

# WIRRAL COUNCIL

## CABINET MEETING

11<sup>TH</sup> JULY 2013

<b>SUBJECT:</b>	<b>CORPORATE PLAN PERFORMANCE MANAGEMENT REPORT</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>FIONA JOHNSTONE (DIRECTOR OF PUBLIC HEALTH AND HEAD OF POLICY &amp; PERFORMANCE)</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>CLLR ANN MCLACHLAN (GOVERNANCE AND IMPROVEMENT)</b>
<b>KEY DECISION?</b>	<b>NO</b>

### **1.0 EXECUTIVE SUMMARY**

- 1.1 The aim of this report (Appendix 1) is to outline the proposed performance management report to support the delivery of the Corporate Plan for 2013/14.
- 1.2 It translates the priorities set out in the Corporate Plan into a coherent set of performance outcome measures and targets. They will be used to evaluate the achievement of strategic priorities over the next year of the plan.
- 1.3 It is anticipated that the development of the Corporate Plan will be an iterative process during 2013/14 based on the feedback and requirements of elected members and portfolio leads. It will run in parallel to the wider development of the underpinning business planning and performance management infrastructure within the council (e.g. Performance Management Framework Policy, electronic provision of performance information to elected members, transition from targets to outcomes).

### **2.0 BACKGROUND AND KEY ISSUES**

- 2.1 As part of the second phase of the development of the Corporate Plan, a set of SMART (Specific, Measurable, Achievable, Realistic and Time related) outcome measures have been developed with each of the three Strategic Directorates and the Corporate function (Neighbourhoods & Engagement and Public Health, Policy & Performance).
- 2.2 A series of business planning sessions were organised with each Strategic Directorate designed to convert the objectives outlined in the Corporate Plan into a set of strategic outcome measures aligned to organisational resources, systems and employees.
- 2.3 To ensure alignment of outcome measures to organisational resources, systems and employees the planning sessions were comprised of a multi-disciplinary team of corporate support services (e.g. HR, Risk, Finance, Policy and Performance & Business Intelligence).
- 2.4 Strategic Directors determined the outcome indicators contained within the performance report and agreed (and signed off) the following parameters (developed by their teams) which underpin their on-going performance management:

- 2013/14 Plan
  - 2013/14 Plan trajectory (see Appendix 2)
  - 2013/14 Performance tolerance levels (determine RAG [Red, Amber, Green] status)
  - Head of Service responsible for delivery of target
- 2.5 Corporate Plan performance will be monitored on a monthly basis against the parameters agreed as part of the business planning process (e.g. RAG tolerance levels). A number of indicators are only available on a quarterly basis, in line with the availability of data.
- 2.6 The outputs from this monitoring process will be performance managed proactively on an exception basis. The system is designed to promote a “no surprises” approach to performance management.
- 2.7 Heads of Service responsible for the delivery of targets must complete an exception report and delivery plan for all indicators which are under performing (e.g. red RAG rated indicators). Appendix 2 illustrates the pro-forma which will be used to capture this information.
- 2.8 Monthly Corporate Plan performance reports will be produced and made available (to support corporate challenge) in line to support:
- Monthly DMTs
  - Monthly Portfolio Lead briefings
  - Quarterly Audit, Risk, Governance and Performance meetings
  - Quarterly Policy and Performance Committees
- 2.9 The corporate plan will be underpinned by a hierarchy of metrics captured in Directorate, Service and Team plans.

### **3.0 RELEVANT RISKS**

- 3.1 The performance management framework is aligned to the risk management strategy. At present no risks are identified in relation to the latest version of the Corporate Plan performance report.

### **4.0 OTHER OPTIONS CONSIDERED**

- 4.1 N/A

### **5.0 CONSULTATION**

- 5.1 Corporate plan drafted based on the feedback generated by the What Really Matters public consultation.

### **6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

- 6.1 N/A

### **7.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS**

- 7.1 Financial implications of undertaking the actions to deliver the Corporate Plan will be addressed by departments as appropriate. Financial approval of the contents of this report will be sought following the initial review at CESG.

## **8.0 LEGAL IMPLICATIONS**

8.1 Legal implications of undertaking the actions to deliver the Corporate Plan will be addressed by departments as appropriate. Legal approval of the contents of this report will be sought following the initial review at CESG.

## **9.0 EQUALITIES IMPLICATIONS**

9.1 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.

9.2 Equalities implications relating to the actions set out in the Corporate Plan will be addressed by departments as appropriate, and details set out in individual departmental plans. This work is also monitored by the Corporate Equalities and Cohesion Group and the Council Excellence Overview and Scrutiny Committee.

## **10.0 CARBON REDUCTION IMPLICATIONS**

10.1 N/A

## **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

11.1 N/A

## **12.0 RECOMMENDATION/S**

12.1 Cabinet are requested to indicate their agreement with the proposed dashboard, and to refer this proposal to Council for approval.

## **13.0 REASON/S FOR RECOMMENDATION/S**

13.1 To ensure that the report provides elected members with the information required to evaluate the delivery of the three strategic priorities identified by the Corporate Plan.

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## **APPENDICES**

Appendix 1 – Corporate Plan Performance Report (2013/14)  
Appendix 2 – Corporate Plan Performance Report (2013/14) Technical Specification  
Appendix 3 – Exception/Delivery Plan Template

## **REFERENCE MATERIAL**

N/A

## **SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
<b>Cabinet and Council meetings (agreement of the Corporate Plan)</b>	<b>February 2013</b>