



Cabinet

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Venue:	Committee Room 1 - Wallasey Town Hall

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SUPPLEMENTARTY AGENDA

2. DRAFT CORPORATE PLAN 2012/13 (Pages 1 - 28)

Updated Draft Plan

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WIRRAL COUNCIL

DRAFT CORPORATE PLAN 2012/13

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**CABINET
MARCH 2012**

1 OUR IMPROVEMENT PRIORITIES

We are committed to delivering the urgent and lasting improvements needed to ensure that we get better at everything we do. We are committed to delivering excellent public services for Wirral residents and we will not repeat the failings of the past.

We will strengthen and improve the Council's corporate governance and ensure that we have effective decision making with strong political and managerial leadership. We will operate within a culture of openness, trust and respect.

Our residents, our partners and local employers will be at the heart of all we do. No decisions will be taken without first considering the views and aspirations of the people we are here to serve. No part of Wirral will be ignored.

We will have a clear long term plan in place to deliver our priorities using the resources available to us. We will focus on critical service areas: ensuring we properly protect the most vulnerable among us and revitalising the local economy.

Children and vulnerable people will be kept safe as we work to tackle the unacceptable inequalities in health and education across our borough.

Services for our most vulnerable, disadvantaged or excluded citizens, wherever they may live, will be founded on fairness, raise aspirations, promote choice and improve quality of life.

We will build a strong, vibrant economy and create the environment and develop the skills needed to make Wirral a place where local employers succeed and businesses choose to invest – an economy with high levels of private sector employment, which retains and attracts our young people and provides the job opportunities for all to realise their full potential.

2 FOREWORD FROM COUNCIL LEADER JEFF GREEN

This Council is facing unprecedented challenges. We need to make improvements across the board and I am determined to see that are made immediately and, more importantly, that they last.

We will be working with the Local Government Association, who will be supporting us, and challenging us, as we strive to make this a better Council.

We are at the beginning of a process that will challenge us all, and will change this organisation – permanently, and for the benefit of all of our residents. If we all have just one goal this year then it is to work together to make Wirral Council an organisation that its residents, partners, employees and members can all be proud of.

We must tackle the urgent concerns regarding the Council's ability to protect vulnerable residents and we are acting quickly to deliver improvements in our department of adult social services. We will invest an extra £2.5 million this year to deliver lasting improvements in this department.

The transfer of the public health function is a huge opportunity to strengthen our partnerships across all of the public sector. We need to go beyond our separate services, departments and teams and move to integrated responses and models of support within our communities to tackle the inequalities in health which are evident in Wirral.

We will continue to play a leading role in revitalising our local economy and will make significant investments this year to support this. We will work to attract new investment to the borough, creating skilled jobs that will increase employment and improve the lives of families.

We are committed to tackling intergenerational poverty in Wirral and we are making investments to provide support services to children, young people and their families that help to alleviate the effects of poverty and, in the long term, break cycles of deprivation.

We will ensure that consultation, engagement and openness are central to all of our decisions. We will work with our communities to address the priorities they have to improve their neighbourhoods and have made additional funding available to support communities to take action in their area.

We are committed to supporting the voluntary, community and faith sector and ensuring that Wirral becomes a shining example of how a Council can work in close partnership with other sectors for the benefit of local people.

This plan sets out exactly what goals you have set for us in the next year, how we will take them forward and how you, the residents, businesses, voluntary, community and faith groups of Wirral, can measure our performance and hold us to account.



Jeff Green, Leader of Wirral Council

3 INTRODUCTION

This plan presents a structured approach to make the most of available resources, take advantage of opportunities open to us and tackle the significant challenges that face the borough. Our ambitions are clear, and we have put in place the resources, plans and strategies needed to achieve them. There are four themes within our corporate plan that will guide how we invest our resources and prioritise how we work. They are:

Your FAMILY

Wirral families deserve services which ensure that they are safe, supported and inspired. Our services for families will be designed around families; what they say, where they are and what they need. Consultation, listening, responsiveness and openness will underpin everything that we do. We will work with our partners in the public, private and community sectors to ensure that every Wirral resident has access to a range of services, which help to improve their wellbeing, health and happiness.

Your NEIGHBOURHOOD

We understand that the most important influence on residents' overall quality of life is the house and street where they live. We are committed to engaging with Wirral residents and providing opportunities to get involved with the issues that matter the most. Wirral's environment really matters to local people, with street cleanliness and the quality of the local environment being high on their list of priorities. We are strongly committed to reducing Wirral's carbon footprint and will deliver improved recycling facilities and put in place energy saving measures to deliver on our 60% carbon reduction target by 2025.

Your ECONOMY

We will lead the development of a strong, dynamic economy with high levels of employment and investment. We will listen to employers, investors and our residents to ensure that the Wirral Investment Strategy drives our economic recovery. We will give priority to supporting business growth and developing the skills needed to make Wirral a place where business chooses to invest – a rebalanced economy that retains and attracts our young people and provides opportunity for all to realise their full potential.

Your COUNCIL

We have agreed a series of improvement priorities to make rapid progress towards transforming our Council. Our aim is to be the most responsive, open and transparent Council in the country, delivering first class services, which are affordable, sustainable and meet the needs of local people. Working together with partners in the public, private and the community, voluntary and faith sectors we will engage with and empower individuals and communities in both the design and delivery of local services. We will work to ensure that no part of Wirral is ignored.

4 DELIVERING OUR PLAN

This Corporate Plan outlines the Council's goals for this year, how they will be delivered, the targets we are working towards and by which we will measure our performance.

Each Council Department has a business plan which details their role in delivering our goals on the ground. They also provide information for each member of staff so they understand how their individual actions contribute to achieving our objectives for Wirral and our aspirations within each of the themes of this plan.

The following sections deal with each theme in turn with the key goals, actions and measures listed at the conclusion of this document.

Your FAMILY: Services for Children and Young People

Wirral is home to almost 74,500 children and young people. It is a good place to grow up and most children and young people will fulfill the aspirations that we, their parents and their carers have for them. However, some of our children and young people experience real disadvantage; poverty, hardship and failure to achieve their potential in school. Our work will be focused on ensuring that all of our young people have the best possible start in life and grow up in safe, secure and stable homes.

Through our membership of Wirral's Children's Trust, we will continue to organise our work around children and young people - what they say, where they are and what they need. Working together we will ensure that all children are safe, healthy, enjoy life, can achieve their full potential, and are prepared for adult life and work.

We are committed to ending intergenerational poverty in Wirral. We have made a significant investment to develop a joined up, partnership approach which will improve the opportunities and quality of life of children in Wirral living in poverty. We will also work towards ensuring that every child in Wirral is ready for school.

We believe that we have no more important duty than to protect vulnerable children. We will target resources at early intervention activity to ensure our children are safe, have access to the opportunities they deserve and problems are identified and tackled at the earliest possible opportunity. Our intensive family intervention project linked to the national Troubled Families Initiative will ensure that vulnerable families, with complex needs, benefit from joined up, effective services tailored to suit their needs.

Keeping our children and young people protected is led by Wirral Local Safeguarding Children Board, which promotes high standards in safeguarding work and has the responsibility to hold the Council and other partners to account. An external evaluation by Ofsted has assessed Wirral's safeguarding and looked after children services as 'good' and rated partnership working as 'outstanding'. Our overall assessment by Ofsted rated Children's' Service in Wirral as excellent. We will ensure this standard is maintained and built upon wherever possible.

Residents who provide foster care opportunities for children to be brought up in a safe and caring environment deserve all the support we can offer. We have increased foster care allowances and will seek this year to recruit even more Foster Carers.

Wirral Council is the parent to more than 650 children who are in our care. We will give particular support to them to ensure they achieve their full potential. Many of these children receive valuable support and assistance from their peers on the Children in Care Council, and this activity will be increased further this year.

We will give the highest priority to protecting, promoting and enhancing Sure Start and our Children's Centres. We will improve and invest in every Sure Start Centre, enabling our dedicated staff to offer even more opportunities for the children and families they serve. This includes providing grants for every centre to buy new equipment and offer additional enriching activities and experiences for families.

Educational standards for students of all ages in Wirral are excellent and improving year on year as proven by a series of impressive Ofsted inspection results for primary, secondary and special schools. Wirral Council supports the development of the Academy programme to deliver excellence in educational achievement, 10 secondary schools have already converted to Academies and further developments in this area are planned for this year.

We will continue to focus on improving the achievement of vulnerable groups of children such as those with special educational needs and children in care. We will continue to work in partnership with local Higher Education Institutions to promote the benefits of Higher and Further Education amongst young people and their families, particularly in our deprived areas.

In Wirral, most 16-year-olds stay on in school or college or go into employment. However, increasing the number of young people aged 16-18 in education, employment or training is an important priority and we will ensure that every young person leaving school has access to training or a job. We have made an investment to encourage voluntary, community and faith organizations to provide 100 young people with placements which will provide valuable workplace experience with the longer term aim of gaining employment.

We will continue to promote an integrated approach to supporting young people by co-ordinating the work of the Youth Offending Service, the Anti-social Behaviour Team and the Youth and Play Services to provide both cost-effective universal and targeted services for Wirral's children and young people. We will work with partners such as the Police and Fire and Rescue Services to develop effective targeted early intervention and prevention programmes, which produce better outcomes for children and young people and so reduce future costs. Following the introduction of youth hubs elsewhere in Wirral, we will provide the resources necessary to progress the development of the new youth hub facility in Birkenhead with the 'Onside' organisation, local youth partners and the Fire Service.

We want to build upon the good work that has been done to ensure local people, businesses and the voluntary and community sector are able to work with us to deliver better life chances for young people. Engagement forums like the Youth Parliament and Children in Care Council will be increasingly important in helping to shape services which meet the broader needs of Children and Young people in Wirral.

We will continue the drive to link services to local communities to reduce central management and respond better to local need. Children, young people and their families will continue to be supported by multi-disciplinary teams, co-located in local schools and Children's Centres.

Your FAMILY: Adult Social Services

We are acting quickly to improve our Council services for vulnerable adults and deliver urgent and lasting, improvements in our department of adult social services. We will ensure that there are sensible but robust safeguards in place to protect people against the risk of abuse or neglect and have invested to improve our standards in safeguarding. This will not be an excuse to limit people's freedom but a way of ensuring that vulnerable people can live safely in the way that they wish.

Wirral has an increasing older population and the number of older people in need of our care is increasing. We will improve the quality of services we deliver and we have made significant investments to support improvements to the range and quality of our services. We will involve service users, carers and carers' groups in the planning, design, commissioning and delivery of all we do and will expand the involvement of the community, voluntary and faith sector to make sure that people can enjoy a high quality of life with maximum independence.

We will support individuals who wish to do so to take control of their care. Personal budgets will be provided to all who are eligible. Information about care and support will be provided to all who need it, regardless of whether or not they fund their own care. We will empower people and our communities to work together to maintain independence. Where Council support is required, it will be targeted to help people to retain and regain dignity and independence.

Greater local accountability will drive improvements and innovation to deliver higher productivity, high quality care and support services in a way that is affordable to the public purse. We will live within our allocated budget. A focus on publishing information about agreed quality outcomes will support transparency and accountability.

We will ensure that our responses are proportionate, appropriate and consistent and will intervene early to preserve independent living, maintain and improve quality of life and reduce the need for later, crisis level interventions.

We will create a more contemporary, attractive and diverse range of services from which the people of Wirral can choose. We will embrace localism to make sure that people are supported in their own communities and can gain access to the services that they need locally. We will examine our services through the eyes of the service user and those who care for them, and we will put them at the centre of the way that we structure, manage and deliver our services.

The most vulnerable among us will be protected and supported. Plans to improve our adult social services will be implemented and built on, while maintaining continuous consultation with people who are using our services, their carers, friends and families. We will make sure we act on what they tell us.

We will enable people to retain their independence at home through access to cutting edge technologies and focusing on early intervention, ensuring that living with a disability is not a barrier to enjoying life to the full.

Your NEIGHBOURHOOD

By listening to, and working with local people, we will strive to improve the services that residents value and rely on. Involving communities in our decisions and focusing on what matters most to them in their street, we, along with partners from the public, private, community and voluntary sectors, will work together to help Wirral's neighbourhoods to flourish. We have asked local people what really matters to them and have invested additional resources in our area forums to invest in their neighbourhoods as they wish.

Residents have told us that they feel strongly about their local environment, with street cleanliness and preventing dog fouling being high on their list of priorities. We will ensure that the whole of the borough has a regular, dedicated resource to maintain the cleanliness of roads and pavements. We will also seek to fine irresponsible dog owners and anyone who spoils the appearance of a public place by dropping litter or fly-tipping and have invested in our dog fouling enforcement team to ensure that take a more proactive approach. Working with communities, we will encourage a sense of pride and urge people to play their part in making Wirral a place we can all be truly proud of.

Wirral's libraries are a vital part of our communities and the public's commitment to them is part of what makes Wirral special. We will modernise the service our libraries provide to make them more attractive and equipped for 21st Century users by investing in the installation of Wi-fi, information screens and a brand new e-book service in every library. We will reappoint a 'Libraries Champion' to oversee work on a new library model based on delivering social care, education and community development. We will also promote the service across all communities, with particular emphasis on the most hard to reach groups in our society, encouraging everyone to utilise their local facility as a safe, warm and secure social space with provision to access services, search for jobs and training, improve literacy levels or to meet and make friends.

Recycling services continue to expand in line with our commitment to reduce the amount of waste sent to landfill and we have made further investments in our waste services this year. This will be supported through work with communities, local schools and businesses, as well as initiatives such as on-street recycling bins. As a Council, we are committed to reducing our carbon emissions and making our buildings more energy efficient. We will make sure that all future Council projects incorporate green technologies and sustainable products and urge private developers to do the same.

People should feel safe in their own neighbourhoods and we are committed to dealing with issues that could prevent this. Working with Merseyside Police and other partners, we will continue our focus on preventing and tackling anti-social behaviour and reducing the fear of crime to create a safer borough. Local residents told us that anti-social behaviour is a key concern in their neighbourhoods and it is therefore vital that we provide the most effective action possible. We will conduct a full review of the Council's and partner organisation approach, including the implementation of our commitment to community justice in this vital area. We will secure the provision of advocacy and support services for survivors of domestic violence and the provision of information and intelligence to make Wirral communities safer.

We will make sure that Wirral's roads are safe and well maintained and work hard to continue reducing the number of people killed or seriously injured in road traffic accidents. We are committed to making our roads safer in residential areas and particularly outside our schools by implementing statutory 20 mph speed restrictions on non-major routes in residential areas throughout Wirral.

We will accelerate partnership working to bring more empty properties back into use, to meet housing needs and reduce the number of people waiting for suitable homes. Through strong links with partner agencies and housing associations we will ensure a joined up approach to improving housing standards and will make sure that people who are struggling with housing, particularly our most vulnerable residents, have the support that they need. We will enable residents to access the information and services that they want closer to home, helping them to resolve housing issues and alleviating the threat of homelessness.

Wirral's parks and countryside are important to many people and we will secure the future of these much-loved attractions by improving how they are managed and creating even more opportunities for local people to get involved. We will make sure that residents benefit from improvements such as better security in parks and enhanced conservation, which play such an important part in what makes Wirral special. We will encourage greater use of leisure centres, golf courses, museums and the Floral Pavilion and make sure residents can benefit from the educational and leisure opportunities that they offer

Your ECONOMY

Wirral is a borough with enormous potential and opportunity. However Wirral's economy also faces many challenges. It is our priority to rebalance our economy by building on the assets that we have across the borough, and with government support. The announcement of the Wirral Waters Enterprise Zone and the securing of international investment will begin to make a real difference to the lives of local people.

Wirral's award-winning Investment Strategy reflects the changing economic conditions that we face and sets out our objective to increase the competitiveness of our people, places and businesses. Our Strategy also sets out how Wirral Council and our partners will drive economic growth and increase investment in Wirral over the next ten years.

Our key aim is to build a borough founded on a strong, vibrant economy, with high levels of employment and investment, where businesses flourish, and all Wirral residents have the skills and opportunities to work

We will continue to prioritise the economic well-being of the borough through increasing investment, enterprise and jobs; and reducing economic inactivity. We are committed to increasing employment in all parts of the borough and working with the Government to help those people who can work back into employment.

We will give priority to supporting our small businesses, and making Wirral a place where business choose to invest and create jobs. We will make further investments to ensure our local shopping areas remain vibrant and we will invest in Wirral's 'Green Economy' to ensure local businesses benefit fully from the opportunities presented by Wirral's Green Economy.

We are committed to working with partners such as Job Centre Plus and the National Apprenticeship Service, to ensure that our resources are targeted at projects that are directly linked to increased employment opportunities. Crucially, we will continue to invest in the successful Wirral Apprentice Programme and our successful initiatives to help people get back into work.

We will continue to support the delivery of Wirral Waters and to help secure private investment on a scale that will transform the local area. The £4.5 billion project has the potential to provide up to 20,700 jobs. We will ensure the project is integrated into the wider regeneration of Birkenhead and Wallasey and delivers economic benefits for the whole of Wirral.

We will continue to support international trade links to maximise inward investment and enable Wirral businesses to access new markets and opportunities.

We will ensure that we work in genuine partnership with local employers to ensure that our plans and services deliver tangible results and transform and rebalance our local economy for the benefit of all our residents. We will work in partnership to enable business leaders to inform and advise the Leader of the Council on how we can capitalise on Government initiatives and how the Council can do more to support entrepreneurs and encourage enterprise.

We will invest in our community assets to further stimulate Wirral's visitor economy. This will include £1.2 million invested in New Brighton to enhance the quality of the environment surrounding our new key leisure asset, and a further £1.2 million investment in Hoylake ahead of the Open Golf Championship to ensure Hoylake becomes a fantastic gateway for visitors to the area.

Your COUNCIL

We will work to deliver urgent and lasting change and improvement across the Council through Wirral's Improvement Plan. We will ensure that all Council business is conducted in a transparent manner and our decision making is robust, well informed and involves elected Members at all times.

We will empower communities in the design and delivery of local services and through working in partnership with our public, private and voluntary, community and faith sector partner organisations. We will ensure that consultation and engagement are at the heart of everything we do and central to all budget and decision making arrangements.

We will be open, honest and transparent in how we engage with local residents, employers and other partner organisations. We will focus on increasing the involvement of the independent, voluntary and community, faith sectors in Council service delivery, and transfer more power to local Councillors and neighbourhoods. We will encourage and facilitate greater collective action of those who can or want to care for those who need extra help. We will support our staff and people who use our services to create cooperatives, mutuals, and social enterprises.

We believe that every resident, worker and visitor in Wirral should have the chance to help shape local services if they wish to do so. We are putting measures in place to make it easier for people to have their say and make sure that we consider what matters most to people when planning our services. We will continue to maximise opportunities for engagement and consultation as part of our day to day business and make a concerted effort to make sure that all Wirral communities have their voices heard.

The transfer of public health responsibilities to the Council presents huge opportunities to reduce health inequalities that exist within Wirral. The establishment of Wirral's Health and Wellbeing Board will help us to deliver improved health outcomes to Wirral residents in partnership. This year, we will focus on the effective transition and integration of the public health function across all the services the Council delivers, this will include supporting people on healthy lifestyles, self-care and independent living, families and early years, work, learning and skills, health protection and personal safety,

We know that residents want to access local services, within reasonable travelling distance of their homes. For this reason, we will expand the services available through our One Stop Shops and libraries by working with other organisations so that we can provide people with the information that they need from one, convenient location. More opportunities to access Council services will be made available by developing our website.

Wirral residents have been clear that they expect us to reduce the cost of running the Council. We will therefore prioritise the delivery of the Council's Strategic Change Programme and examine every area of Council activity to make sure it meets residents' needs and that we are making the best use of every resource available to us.

We will invest to ensure Council staff are supported at a time of rapid organisational change, well led and provided with the professional and personal development required to deliver outstanding customer service and the priorities outlined in this plan. We will ensure regular, cost-conscious and effective communication is available for all Council staff.

5 OUR GOALS, FOCUSES AND TARGETS FOR 2012/13

Your FAMILY: CHILDREN AND YOUNG PEOPLE

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p>Protect children and young people from harm</p> <p>(Wirral Improvement Priority)</p>	<p>Improving outcomes for children in care and care leavers with a specific focus on foster care and adoption</p> <p>Improving outcomes for children and young people in need of protection</p> <p>Working to ensure children live in communities where they feel safe, and where harmful behaviour is actively addressed and reduced</p>	<p>Safely reduce the numbers of looked after children to 615</p> <p>Ensure at least 15% of Looked After Children are adopted during the year</p> <p>Increase the timeliness of looked after children placed for adoption to 90%</p> <p>Improve the stability of placements of looked after children by reducing the percentage of looked after children with three or more placements during the year to 9% and by improving the percentage of children to 70% who have had continuity of care in terms of where they are placed for at least two years</p> <p>Recruit an additional 35 foster carers this year</p> <p>Ensure 100% of child protection cases are reviewed within the required timescales</p> <p>Reduce the number of first time entrants into the youth justice system to 622</p>
<p>Support schools and other settings to improve educational provision and attainment maintaining a specific focus on addressing the impact of poverty and disadvantage</p>	<p>Implementing and evaluating the new School Improvement Strategy; ensuring we meet our statutory duties</p> <p>Improving outcomes for children and young people where poverty and disadvantage affect their achievement</p>	<p>Improve achievement at Level 4 and above in both English and Maths at Key Stage 2 to 80% of pupils</p> <p>Improve attainment of 5+ GCSE A*-C (including English and Maths) to 64% of pupils</p> <p>Increase the numbers of looked after children achieving Level 4 at Key Stage 2 to 50% in English and to 50% in Maths) and those achieving 5+ GCSE A*-C (including English and Maths) to 20%</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
	Improving provision, choice and outcomes for children and young people with Special Educational Needs and/or disabilities	<p>Reduce the achievement gap between pupils eligible for free school meals and their peers at to 17% at Key Stage 2 and to 29% at Key Stage 4</p> <p>Increase the attainment of children with Special Educational Needs statements at Key Stage 2 to 18% of pupils (Level 4 and above in both English and Maths) and those 5 A*-C GCSE (including English and Maths) to 10% of pupils</p>
Ensure children and young people can participate and achieve their potential	<p>Increasing the numbers of 16-18 young people in education, employment and training including vulnerable groups</p> <p>Providing children and young people with access to a range of appropriate play and developmental opportunities which meet their needs</p> <p>Providing opportunities for children and young people to be actively engaged in community and democratic decision-making processes</p>	<p>Decrease the numbers of young people not in education, employment and training to 9% of those aged 16-18 to 9%</p> <p>Increase the numbers of care leavers in education, employment and training to 65%</p> <p>Increase numbers participating in youth activities to 28% of children and young people</p> <p>Ensure 100% of children in care aged 8 plus are aware of the function of the Children in Care Council</p> <p>Increase the number of secondary schools engaged with the Youth Parliament to 20</p>
Provide early intervention and support for vulnerable children and families	<p>Improving outcomes for young children and families, especially the most vulnerable, through commissioning effective early years support and intervention and enhancing Sure Start provision</p> <p>Working toward ensuring that every child is ready for school</p> <p>Further developing effective partnership working to deliver joined up services for vulnerable families with complex needs through the delivery</p>	<p>Improve Early Years foundation stage profile achievement to 60% and reduce the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest by 27%</p> <p>Increase the % of 0 - 5 year olds registered at a Children's Centre to 80%</p> <p>Increase the% of 0 - 5 year olds registered at a Children's Centre from disadvantaged backgrounds to 80%</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
	of the Intensive Family Intervention Project	Target activity with 300 families resulting in improved or stabilised family functioning in 50% of families.
Improve the health and wellbeing of children and young people, maintaining a clear focus on tackling health inequalities	Effectively implementing the Healthy Child programme 0- 19 years and so reducing inequalities in the physical and mental health of children and young people Encouraging and supporting all children and families to achieve and maintain a healthy weight and lifestyle	Reduce the under 18 conception rate per 1,000 15-17 year olds by 5% Decrease the number of hospital admissions caused by unintentional and deliberate injuries (0-4 years) by 5% Reduce the obesity rate to 9.4% for 4-5 year olds and 18.6% of 10 – 11 year olds

Your FAMILY: ADULTS

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p>Ensure vulnerable people in Wirral are safe and protected</p> <p>(Wirral Improvement Priority)</p>	<p>Introducing an integrated safeguarding strategy, working across the Council and with our partners to make sure that people are kept safe and protected through clear procedures that people understand and follow</p> <p>Ensuring we have the staff in place with the necessary skills to provide rigorous quality assurance of provision for our vulnerable residents</p> <p>Maintaining a specific focus on the transition from childhood to adulthood</p>	<p>93% of people responding to the 2012/13 Adult Social Care Survey report their services make them feel safe and secure.</p> <p>100% of Safeguarding Alerts reported in 2012/13 are completed within 24 hours.</p> <p>80% of Safeguarding Referrals in 2012/13 are completed within 28 days.</p> <p>75% of scheduled reviews for residential homes in 2012/13 are completed.</p> <p>100% of young adults transition plans are put in place during 2012/13.</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p>Ensure that the widest possible options for care and support are made available close to where people live</p>	<p>Delivering the re-provision of in-house care services whilst ensuring that we always engage with local communities, residents and carers to develop accessible services within their own communities which are safe and of the best quality</p> <p>Supporting the growth of voluntary, community and independent social care services</p>	<p>77% of people responding to the 2012/13 Adult Social Care Survey report feeling in control</p> <p>90% of all those who approach the Department for support in 2012/13 are self-directing their support</p> <p>84% of Carers responding to the 2012/13 Carers Survey reported 'alright' or 'better' quality of life as a result of services</p> <p>90% of people responding to the 2012/13 Adult Social Care Survey report satisfaction with their services</p> <p>5% of those people with a learning disability known to the department in 2012/13 are intended to be in paid employment</p> <p>10% of those people with mental health issues known to the department in 2012/13 are intended to be in paid employment</p> <p>60% of those people with a learning disability known to the department in 2012/13 are intended to be in settled accommodation</p> <p>80% of those people with mental health issues known to the department in 2012/13 are intended to be in settled accommodation.</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p>Ensure that people can choose the care they need from a range of high-quality support services and options for care</p>	<p>Involving residents and carers in shaping the Council's approach to self-directed care and support, and supporting people to assess their own needs and make choices about the services that are right for them</p> <p>Promoting the use of personal budgets and direct payments</p>	<p>90% of all those who approach the Department for support in 2012/13 are self-directing their support through direct payments or personal budgets.</p> <p>55% of people responding to the 2012/13 Adult Social Care Survey find it very or fairly easy to find information</p> <p>55% of carers responding to the 2012/13 Carers Survey report being included or consulted in discussions</p> <p>55% of people responding to the 2012/13 Adult Social Care Survey report being included in arranging their care.</p> <p>93% of people responding to the 2012/13 Adult Social Care Survey report being 'quite', 'extremely' or 'very' satisfied with their services.</p> <p>58% of carers responding to the 2012/13 Carers Survey report being 'fairly', 'very' or 'extremely' satisfied with social services.</p>
<p>Ensure that vulnerable people and those in later life can get the care and support they need at an early stage to prevent problems getting worse</p>	<p>Focusing on high quality cost effective prevention measures through delivery of early intervention for those who are vulnerable or at risk to reduce the need for later interventions</p> <p>Working with the voluntary, community and faith sector to expand and communicate the support and guidance available to people in Wirral to maintain quality of life and maximum independence</p>	<p>The proportion of people who are admitted into residential and nursing homes in 2012/13 is intended to be 1.5 per 1,000 people</p> <p>92% of people discharged from hospital into re-ablement /rehabilitation in 2012/13 are intended to still at home after 91 days</p> <p>The proportion of people who are admitted into residential and nursing homes in 2012/13 is intended to be 1.9 per 100,000 people in 2012/13</p> <p>40% of Carers responding to the 2012/13 Carers Survey report finding it 'fairly' or 'very' easy to find information about services</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
Tackle alcohol and drug harm	Deliver the Drugs and Alcohol Substance Misuse Plan, which address issues around drugs and alcohol.	No more than 3,113 alcohol harm related hospital admissions per 100,000 population.

Your NEIGHBOURHOOD		
Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
Reduce Wirral's carbon footprint	Delivering the Council's carbon budget	Reduce the Council's carbon footprint by 5% year on year (a total of 60% by 2025) – saving 2,030 tonnes in 2012/13
	<p>Working with residents, the voluntary sector and businesses to take steps to reduce energy use whilst improving the energy efficiency of the Council's buildings through the introduction of innovative energy saving measures and renewable technologies</p> <p>Working with our partners and the private sector to improve energy and resource efficiency to address and tackle fuel poverty</p>	<p>Solar Photovoltaic arrays will be installed on the roofs of 30 council-owned buildings in order to generate renewable energy by March 2013</p> <p>Install 8,000 cavity wall and loft insulation measures in private sector properties in 2012/13</p> <p>Deliver a heating improvement programme to 280 vulnerable private sector residents by March 2013</p>
Minimise waste by encouraging waste reduction and recycling	Educating and raising awareness to reduce the amount of household waste being sent to landfill and improving recycling rates	Reduce the tonnage of residual household waste to 510 during 2012/13 in line with Joint Municipal Waste Management Strategy targets currently under review.
	Maintaining high levels of participation in the kerbside recycling scheme through the delivery of a reliable waste collection service	Increase the proportion of household waste recycled to 40% during 2012/13 to work towards the draft National Target of 50% recycling by 2020.
		Maintain current low levels of missed bins collections (40 missed bins per 100,000 collections)

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
Have high standards of environmental quality across Wirral	<p>Delivering a reliable street cleansing service</p> <p>Reducing levels of fly-tipping through targeted environmental education and enforcement</p>	<p>Maintain low levels of streets that fail to meet environmental quality standards during routine inspections so that levels do not exceed 8%</p> <p>Reduce the quantity and incidence of fly-tipping across the Borough to maintain Flycapture 'good' rating.</p>
Have a safe and well-maintained highway network for all users	<p>Maintaining and improving Wirral's roads through a programme of highway maintenance and road safety improvements</p> <p>Implementing statutory 20 miles per hour speed restrictions in non-major roads to make our roads safer in residential areas and outside our schools</p>	<p>By 2020, reduce the total number of people killed or seriously injured (KSI) road traffic casualties by 50%, compared with the average for 2004-8;</p> <ul style="list-style-type: none"> ▪ Target for 2012 : reduce to 104 ▪ Target for 2013 : reduce to 102 <p>Implement a speed restriction programme during 2012/13</p> <p>Prevent any increase (0%) in the length of roads (principal classified; non-principal classified and unclassified) requiring maintenance treatment during 2012-13</p>
Provide and maintain high quality parks and open spaces in partnership with local communities	Improving Wirral's parks and countryside service	<p>Increase the number of parks attaining an agreed quality standard from 12 to 13 by 2012/13</p> <p>Deliver the parks and countryside modernisation programme for 2012/13</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
Provide high quality, value for money leisure and cultural facilities for Wirral residents	<p>Making our libraries fit for the 21st century and integrating the Council's information services including libraries and one stop shops to provide one, seamless service for our residents</p> <p>Promote the Council's leisure facilities to encourage greater take up of services</p>	<p>Continue and expand the E books service in every Library</p> <p>Continue the collocation of libraries with one stop shops</p> <p>Increase the number of Wirral residents participating in sport and physical activity by 1%</p>
Respond to and recover effectively from incidents and emergencies	<p>Planning and collaborating with all stakeholders to ensure Wirral is prepared for any foreseeable incidents or emergencies, e.g. flooding, ice and snow, and develop an emergency planning community volunteer scheme.</p> <p>Ensuring effective business continuity plans are in place for the Council to enable the delivery of critical services</p>	<p>Develop a Wirral Emergency Volunteer Scheme (WEVS)</p> <p>Develop assurance measures to ensure partners have agreed business continuity arrangements in place</p>
Support vulnerable people in maintaining their independence in the community	<p>Reviewing housing services for vulnerable people and ensure that Council services work together to deliver outcomes to agreed quality</p>	<p>By April 2013 develop a project plan with DASS to assess clients with Learning Disabilities who are jointly funded to inform new contracts/personal budgets.</p> <p>Increase the percentage of care leavers in suitable accommodation to 95%.</p>
Prevent and alleviate homelessness	<p>Providing a range of suitable housing options and early interventions to tackle homelessness in partnership with others.</p>	<p>Provide advice and support to 600 people to prevent homelessness</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
Make best use of the existing housing stock across all sectors	<p>Providing good quality accommodation to meet housing needs and bring empty properties back into use through working with partner organisations including the private sector</p> <p>Develop partnership working with landlords to respond to the impact of Welfare Reform</p>	<p>Bring back into use 250 homes in 2012/13</p> <p>Accredit 200 privately rented properties in 2012/13</p> <p>Implement a new Sub Regional Choice Based Lettings Scheme by June 2012</p> <p>Develop an action plan to respond to under occupation in both the social and private rented sector by Summer 2012</p>
Provide new and affordable homes	<p>Responding to housing market failure and restructuring housing market with partner organisations to provide an appropriate mix of housing stock.</p> <p>Exploring alternative funding and delivery mechanisms to provide new homes, including developing a proposal to provide a Council mortgage assistance scheme, aimed at first time buyers.</p>	<p>Assemble and release 2.9 hectares of land for new-build housing and development</p> <p>Support the delivery of 216 new homes in 2012/13 across the borough</p> <p>Proposed mortgage assistance scheme to be considered by Members for implementation by Autumn 2012</p>
Reduce anti-social behaviour and improve community safety	<p>Conducting a full review of the Council's and partner organisations approach to anti-social behaviour, including the implementation of community justice</p> <p>Providing advocacy and support for survivors of domestic violence, building on the effective partnership working that has led to reductions in repeat incidences in the highest level cases</p>	<p>Complete full review of anti-social behaviour.</p> <p>Prevent no more than 12% of domestic violence cases reviewed at Multi Agency Risk Assessment Committee (MARAC) from being repeat incidences within 12 months of the MARAC review (21% is the national average).</p>

Your ECONOMY

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p>Rebalance Wirral's economy and improve access to employment and skills opportunities and tackle barriers to work</p> <p>(Wirral Improvement Priority)</p>	<p>Implementing the Investment Strategy</p> <p>Ensuring that business growth is linked to increasing employment opportunities</p> <p>Increasing investment in the Wirral Apprenticeship Scheme with an emphasis on Level 3 attainment in Apprenticeship schemes where appropriate</p> <p>Co-ordinating effective outreach and engagement activity to directly target hard to reach people and groups</p>	<p>Increase GVA per head by 2.45% in 2012/13 to £12,102</p> <p>Reduce the number of people claiming out of work benefits to 17.2%</p> <p>Reduce the number of people claiming out of work benefits in deprived areas to 33%</p> <p>Support up to 110 new apprentices</p>
<p>Market Wirral as a world class location for businesses and visitors</p> <p>(Wirral Improvement Priority)</p>	<p>Playing a lead role promoting Wirral overseas, and supporting Wirral businesses to access new markets and opportunities</p> <p>Supporting the Wirral Waters development and ensuring that this complements retail and other developments in Birkenhead and across Wirral</p> <p>Continuing Business Investment Grants to ensure they are targeted to achieve maximum impact, but also supporting local businesses to access new or alternative funding such as the Regional Growth Fund</p> <p>Supporting the Destination Marketing of Wirral as a business and visitor location, including in regard to the 2012 Women's Golf Open</p> <p>Exploit opportunities offered for low carbon</p>	<p>Realise £16m total investment value via Invest Wirral</p> <p>Increase the number of jobs created and safeguarded via Invest Wirral to 925</p> <p>Increase Wirral's visitor economy spend by 3% to £284 million in 2012/13</p> <p>Deliver recommendations further to the Green Growth review undertaken by scrutiny</p> <p>Develop 15,000sqm of business floorspace in 2012/13</p> <p>Work in partnership with traders to complete up to 12 town centre action plans within 2012/13 as part of the Town Centre & Local District Study and Delivery Framework</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
	<p>jobs, technologies and services to create sustainable economic growth</p> <p>Continue our strategic activity with Liverpool City Region partners and The Local Enterprise Partnership</p>	
<p>Make Wirral Council one of the most business friendly and supportive Councils in the country</p> <p>(Wirral Improvement Priority)</p>	<p>Co-ordinating all business support services through Invest Wirral</p> <p>Engaging with and listening to business through the Wirral Business Forum, the Wirral Jobs Commission and the Local Enterprise Partnership</p> <p>Continuing to support the activities of the Wirral Tourism Business Network, to increase the value of Wirral's visitor economy, and continuing to implement Wirral's Tourism Strategy</p> <p>Building on existing activity to tackle empty shops and support local retail centres businesses and traders</p>	<p>Engage with 800 businesses</p> <p>Increase membership of Wirral Business Forum by 300</p>

Your COUNCIL

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p>Strengthen corporate governance arrangements through delivery of Wirral's improvement plan</p>	<p>Developing a rigorous performance management framework and performance appraisal arrangements.</p> <p>Developing a clear longer-term financial plan, linked to the Corporate Plan, including the enhancement of the Strategic Change Programme and development of a clear commissioning strategy.</p> <p>Ensuring that there are strong arrangements in place for risk, audit and whistleblowing.</p> <p>Put in place a clear scheme of delegation and agree a clear protocol on sharing information with members.</p>	<p>Review performance management arrangements</p> <p>Establish Business Delivery Board</p> <p>Deliver services within 2012/13 approved budget</p> <p>Produce a 2013/14 budget, and proposals for 2014-16, that are sustainable, matched to agreed need and aligned to residents' priorities</p> <p>100% of high risk audits in audit plan completed during 2012/13</p> <p>Develop and implement clear protocols</p>
<p>Reduce the running costs of the Council by improving the efficiency and value for money of Council services whilst reducing bureaucracy</p>	<p>Delivering the Strategic Change Programme (SCP) to improve the way we work and drive down the costs of running the Council.</p> <p>Ensuring every pound spent by the Council adds value to services or is returned to residents through its Council Tax requirement</p>	<p>Delivery of Strategic Change Programme (2012/13)</p> <p>97% of Council Invoices from all suppliers paid within 30 days.</p> <p>62% of Council Invoices from SMEs paid within 10 days Recover 97% of Council Tax.</p> <p>87% of financial assessments completed within 30 working days</p>
<p>A well led, skilled, committed and flexible workforce working on behalf of Wirral residents and businesses</p>	<p>Ensuring Council staff are supported at a time of rapid organisational change, well led and provided with the professional and personal development required to deliver outstanding customer service and the Council's agreed</p>	<p>Reduce sickness absence to less than an average of 9.5 days per person</p> <p>Publish workforce information as set out in the 2010 Equality Duty</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
	<p>priorities</p> <p>Providing regular, cost conscious and effective communication for all Council staff.</p>	<p>Review HR policies by September 2012 to underpin delivery of change programme</p> <p>Implement Job Evaluation (Stage 3) by July 2012</p> <p>Conduct an independent staff survey</p>
<p>Support the development of a bigger and stronger society</p>	<p>Involving residents in determining Council priorities through meaningful and transparent consultation</p> <p>Ensuring the Council meets the legal requirements of the 2010 Equality Duty</p> <p>Increasing opportunities for local Councillors, residents and communities to make real improvements to their neighbourhoods</p> <p>The Council playing its full part in ending child poverty</p> <p>Reviewing how the Council promotes volunteering, funds the voluntary, community and faith organisations and provide opportunities to increase their involvement of the sector in delivering Council services</p> <p>Promote cooperatives, mutuals and social enterprises</p>	<p>Put in place an annual consultation programme</p> <p>Publish specific and measurable equality objectives</p> <p>Develop local plans for each area forum in consultation with communities</p> <p>Deliver a Wirral Child and Family Poverty Strategy and action plan</p> <p>Work with the voluntary, community and faith sector to:</p> <p>Map voluntary, community and faith sector activity and outcomes in Wirral to provide a baseline for future development</p> <p>Put in place a single strategy for funding the sector and commissioning services</p> <p>Review the Council's approach to engagement with the sector to put in place structures, and a clear policy framework</p> <p>Establish a 'Right to Provide' policy framework</p>
<p>Develop wider public sector partnerships for</p>	<p>Effectively manage the transfer of Public health responsibilities from the Primary Care Trust to</p>	<p>In advance of full transfer of public health responsibilities and budget in April 2013:</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p>the improvement of services to Wirral residents</p>	<p>Wirral Council</p> <p>Revitalising the Local Strategic Partnership</p>	<p>Identify a programme of activities for 2012-13, in line with the Council's annual consultation process, to inform priorities for public health following transfer</p> <p>Agree membership, form and function of Wirral's Local Strategic Partnership</p>

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