Policy, Performance & Public Health

Target leader : Kinsella, Tony

Amber

A framework to deliver the Council's Corporate Plan has been developed and will be submitted to Council in May. Further work is underway to develop Directorate, Departmental and Service plans. Directorate plans will be signed off by Portfolio Holders at the end of May.

Milestone	End date	
01 Develop and circulate corporate planning timetable to activity leads	Oct-12	A
02 Lead a discussion and agree approach to Corporate Planning	Oct-12	A
03 Directorate plans approved by Leader, Portfolio Holder and Chief Executive	Jun-13	G
04 Service Plans to be developed at Head of Service level	Jun-13	G

Objective : 3.2.2

Revise Corporate Performance Management Framework

Delivered by : Department of Policy, Performance & Public Health

Target leader : Kinsella, Tony

Green

HESPE R15 - A revised framework has been agreed. The performance management framework for the Corporate Plan will be submitted to Council for approval in May.

Milestone	End date	RAGB
01 Cabinet resolve the Director of Public Health will take responsibility for Performance Management within the local authority.	Jul-12	B
02 Briefing paper on the proposed PMF submitted to Executive Team	Oct-12	G
03 Identify and consolidate all performance management and business intelligence resources (staff and systems) under one management structure	Dec-12	A
04 Adopt a business partner model for the delivery of performance management and business intelligence support and services	Mar-13	G
05 Consult elected members to establish and refine performance requirements and products	Jun-13	R

Target : 3.3

Target 3: Objectives aligned to individual performance appraisal and development

Objective : 3.3.1

Empowerment

Delivered by : Cross Cutting

Target leader : Hyams, Chris

Amber	Activity to review and update the Council's HR policies is continuing in support of the budget options and organisational re-structure. The majority of HR policies have been revised with the remaining policies scheduled for review by September 2013. Once the policies have been updated they will be rationalised and incorporated into an employee toolkit, scheduled for completion by December 2013.
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Milestone	End date	RAGB
01 Undertake desktop analysis to establish best practice and appropriate benchmarking information	Sep-12	B
02 Undertake review of those HR policies, procedures and practices that support a change in culture and enable empowerment of employees and managers to make appropriate decisions	Sep-13	G
03 Draft relevant HR policies	Sep-13	G
04 Prepare and develop Employee Toolkit	Sep-13	G
05 Executive Team approval Employee Toolkit	Sep-13	G
06 Link plan in with the Transforming Business Support Programme to avoid duplication and to influence future service model and process	Oct-13	G
07 Arrange training/workshops for Employee Toolkit roll out	Dec-13	G
08 Launch the Employee Toolkit	Dec-13	G

Objective : 3.3.2

Design and implement a performance appraisal process.

Delivered by : Law, HR & Asset Management

Target leader : Hyams, Chris

Amber	Appraisals for all Strategic Directors, Chief Officers and Heads of Service are being undertaken, reflecting new responsibilities. The scheme will be rolled out for remaining senior managers and team leaders.
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Milestone	End date	RAGB
01 Performance appraisal and development review completed for CESG	Jun-13	A
02 Performance appraisal and development review completed for all Heads of Service.	Jul-13	A
03 Preparation and training delivered for Senior Managers (anyone reporting to a Head of Service)	Sep-13	A
04 Performance appraisal and development review completed by senior managers.	Sep-13	G

Objective : 3.3.3

360° feedback mechanism in place.

Delivered by : Law, HR & Asset Management

Target leader : Hyams, Chris

Amber

360° feedback will be reviewed to ensure it is used to add value to the performance appraisal process.

Priority : 4

Priority 4: Budget and Financial Stability

Target : 4.1

Target 1: Ensure the service reviews and consultation programme reflect the impact of reducing levels of resources

Objective : 4.1.1

A budget developed in a transparent process that reflects customers needs and expectations.

Delivered by : Finance

Target leader : Timmins, Peter

Blue

A budget has been developed in a transparent process. A timetable for the budget process 2013-14 is currently being agreed. This will be integrated into a Corporate timetable to ensure alignment with the Corporate Plan as well as enabling strategies such as the ICT, Asset Management and People Strategy.

Milestone	End date	RAGB
01 Visioning away day - initial prioritisation and savings options	Sep-12	B
02 Review of current budget projections by Finance	Sep-12	B
03 Budget holder discussions on existing budgets	Sep-12	B
04 DMTs to consider results of initial review	Oct-12	B
05 Executive Team to review revised savings list	Oct-12	B
06 Executive Team to consider ZBB proposals	Oct-12	B
07 Report to Cabinet: ZBB process	Nov-12	B
08 Report initial savings options (2013-16) to members	Dec-12	B
09 Report to Cabinet: Tax base	Jan-13	B
10 Report to Cabinet: Collections Fund	Jan-13	B
11 Report to Cabinet: Estimates S25 Statement	Feb-13	B
12 Report to Cabinet: Balances & Risk	Feb-13	B
13 Report to Cabinet: Capital	Feb-13	B
14 Report to Cabinet: Medium Term Financial Strategy	Feb-13	B
15 Report to Cabinet: Prudential Indicators	Feb-13	B
16 Report to Cabinet: Final figures	Feb-13	B
17 Report to Cabinet: Treasury Management	Feb-13	B
18 Report to Council: Revenue Budget	Mar-13	B
19 Report to Council: Capital Budget	Mar-13	B
20 Report to Council: Council Tax Resolution	Mar-13	B

Objective : 4.1.2

Develop an evidenced based commissioning strategy informed by clearly identified

Delivered by : Department of Policy, Performance & Public Health
Target leader : Fish, Clare & Johnstone, Fiona

Amber Scoping paper being developed. On schedule for completion within original 12 month timeline.

Milestone	End date	RAGB
01 Review of existing and proposed commissioning approaches within the council	Feb-12	B
02 Review of existing commissioning capacity within the Council	Jun-13	A
03 Build capacity within the Transformation Projects.	Jun-13	A

Target : 4.2

Target 2: Review governance and scope of Strategic Change Programme.

Objective : 4.2.1

Integrate governance and scope of the Strategic Change Programme with the

Delivered by : Finance
Target leader : Timmins, Peter

Blue This has been superseded by the transformation programme.

Objective : 4.2.2

Specify the efficiency projects within the Strategic Change Programme.

Delivered by : Finance
Target leader : Timmins, Peter

Blue These are now the budget options agreed as part of the budget process and will be monitored by Strategic Directors and Portfolio holders.

Objective : 4.2.3

Specify the transformational change projects within the Strategic Change Programme.

Delivered by : Finance
Target leader : Timmins, Peter

Green A Transformational Programme is currently being developed to include around five key projects. The programme will be finalised now that the Strategic Director for Transformation and Resources is in post.

Objective : 4.2.4

Identify the mechanism and staffing structures for delivery.

Delivered by : Finance
Target leader : Blott, Joe

Blue This has been built into the monitoring of the transformation programme.

Milestone	End date	RAGB
03 Executive Team to decide on mechanism and staffing structures to deliver the Transformation Programme	Jun-12	B

Priority : 5

Priority 5: Critical Service Areas: Safeguarding and Developing the

Target : 5.1

Target 1: Deliver improvements in safeguarding, through implementation of the action plan arising from the safeguarding peer review

Objective : 5.1.1

Design and deliver an action plan to address individual needs, informed by the

Delivered by : DASS
Target leader : Hodkinson, Graham

Green	Additional focus for Improvement with Adult Social Services has been integrated into an action plan. This was developed following the peer review of DASS in May 2012 and submitted to Health & Wellbeing O&S Committee in September 2012. In January 2013 the Towards Excellence in Adult Social Care Board endorsed the Council's progress in safeguarding and wider outcomes for service users. Outcomes of the Adult Protection Strategy meetings remain under close review with an emphasis on ensuring the consistent application of standards, improving data capture and sharing of learning and good practice.
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Objective : 5.1.2

Ensure the actions arising from the AKA action plan are implemented with regards to safeguarding.

Delivered by : DASS
Target leader : Hodkinson, Graham

Amber	All safeguarding issues resulting from the AKA report have been progressed. A detailed report on progress was submitted to Health & Well being O&S Committee 10 September 2012.
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Target : 5.2

Target 2: Develop approach to enhancing and adding value to the local economy through 'your Economy' goals and focuses

Objective : 5.1.1

Ensure policy and budget review approaches reflect the council's commitment to improving Wirral's economy.

Delivered by : Regeneration & Environment
Target leader : Adderley, Kevin

Blue	At its meeting on 19th October 2012, the Improvement Board welcomed a presentation outlining the Council's investment strategy and the approach taken to Economic Development. The Board recognised this as an area of high achievement that would not require the Boards close attention in the future.
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