

**DRAFT DEPARTMENTAL SERVICE PLANS AND REFRESHED CORPORATE PLAN FOR 2009/10**

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**1. Executive Summary**

- 1.1 This report presents the draft departmental service plans for 2009/10. Cabinet is asked to consider these service plans alongside a refreshed Corporate Plan which takes into account the projects and activities identified by departments in their plans as being critical to the delivery of the Council's medium-term aims and 2009/10 priorities.

**2. Background**

- 2.1 Full Council agreed a new Corporate Plan for 2008-11 on 21<sup>st</sup> April 2008, further to the agreement of a new vision and objectives by Cabinet on 14<sup>th</sup> November 2007. The Corporate Plan details the Council's vision, strategic objectives, medium term aims and one year improvement priorities alongside a framework for delivery. It provides the strategic direction for departments, which are responsible for delivering the Council's objectives through their service plans.
- 2.2 The Corporate Plan is subject to an annual review to ensure that it remains valid and appropriate, and that the delivery framework element of the document is refreshed to take into account annual departmental service planning. Stage 1 of the annual review process for 2009-10 was to review the overall vision, priorities and direction in the Corporate Plan at the Cabinet Away Day on 10<sup>th</sup> September 2008. The main finding of this session was that the priorities identified for 2008-09 continued to be the most important areas of focus for the Council, and that these should therefore be retained for 2009-10. Members also agreed that minor revisions should be made to the wording of the Corporate Plan priorities relating to recycling and the need for a sustainable and stable budget to reflect the particular progress in these areas. These revisions, and the process for stage 2 of the annual review process detailed in section 3 of this report, were subsequently agreed by Cabinet on the 25<sup>th</sup> September 2008.
- 2.3 Stage 2 of the annual review process has now taken place. Departments have reviewed their service plans through away days and other activities and have identified the department projects / activities (new and ongoing) and performance measures which will continue to progress the Council's Corporate Plan. Departments have given due consideration to any issues which will impact on delivery such as the economic downturn and changes in the housing market. Departments have then identified those elements of their outcomes framework for inclusion in the Corporate Plan which are critical to the delivery of the Council's priorities for improvement in 2009/10 as well as others which will be of particular significance to the delivery of the Council's medium-term aims in the next financial year.

- 2.4 Through the production of 2009/10 departmental service plans and a refreshed Corporate Plan, the Council is also able to demonstrate how it has taken into account organisational and other changes such as the establishment of a new Department for Law, HR and Asset Management, the introduction of the new national indicator set and the transition from CPA (Comprehensive Performance Assessment) to CAA (Comprehensive Area Assessment).
- 2.5 In addition following positive feedback from the I&DeA on the health impact review of departmental plans for 2008/09 by public health this process has been completed again for 2009/10. The findings are being shared with each departmental management team.

#### **4. Draft Departmental Service Plans 2009/10 (Appendix 1)**

- 4.1 Draft departmental service plans for 2009/10 have been produced using a corporate template and quality checked by the Corporate Policy team to ensure consistency of approach. All draft plans include:
- 4.1.1 A departmental overview, outlining the main functions of the department and 'setting the scene' for 2009/10;
- 4.1.2 A summary of the department's plans for 2009/10, highlighting what contribution the department will make towards delivering the strategic objectives, aims and priorities for improvement in the Corporate Plan and Wirral's Local Area Agreement targets;
- 4.1.3 An outcomes framework for 2009/10, demonstrating the projects and activities the department will undertake to deliver Corporate Plan aims and priorities, and related performance indicators / other measures. The outcomes framework also identifies which Cabinet portfolio is accountable and any others who will be involved in delivering projects and activities (for example, other Council departments and/or external partners). A coding system has been used in both the departmental and corporate plan frameworks which categorises projects / activities by department and by type (for example, capital project or routine activity). It should be noted that where projects / activities and performance indicators from 2008/09 business plans have not been migrated to plans for 2009/10, departments will be expected to highlight project completion and / or withdrawal of performance indicators in their 4<sup>th</sup> quarter performance reports for 2008/09;
- 4.1.4 A financial summary which includes revenue budget, implications of the capital programme and value for money activities.
- 4.1.5 A section outlining how the department will address the implications of its plans on its workforce and assets and manage associated risks. This section also details the department's plans in relation to equality and diversity.

#### **5. Refreshed Corporate Plan for 2009/10 (Appendix 2)**

- 5.1 As Cabinet will be aware, the Corporate Plan agreed by full Council in April contains a detailed narrative relating to the Council's strategic objectives, aims and priorities for improvement, alongside an outcomes framework similar to that described in 4.1 above.

- 5.2 The refresh of the Corporate Plan has resulted in changes to Appendix 1 ('our delivery plan') as outlined in 5.3 below and minor changes to the narrative in the Corporate Plan relating to each of the five strategic objectives ensure that statistical information remains valid and accurate. The foreword to the Corporate Plan has also been revised to reflect the changing economic climate and other key issues faced by the Council in delivering its ambitions in 2009/10.
- 5.3 In order to refresh the Corporate Plan outcomes framework ('our delivery plan') departments have been asked to identify in their plans which projects / activities and performance indicators should be escalated to the Corporate Plan, including all projects / activities and performance indicators relating to the delivery of the Council's priorities for 2009/10. It should therefore be noted that the Corporate Plan delivery framework does not contain every project / activity and performance measure identified in departmental service plans, but rather provides the critical measures and projects. This outcomes framework will provide the basis for monitoring success in relation to the Corporate Plan, through quarterly performance reports to Cabinet.
- 5.4 It should be noted that all references to the Strategic Asset Review in the Corporate Plan and appropriate service plans are subject to the approval of the review by full Council.

## **6. Next steps**

- 6.1 Targets will now be set in relation to the performance indicators identified in departmental service plans and the Corporate Plan and, again, these will give due consideration to the potential impact of the economic downturn to ensure that the Council's targets are both challenging and achievable. 2009/10 targets will be reported to Cabinet in due course.
- 6.2 Cabinet will continue to receive quarterly monitoring reports on the progress of the key projects / activities and indicators set out in the corporate plan delivery framework.
- 6.3 Relevant portfolio holders and scrutiny committees will continue to receive quarterly monitoring reports on the progress of projects / activities and indicators within each of the departmental plans.

## **7. Financial implications**

- 7.1 The Capital Programme has been agreed and is included in departmental service plans. The Revenue Budget for 2009/10 will be agreed during March 2009 and the implications will subsequently be reflected in service plans.

## **8. Staffing implications**

- 8.1 The staffing implications of departmental service plans are addressed through workforce planning linked to the delivery of Corporate Plan strategic objectives, aims and priorities for improvement, as set out in the plans themselves.

## **9. Equal opportunities implications**

- 9.1 The equality impact assessments undertaken by departments ensure that such considerations are integrated into policy development and service planning / delivery.

The projects and activities identified in the Corporate Plan will be considered by the Council's Corporate Equality and Inclusion Group and, where appropriate, included in the ongoing programme of equality impact assessment.

## **10. Community safety implications**

10.1 Any community safety implications are identified where appropriate in departmental service plans and the Corporate Plan.

## **11. Local Agenda 21 implications**

11.1 Any Local Agenda 21 implications are identified where appropriate in departmental service plans and the Corporate Plan.

## **12. Planning implications**

12.1 Planning implications are identified where appropriate in departmental service plans and the Corporate Plan.

## **13. Anti-poverty implications**

13.1 Anti-poverty implications are identified where appropriate in departmental service plans and the Corporate Plan.

## **14. Social inclusion implications**

14.1 Any social inclusion implications are identified where appropriate in departmental service plans and the Corporate Plan.

## **15. Local Member Support implications**

15.1 There are no local Member support implications.

## **16. Background Papers**

16.1 The background papers used for this report are:

- Cabinet, 14<sup>th</sup> November 2007: Revision of the Council's Corporate Plan
- Cabinet, 13<sup>th</sup> March 2008: Draft Corporate Plan 2008-2011 and Departmental Service Plans
- Cabinet, 25<sup>th</sup> September 2008: Wirral's Performance Management Framework – Annual Review of the Council's Corporate Plan for 2009/10

## **17. Recommendations**

### **That**

(1) the individual departmental service plans be agreed, subject to budget and target setting;

(2) Cabinet Members take responsibility for the delivery of departments service plans according to their portfolios in consultation with the appropriate Chief Officer(s);

- (3) the refreshed Corporate Plan for 2009/10 be agreed and referred to full Council; and
- (4) authority be delegated to the Chief Executive, in consultation with the Leader of the Council and the Deputy Leader of the Council, to make final minor amendments to the refreshed plan before it is submitted to the Council.

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