

Priority 1: Leadership: Political and Managerial		Trust and respect needs to be developed between politicians and senior management. There is a requirement for strong strategic leadership and oversight of delivery. Development needs for Members and management should be identified and addressed. Addressing these key areas of focus will support the establishment of a strong corporate culture and a sense of organisational cohesiveness.				
Executive Sponsor:		Chief Executive				
Target 1	Design and implement a leadership programme					
	Objective	Success criteria	Timeline	Linkages	Dependencies	Proposed Lead Role
1.1	Establish the leadership competencies and behaviours required by the Council for good governance.	A defined set of competencies to inform a comprehensive gap analysis against desired competencies to inform target 1.2	Within 6 months	Senior Officer job descriptions. Development activities.	Competencies reflecting revised Code of Corporate Governance and scheme of delegation.	Organisational Development Manager
1.2	Design and deliver a learning programme for Cabinet and Senior Management Teams to address individual needs, informed by the gap analysis.	All Members and officers have a Learning & Development Plan that addresses the individual and organisational needs.	Designed within 6 months, deliver initial programme within 12 months.	Skills for Wirral programme.	Revised Code of Governance in place, Scheme of delegation agreed.	Organisational Development Manager
1.3	Ensure learning programme meets requirements through clear target-setting, evaluation and review.	Evaluations and review provide evidence that programme has met targets.	Within 2 years.		Learning & Development is reviewed as part of appraisal process.	Organisational Development Manager
Target 2	Review best practice and put in place an effective model for elected members and senior managers to work together.					
	Objective	Success criteria	Timeline	Linkages	Dependencies	
2.1	Define the boundaries for operation of roles and responsibilities and clarify expectations.	Agreed protocols with clear lines of accountability, regular monitoring and reporting.	Within 6 months		Revision of schemes of delegation and Council's policy framework	External support required
2.2	Establish a framework to support member and officer engagement at all levels of the organisation.	An efficient model for accurate and consistent briefing of members.	Within 6 months		Needs to be reflected in the cultural change programme.	Interim Chief Executive
Target 3	Develop a shared vision and purpose for the organisation					
	Objective	Success criteria	Timeline	Linkages	Dependencies	Proposed Lead Role
3.1	Develop Wirral's vision to reflect the changing role of local government.	Understand and articulate what is our "core business" and how we will operate as an organisation in 2015.	Within 6 months		Appointment of Interim Chief Executive. Consultation exercise.	Council Leader / Chief Executive
3.2	Ensure the organisational structure is fit for purpose.	A full-time, experienced Interim Chief Executive appointed; appropriate council restructuring undertaken. Job descriptions reflect officer responsibilities.	Within 12 months	Interim arrangements.	Resolving Interim arrangements. Link to commissioning strategy and understanding of what the Council will directly deliver.	Leader / Chief Executive
3.3	The model for corporate management is supported by enabling strategies.	Officers and Members are located to optimise corporate and efficient working.	Within 12 months	Heads of Service projects.	Asset Management Strategy, Customer Access Strategy, ICT Strategy, People Strategy.	Chief Executive
3.4	Review Business Systems	We have an integrated business focused system environment which enables people to work more efficiently and flexibly.	Within 12 months	ICT Strategy, Customer Access Strategy		Head of Service development project.
Target 4	Design and implement a cultural change programme					
	Objective	Success criteria	Timeline	Linkages	Dependencies	Proposed Lead Role
4.1	Define a single set of values and behaviours that are expected to be demonstrated by all.	Values and behaviours have all-party agreement and have been informed through staff engagement.	Within 6 months			Head of HR / Organisational Development
4.2	Staff responsibilities and expectations are clearly articulated.	Single source of guidance and procedures available in a "how to guide".	Within 12 months	Code of Corporate Governance.	To be completed prior to OD programme roll out.	Support required
4.3	Organisational Development programme developed to communicate and support staff understanding and expectations.	Values and behaviours are embedded across the organisation and are adhered to by all staff. Evidence through performance appraisal.	Within 12 months		Articulated in the revised Corporate Plan and re-enforced through performance management and appraisal.	Organisational Development Manager

Priority 2: Corporate governance and decision-making		Establish effective governance procedures, particularly with regard to risk management, whistle blowing and audit. Ensure there is a clear protocol for sharing information with Members and a clear scheme of delegation. The expectation is that this will contribute to developing a culture of openness rather than secrecy.				
Executive Sponsor:		Director of Law, HR & Asset Management / Monitoring Officer				
Target 1	Ensure that the Code of Corporate Governance and supporting policies are consistently understood and followed.					
	Objective	Success criteria	Timeline	Linkages	Dependencies	Proposed Lead Role
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.	Mandatory training undertaken by officers and members. Evaluations and reviews provide evidence that programme has met targets. External validation that decision-making has improved.	Within 12 months	Initial review of Code of Corporate Governance complete.	Leadership Development Programme; Review of Code of Corporate Governance, specifically areas of risk; whistle-blowing; Audit. Review of Internal Audit.	Head of Regulation
1.2	Implement the agreed proposals and initiatives set out in Corporate Governance Key Line Of Enquiry 6 Improvement Report (Cabinet, 21/06/2012)	Improve decision making at member and officer levels.		Corporate Governance Comprehensive Work Programme		Director of Law, HR & AM / Monitoring Officer
1.3	The supporting policies within the Code of Corporate Governance are owned, reviewed and published.	The policies in the Code of Corporate Governance have been reviewed and subject to a controlled version which is linked to a published copy. Document management and retention policies support this.	Within 24 months	DASS Review of Policies & Performance.		Head of Regulation
Target 2	Review and update Schemes of Delegation and support systems for decision making and provide appropriate training					
	Objective	Success criteria	Timeline	Linkages	Dependencies	Proposed Lead Role
2.1	Review and update Schemes of Delegation to Cabinet Members and Officers reflecting best practice.	Revised scheme understood and adhered to. Fewer items on Cabinet agendas.	Within 6 months.		Needs to be reflected in Member and officer protocols and revised Code of Corporate Governance.	Director of Law, HR & AM / Monitoring Officer
2.2	Develop a protocol which ensures greater control over procedures such as agenda management and decision recording.	Ensure attention is focussed by officers and elected Members on key decisions. A clear mechanism for delegated decisions to be reported back through the Council decision-making structures.	Within 6 months	Corporate Governance Key Line Of Enquiry 6 Improvement Report (Cabinet, 21/06/2012)		External support required
2.3	Training and development programme on the Scheme of Delegation for both officers and elected members.	Training undertaken.	Within 12 months	Wirral Skills Programme.	To be included in the Leadership programme	Interim HR Business Support Manager
Target 3	Strengthen contract procedure rules and management whilst ensuring that appropriate information is in place to enable informed decision making.					
	Objective	Success criteria	Timeline	Linkages	Dependencies	Proposed Lead Role
3.1	Improve contract management by using the evidence base of reports (HESPE etc) identify strengths and weaknesses of existing procedures and protocol.	Contract management principles are clearly reviewed published and adhered to.	Within 6 months			External support (Solicitor)
3.2	Revise procurement procedures and through rigorous review, ensure procedure and protocol are strengthened.	A single source of guidance for procurement within the "how to" toolkit. This will provide advice on rules, e.g. reporting variations, quality issues, informing Members. Supported by appropriate support and training.	Within 12 months.			Corporate Procurement Manager
3.3	Review risk management arrangements.	Enhanced process for managing risk with relevant systems in place.	Within 12 months.	Roll out of Concerto software.		Risk & Insurance Officer
3.4	Provide an effective system of Internal Audit.	Strengthened core function in place with a clear and transparent escalation policy.	Within 12 months.	External Review of Audit completed.	Revised committee reports should ensure that Audit Committee update reports are clear and unambiguous.	To be confirmed.
3.5	The relevant information is available to support decision making and decisions taken are accurately recorded.	Information Strategy is in place. Scheme of Delegation is adhered to.	Within 12 months.		Updated Scheme of Delegation and Member / officer protocols in place	External support
Target 4	Establish an effective and coordinated approach to shaping and implementing policy					

	Objective	Success criteria	Timeline	Linkages	Dependencies	Proposed Lead Role
4.1	Establish a coherent and joined up approach to policy, planning and strategy development for the Council.	Elected Members are well-informed on current and future policy issues; there is effective collaboration between departments on cross-cutting policy issues; there is robust implementation and review of policy decisions; there is effective sharing of learning and best practice.	Within 6 months.	Review of policy undertaken. Head of Policy post agreed (29/09/2011).	Elected Members and senior officers are well informed in developing vision and strategic approaches; Corporate Plan reflects national as well as local drivers and reflects effective horizon scanning by the organisation.	Existing policy leads until Head of Policy is appointed.
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.	Consistent use of evidence to develop Council plans and strategies; shared view within the Council and amongst partners about the key challenges / opportunities for Wirral.	Within 12 months.	JSNA, annual consultations.	Elected Members and senior officers are well informed in developing vision and strategic approaches which tackle the key challenges for Wirral; the Council's Corporate Plan is based on evidence as well as a good understanding of citizens and customers' views.	Existing policy leads until Head of Policy is appointed.
4.3	Engage with local and sub-regional partners to shape and respond to policy developments and implement decisions.	The Council and Local Strategic Partnership proactively anticipates and plans for policy changes; there is a shared view within the Council and amongst partners about the key challenges / opportunities for Wirral; policy is influenced at sub-regional, regional and national levels through ensuring that Wirral's interests and priorities are effectively represented.	Within 12 months.	Local Enterprise Partnership.	Elected Members and senior officers develop leadership role in respect of wider partnerships; the programme for developing Council's Corporate Plan includes engagement with partners; critical service areas cannot be developed and delivered without strong partnership working.	Chief Executive
Priority 3: Corporate Plan		To put in place an agreed Corporate Plan that sets out clear priorities reflecting a good understanding of citizens' and customers' views through consultation, participation and localism. This is to be underpinned by rigorous performance management and through effective performance appraisal arrangements secure specific outcomes for the borough.				
Executive Sponsor:		Chief Executive				
Target 1	A clear set of priorities based on understanding our customers' needs and expectations.					
	Objective	Success criteria	Timeline	Linkages	Dependencies	Proposed Lead Role
1.1	Ensure current Corporate Plan reflects need to deliver critical activities in 2012-13 in relation to the Council's Improvement Plan.	The Council has clear priorities in the current financial year for delivering services and the organisational change required for future improvement.	Within 6 months	Planned actions for 2012-13 in relation to critical service areas provide the baseline for review and long-term strategic planning.	Ensuring budget stability in-year whilst delivering current year service and improvement priorities.	Existing policy leads until Head of Policy is appointed.
1.2	Undertake a comprehensive service review.	The Council undertakes a successful consultation and corporate planning process which complies with legislation; the Council has a long-term vision for the borough.	Within 6 months	Three-year Corporate Plan will set out long-term strategies for critical service areas.	Consultation and corporate planning process will inform three-year financial strategy.	Existing policy leads until Head of Policy is appointed.
1.3	Complete a consultation exercise to support the development of a Corporate Plan for 2013 onwards	The Council undertakes a successful consultation and corporate planning process which complies with legislation; the Council has a long-term vision for the borough.	Within 6 months		Undertake service reviews.	Head of Communications & Engagement
1.4	Create a customer focussed organisation.	We place customers and services users at the heart of everything we do.	Within 12 months	Customer Access Strategy.	Development of Customer Relationship Management	Head of Service development project.
Target 2	Develop a Corporate Performance Management Framework					
	Objective	Success criteria	Timeline	Linkages	Dependencies	Proposed Lead Role
2.1	Implement robust business plans that deliver the Corporate Plan.	A clear line of sight between the Corporate Plan and the departmental Business Plans.	Within 6 months (new plans for 13/14)	Roll out of Concerto for performance and business planning.	Corporate plan in place.	Existing policy leads until Head of Policy is appointed.
2.2	Revise Corporate Performance Management Framework	Revised Performance Management Framework implemented: committee deadlines reflect reporting requirements. Dashboard reporting in place.	Within 6 months (new framework for 13/14)	Roll out of Concerto for performance and business planning.	Review of committee services.	Head of Performance & Intelligence (Public Health)
2.3	Create a transparent Council	The Council provides accessible and consistent information and policy and decision making which is open and transparent across all areas and channels of its business.	Within 12 months			Heads of Service development project.
Target 3	Objectives aligned to individual performance appraisal and development					

	Objective	Success criteria	Timeline	Linkages	Dependencies	Proposed Lead Role
3.1	Empowerment	Informed decisions are taken at the most appropriate level in the organisation in a timely and efficient way with clear accountability and responsibility for individuals and the organisation.	Within 12 months.			Head of Service development project.
3.2	Design and implement a performance appraisal process.	Top 3 tiers of management have completed appraisal process and have a training and development plan in place.	Within 6 months		Corporate Performance Framework.	Head of HR / Organisational Development
3.3	360 <sup>0</sup> feedback mechanism in place.	Top 3 tiers of management have received 360 feedback.	Within 12 months.		Leadership Development programme.	Head of HR / Organisational Development
Priority 4: Budget and Financial Stability		To ensure there is a clear longer-term financial plan in place, linked to the Corporate Plan, setting out how the Authority will respond to reducing levels of resources. This will include the development and enhancement of the Strategic Change Programme, and the development of a clear commissioning strategy for the Authority.				
Executive Sponsor:		Director of Finance / Section 151 Officer				
Target 1	Ensure that the service review and consultation programme reflects the impact of reducing levels of resources					
	Objective	Success criteria	Timeline	Linkages	Dependencies	Proposed Lead Role
1.1	A budget developed in a transparent process that reflects customers needs and expectations.	A three-year budget strategy that is aligned to the three-year Corporate Plan.	Within 6 months.	Government legislative and financial announcements.	Service Review and Consultation process. Corporate Plan.	Head of Financial Services.
1.2	Develop an evidenced based commissioning strategy informed by clearly identified needs.	Demonstrate effective use of resources to our citizens, partners and tax payers.	Within 12 months.	Transfer of Public Health. JSNA.		Head of Performance & Intelligence (Public Health).
Target 2	Review governance and scope of Strategic Change Programme.					
	Objective	Success criteria	Timeline	Linkages	Dependencies	Proposed Lead Role
2.1	Integrate governance and scope of the Strategic Change Programme with the Improvement Plan.	A single governance structure for change and improvement activity.	Within 6 months.	SCP 12/13, agreed Cabinet 2 February 2012	Revised scheme of delegation, member and officer protocols.	External Support
2.2	Specify the efficiency projects within the Strategic Change Programme.	A transparent programme of projects that evidence savings within the budget book.	Within 6 months.	SCP 12/13, agreed Cabinet 2 February 2013	Corporate plan, service review and budget preparation.	Programme Manager (Strategic Change)
2.3	Specify the transformational change projects within the Strategic Change Programme.	A programme of projects that demonstrate transformational improvement.	Within 6 months.	Cultural change programme.	Corporate plan and service review.	Programme Manager (Strategic Change)
2.4	Identify the mechanism and staffing structures for delivery.	A clear remit for those involved in delivering change and improvement.	Within 12 months.		Council restructure.	Programme Manager (Strategic Change)
Priority 5: Critical Service Areas: Safeguarding and Developing the Economy		To ensure that there is a clear organisational focus on critical service areas such as safeguarding (children and adults) and developing the local economy through ensuring we improve the skills of local residents and stimulate the private sector to grow and create jobs. Adopting this approach will develop skills in service and strategic review processes.				
Executive Sponsor (Economy)		Director of Regeneration, Housing & Planning				
Executive Sponsor (Safeguarding)		Director of Adult Social Services				
Target 1	Deliver improvements in safeguarding, through implementation of the action plan arising from the safeguarding peer review					
	Objective	Success criteria	Timeline	Linkages	Dependencies	Proposed Lead Role
1.1	Design and deliver an action plan to address individual needs, informed by the safeguarding peer review.	Identify clear targets, priorities and success criteria for reporting on improvements.	Plan agreed within 6 months.			Head of Safeguarding
1.2	Ensure the actions arising from the AKA action plan are implemented with regards to safeguarding.	Improvement Board and Cabinet updated of progress.	Within 6 months.			Head of Safeguarding
Target 2	Develop approach to enhancing and adding value to the local economy through 'your Economy' goals and focuses					
	Objective	Success criteria	Timeline	Linkages	Dependencies	Proposed Lead Role
1.1	Ensure policy and budget review approaches reflect the council's commitment to improving Wirral's economy.	Improved skills and capacity in service and strategic review processes.	Within 2 years.	Wirral Investment Strategy.	Corporate plan.	Head of Strategic Development and Regeneration