

# **WIRRAL COUNCIL**

## **CABINET MEETING**

**10TH OCTOBER 2013**

<b>SUBJECT:</b>	<b>CORPORATE PLAN PERFORMANCE MANAGEMENT REPORT (AS AT 31<sup>ST</sup> AUGUST 2013)</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 current performance of the Council (as at 31<sup>st</sup> August 2013) against the delivery of the Corporate Plan for 2013/14.
- 1.2 The report translates the priorities set out in the Corporate Plan into a coherent and measurable set of performance outcome measures and targets. These are used to evaluate the achievement of strategic priorities over the next year of the plan.
- 1.3 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. Therefore, the latest version of the report contains:
  - Key finance information
  - Risk management information (aligned to red RAG rated indicators)
  - Year-end forecast position
  - North West benchmarking information (the level of information will increase in line with the availability of data nationally)
- 1.4 The iterative development of this report 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
  - 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). Appendices 2, 3 and 4 illustrate the exception reports/delivery plans for:
- Local environmental quality (LEQ) of litter, detritus and dog fouling in main gateways and shopping areas target.
  - Establishment reduction compared to savings assumption.
  - Permanent admissions of older people (aged over 65 and over) to residential and nursing care homes, per 100,000 population.
- 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
  - Cabinet meeting (Quarterly following Overarching Policy and Performance Committee)

- 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 policy is aligned to the risk management strategy. In relation to the Corporate Plan risk information is provided for the following indicator:

- Local environmental quality (LEQ) of litter, detritus and dog fouling in main gateways and shopping areas

### **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 note the information contained within this report and the relevant exception/delivery plans.

## **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 as at 31<sup>st</sup> August 2013 (2013/14)

Exception reports/Delivery plans for:

Appendix 2 –Local environmental quality (LEQ) of litter, detritus and dog fouling in main gateways and shopping areas target and establishment reduction compared to savings assumption.

Appendix 3 - Establishment reduction compared to savings assumption.

Appendix 4 - Permanent admissions of older people (aged over 65 and over) to residential and nursing care homes, per 100,000 population.

## **REFERENCE MATERIAL**

N/A

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

<b>Council Meeting</b>	<b>Date</b>
<b>Co-ordinating Policy and Performance Committee (performance as at 31<sup>st</sup> July 2013)</b>	<b>September 2013</b>
<b>Cabinet and Council meetings (agreement of the performance framework to support the corporate Plan)</b>	<b>July 2013</b>
<b>Co-ordinating Policy and Performance Committee (draft performance framework presented and feedback from committee members)</b>	<b>June 2013</b>
<b>Cabinet and Council meetings (agreement of the Corporate Plan)</b>	<b>February 2013</b>