

# WIRRAL COUNCIL

## TRANSFORMATION AND RESOURCES POLICY AND PERFORMANCE COMMITTEE

15<sup>TH</sup> JULY 2014

<b>SUBJECT:</b>	<b>DIRECTORATE PLAN / PERFORMANCE MANAGEMENT REPORT</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>JOE BLOTT (STRATEGIC DIRECTOR OF TRANSFORMATION AND RESOURCES)</b>
<b>RESPONSIBLE PORTFOLIO HOLDERS:</b>	<b>CLLR ANN MCLACHLAN, DEPUTY LEADER AND PORTFOLIO HOLDER FOR GOVERNANCE, COMMISSIONING &amp; IMPROVEMENT</b>  <b>CLLR ADRIAN JONES, PORTFOLIO HOLDER FOR CENTRAL SERVICES</b>  <b>CLLR CHRIS MEADEN, PORTFOLIO HOLDER FOR LEISURE, SPORT &amp; CULTURE</b>
<b>KEY DECISION?</b>	<b>NO</b>

### 1.0 EXECUTIVE SUMMARY

1.1 The aim of this report (Appendix 1) is to update Members in relation to the 2013/14 Year End performance of Transformation and Resources against the delivery of its Directorate Plan 2013/14; present the 2014/16 Directorate Plan (Appendix 6) and current performance against its delivery, as at 31<sup>st</sup> May 2014 (Appendix 9). The report translates the priorities set out in the Directorate Plans into a coherent and measurable set of performance outcome measures and targets. Members are requested to consider the details of the report and highlight any issues.

### 2.0 BACKGROUND AND KEY ISSUES

2.1 As part of the development of the Directorate Plans, SMART (Specific, Measurable, Achievable, Realistic and Time related) outcome measures have been developed that link directly to the Corporate Plan. The senior management team have determined the corporate and directorate outcome

indicators contained within the report and signed off the following parameters which underpin their on-going performance management:

- 2014/16 Transformation and Resources Directorate Plan
- 2014/15 Plan trajectory
- 2014/15 Performance tolerance levels (determine RAG [Red, Amber, Green] status)
- Head of Service responsible for delivery of target

2.2 Directorate Plan performance (includes Corporate Plan targets) is monitored on a monthly basis against the parameters agreed as part of the business planning process (e.g. RAG tolerance levels). Some indicators are only available on a quarterly basis, in line with the availability of data. 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).

2.3 Monthly Directorate Plan performance reports will be produced and made available, to support corporate and directorate challenge via:

- Monthly DMTs
- Monthly Portfolio Lead briefings
- Quarterly Audit, Risk, Governance and Performance meetings
- Quarterly Policy and Performance Committees

### **3.0 SUMMARY**

3.1 The Directorate Plan 2013/14 Year End Performance Report (Appendix 1) sets out performance against 20 outcome measures

3.2 Of the 20 indicators for 2013/14, 11 are rated green, 5 are rated amber and 4 are rated red. The 4 indicators rated red have action plans (included as Appendix 2, 3, 4 and 5) which refer to:

- CP2: Percentage Adult Care Packages supported by Direct Debit
- DP10: Percentage collection rate on additional debit re: impact of Council Tax Support Scheme (CTS), Discount and Exemption
- DP11: Percentage recovery of Personal Finance Unit (PFU) charges
- DP11/1: Percentage recovery of PFU charges (historic charges)

3.3 The Transformation and Resources Directorate Plan 2014/16 (Appendix 6) sets out the key functions the Directorate is responsible for and the contribution it makes to the delivery of the Corporate Plan priorities. The Plan is underpinned by the key performance indicator (KPI) planning templates (Appendix 7) that provide the rationale, trajectory and tolerances for the KPIs.

3.4 The rationale for 2013/14 Key Performance indicators (KPI's) for Transformation & Resources Directorate not being monitored as KPI's in 2014/16 is set out within Appendix 8

3.5 Of the 19 indicators for 2014/15 that are RAG rated, 13 are rated green, 2 are rated amber and one is still to be confirmed. The remaining 3 indicators relate to the Directorate financial position.

#### **4.0 RELEVANT RISKS**

4.1 The performance management framework policy is aligned to the risk management strategy.

#### **5.0 OTHER OPTIONS CONSIDERED**

5.1 N/A

#### **6.0 CONSULTATION**

6.1 N/A

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

7.1 N/A

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

8.1 Financial implications of undertaking the actions to deliver the Directorate Plan will be addressed by Directorate as appropriate.

#### **9.0 LEGAL IMPLICATIONS**

9.1 N/A

#### **10.0 EQUALITIES IMPLICATIONS**

10.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

(c) No because equalities implications relating to the actions set out in the Directorate Plan will be addressed by departments as appropriate, and details set out in individual departmental plans.

The report is for information to Members and there are no direct equalities implications at this stage.

#### **11.0 CARBON REDUCTION IMPLICATIONS**

11.1 N/A

#### **12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

12.1 N/A

#### **13.0 RECOMMENDATION/S**

13.1 Committee are requested to use the information contained within this report to inform its future work programme.

## **14.0 REASON/S FOR RECOMMENDATION/S**

14.1 To ensure that the report provides elected members with the information required to evaluate the delivery of the key priorities identified by the Directorate Plan.

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## **APPENDICES**

Appendix 1 - Directorate Plan Performance Report (Year End 2013/14)

Appendix 2 - % Adult Care Packages supported by Direct Debit (exception report)

Appendix 3 - % collection rate on additional debit re: impact of Council Tax Support Scheme, Discount and Exemption (exception report).

Appendix 4 - % recovery of personal finance unit charges (exception report).

Appendix 5 - % recovery of personal finance unit charges (historic charges) (exception report).

Appendix 6 - Transformation & Resources Directorate Plan 2014/16

Appendix 7 – Key Performance Indicator planning templates

Appendix 8 - Rationale for 2013/14 KPI's for Transformation & Resources Directorate not being monitored as KPI's in 2014/16

Appendix 9 – Directorate Plan Performance Report (April /May 2014)

Appendix 10 – Directorate Risk Register (as at 4<sup>th</sup> June 2014)

## **REFERENCE MATERIAL**

N/A

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

<b>Council Meeting</b>	<b>Date</b>
<b>Transformation and Resources Policy and Performance Committee</b>	<b>30<sup>th</sup> July 2013</b>
	<b>23<sup>rd</sup> September 2013</b>
	<b>29<sup>th</sup> January 2014</b>
	<b>14<sup>th</sup> April 2014</b>