



Cabinet

Date: Thursday, 17 March 2011

Time: 6.15 pm

Venue: Committee Room 1 - Wallasey Town Hall

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SUPPLEMENTARY AGENDA

8. CORPORATE PLAN 2011 - 2014 (Pages 1 - 30)

14. HESWALL HALL AND ALEXANDER HALL - COMMUNITY ASSET TRANSFER (Pages 31 - 36)

19. PARKS AND COUNTRYSIDE SERVICES PROCUREMENT EXERCISE (PACSPE) - INVITATION TO TENDER (Pages 37 - 38)

Supplementary Information

23. CONTRACTS FOR PERSONAL SUPPORT (Pages 39 - 58)

The list of Providers to be awarded the Contract is set out in an exempt appendix at agenda item 29, in accordance with paragraph 3 of Schedule 12A of the Local Government Act 1972

24. DEPARTMENT OF ADULT SOCIAL SERVICES PROGRESS REPORT - INTERIM MANAGEMENT ARRANGEMENTS (Pages 59 - 64)

The staffing implications and costs associated with the proposals contained within the report of the Interim Director of Adult Social Services are set out in an exempt appendix at agenda item 29 in accordance with paragraph 1 of Schedule 12A of the Local Government Act 1972

**27. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR
(PART 1)**

- **JOB EVALUATION AND HARMONISATION FOR SCHOOLS
SUPPORT STAFF**

**28. EXEMPT INFORMATION - EXCLUSION OF THE PRESS AND
PUBLIC**

The following items contain exempt information.

RECOMMENDATION: That, under section 100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information as defined by the relevant paragraphs of Part I of Schedule 12A (as amended) to that Act. The Public Interest test has been applied and favours exclusion.

29. EXEMPT APPENDICES (Pages 71 - 76)

- Contracts for Personal Support (Agenda item 23)
- Department of Adult Social Services
 - Interim Management Arrangements (Agenda Item 24)

WIRRAL COUNCIL

CABINET

17TH MARCH 2011

SUBJECT:	DRAFT CORPORATE PLAN FOR 2011-14
WARD/S AFFECTED:	ALL
REPORT OF:	INTERIM CHIEF EXECUTIVE
RESPONSIBLE PORTFOLIO HOLDER:	CLLR JEFF GREEN
KEY DECISION:	YES

1.0 EXECUTIVE SUMMARY

- 1.1 This report presents the Council's draft Corporate Plan for 2011-14 (Appendix 1), which sets out the Council's purpose and goals for the next three years together with the activity that the Council will deliver this year, the targets we are working towards and how residents, businesses, voluntary, community and faith groups of Wirral can hold the Council to account and measure our performance.
- 1.2 The draft Corporate Plan reflects the priorities for local people identified through the 2010 Wirral's Future consultation and puts in place a clear and transparent framework for the organisation to deliver on these priorities and implement the commitments agreed by the Council in relation to its budget for 2011-12. The plan presents a structured approach to make the most of available resources, take advantage of opportunities open to the Council and tackle the significant challenges that face the borough.
- 1.3 Departments are preparing individual business plans, which will set out in more detail how the actions and targets in the Corporate Plan will be delivered alongside any additional activity linked to the Council's goals.

2.0 RECOMMENDATION

- 2.1 It is recommended that Cabinet approves the draft Corporate Plan to be referred for adoption by full Council for implementation from the 1st April 2011.

3.0 REASON FOR RECOMMENDATION

- 3.1 On 21st April 2008, the Council agreed a three year Corporate Plan for 2008-2011, which has been refreshed annually. The attached draft Corporate Plan has been prepared to put in place a new delivery framework for the forthcoming three year business planning cycle.

4.0 BACKGROUND AND KEY ISSUES

4.1 The Council's draft Corporate Plan builds on the series of resolutions agreed by Council in December 2010 in response to the outcomes of the Wirral's Future consultation. It puts in place a framework for the organisation to deliver on these objectives during 2011-12 and implement the commitments agreed by the Council as part of its recent budget resolution.

4.2 The draft Corporate Plan is structured around four key themes:

- **Your Family:** with a focus on **Children and Young People**, and **Adults**
- **Your Neighbourhood**
- **Your Economy**
- **Your Council**

It contains a narrative for each of the above, which describes the Council's strategic approach to delivering related services and addressing the priorities of local people. Section 7 of this report describes in more detail how these priorities have been consulted upon. The draft plan also includes tables setting out a series of goals for each theme and actions and targets by which these goals will be delivered and measured during 2011-12.

4.3 It is proposed that, subject to adoption of the draft Corporate Plan by full Council, Cabinet receives quarterly monitoring reports on progress. Portfolio holders and scrutiny committees will also receive monitoring reports on the progress of projects relating to individual departmental plans. It is proposed that the sign off of departmental plans should be delegated to the appropriate portfolio holder and the leader of the Council, and published on the virtual library. A further report will be made to Cabinet setting out the timetable for reporting in 2011-12, alongside proposals for ensuring that the new Corporate Plan is the key driver for departmental activity and managing performance.

5.0 RELEVANT RISKS

5.1 The corporate risk register is being revised in line with the draft Corporate Plan for 2011-14 to ensure that any risks to delivering the Council's goals are understood and mitigating actions put in place as appropriate.

6.0 OTHER OPTIONS CONSIDERED

6.1 Not applicable

7.0 CONSULTATION

7.1 As indicated in 4.1, consultation in relation to the draft Corporate Plan was undertaken through the 2010 Wirral's Future consultation. This process engaged individuals and organisations from across Wirral's diverse communities.

7.2 The consultation resulted in a series of options and recommendations reports being presented to Cabinet on 9th December 2010 by the four independent Task Forces established as part of the consultation programme to review service priorities and delivery around four areas: Economy and Regeneration;

Living in Wirral; Adult Social Services and Children and Young People's Services. These areas, and the priorities and concerns established by the consultation, are reflected in the draft Corporate Plan as set out in 4.2 above.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 8.1 The draft Corporate Plan sets out commitments and clear actions in relation to working with voluntary, community and faith sector organisations to improve outcomes for local people.

9.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

- 9.1 The Council Budget 2011-12, Schools Budget 2011-12 and Capital Programme 2011-13 have all been agreed and support the delivery of the draft Corporate Plan. Resource implications relating to the delivery of actions in the draft Corporate Plan will also be set out in individual departmental plans.

10.0 LEGAL IMPLICATIONS

- 10.1 Legal implications relating to the actions set out in the draft Corporate Plan will be addressed by departments as appropriate.

11.0 EQUALITIES IMPLICATIONS

- 11.1 The draft Corporate Plan has a clear focus on supporting those who are disadvantaged, including the delivery of specific services and through ensuring that all of Wirral's diverse communities are equally able to access services.
- 11.2 An equality impact assessment was undertaken to ensure that the Wirral's Future consultation programme included targeted actions to engage minority communities and target groups. Equalities implications relating to the actions set out in the draft Corporate Plan will be addressed by departments as appropriate, and details set out in individual departmental plans.

12.0 CARBON REDUCTION IMPLICATIONS

- 12.1 Carbon reduction is a specific goal in the draft Corporate Plan, with associated actions and measures as set out in the agreed Interim Carbon Budget 2011-12. Any carbon reduction implications relating to other goals and actions will be addressed by departments as appropriate.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

- 13.1 Planning and community safety implications relating to the actions set out in the draft Corporate Plan will be addressed by departments as appropriate.

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APPENDICES

Appendix 1: Draft Corporate Plan 2011-2014

REFERENCE MATERIAL

Previous Council and Cabinet reports as detailed in the subject history below

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet and Council Budget Resolution	February 2011
Cabinet and Council Resolution in response to outcomes of the Wirral's Future consultation	December 2010
Refresh of the Council's Corporate Plan 2010-2011	April 2010
Refresh of the Council's Corporate Plan 2009-2010	April 2009
Adoption of Corporate Plan 2008-2011	April 2008

WIRRAL COUNCIL

DRAFT CORPORATE PLAN FOR 2011-14

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Our Purpose:

We are committed to making Wirral a bigger and stronger society.

We will 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.

We will place the views of Wirral, residents, employers, Community and Voluntary groups at the heart of all we do, providing opportunities for people to improve their neighbourhoods, lives and those of their families, ensuring that no part of Wirral is ignored.

We will actively support the Coalition Government's commitment to ending child poverty by 2020, providing support services to children, young people and their families that help to alleviate the effects of poverty and, in the long term, break inter-generational cycles of deprivation.

We will strive to provide services that meet the needs and aspirations of all Wirral people, fostering a real pride in the borough. We will ensure high standards of cleanliness, environmental protection and public safety, creating a clean, safe and sustainable environment.

We will work to keep children and vulnerable people safe and tackle the gross inequalities in health and education outcomes experienced by our residents. Services provided 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.

Introduction from Council Leader Jeff Green

This is a time of huge change, challenge and opportunity. We all recognise that the national deficit has had a significant impact on the way that everyone who delivers public services will do business in the future. Wirral Council has risen to the challenge and put in place changes that have led to a stronger, more open and honest Council delivering better services.

Every pound the Council spends in running itself is a pound not available to spend on residents' priorities. I am very proud that we have delivered savings of £48 million through staffing changes, reducing waste and making service changes in close consultation with local people and the workforce. This has been delivered while protecting front line services and services for those who are most vulnerable in our community.

This year we will focus on the things that matter the most. Continuing to play a leading role in driving forward and rebalancing our local economy, we will work to attract new investment to the borough, creating skilled jobs that will increase employment and improve the lives of families.

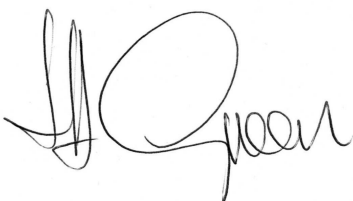
Wirral Council is transforming – we believe in the Big Society. We are informing, listening to and engaging with residents – addressing peoples' needs and views and ensuring that no part of Wirral is ignored. This Corporate Plan is based on **your** priorities – not on what we think those priorities should be.

We sought your views through 'Wirral's future - be a part of it'; this was the fulfillment of our pledge to engage with staff, residents, stakeholders, businesses and community groups and all those with a stake in the future of our services. As the borough's biggest ever consultation, it has helped us to set your budget priorities for the next financial year and is at the heart of this Corporate Plan.

We will do more than consult – we will change the very nature of how we deliver. Wherever possible we will engage, empower and involve communities in both the design and delivery of our services.

Voluntary, Community and Faith Sector Organisations play a crucial role in enriching the lives of Wirral residents. We are committed to supporting their continued development, 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 commitment requires a new way of working that will be at the heart of all we do in the future. The Council's Big Society Unit will focus on increasing the involvement of these vital groups in the future delivery of Council Services, while transferring more power to local Councillors and neighbourhoods.

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 hold us to account and measure our performance.

A handwritten signature in black ink, appearing to read 'J Green', with a stylized, flowing script.

Jeff Green, Leader of Wirral Council

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. This plan is informed by our four independent task forces that were made up of representatives from the private, voluntary, community and faith sectors and other partners. Their findings were widely consulted upon across Wirral and have enabled us to develop the objectives within the four key themes that make up the Corporate Plan. These themes will guide how we invest our resources and prioritise how we work. They are:

1. 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.

2. 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.

3. 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.

4. Your COUNCIL

As a 'can-do' 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.

DELIVERING OUR PLAN

This Corporate Plan outlines what the Council's goals are 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

Keeping children and young people safe and protecting them from harm is our key priority and 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.

Successful work this year led to an external evaluation in March 2011 by Ofsted that assessed Wirral's safeguarding and looked after children services as 'good' and rated partnership working as 'outstanding'. We will ensure this standard is maintained and built upon wherever possible.

Wirral is home to almost 76,000 children and young people. It is a good place to grow up and most children and young people will fulfil the aspirations that we, their parents and their carers have for them. However, some children and young people experience real disadvantage, poverty, hardship and failure to achieve the results they should in school. Our work will be targeted at seeking to ensure that all of our young people grow up in safety and have the best possible start in life.

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: two 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 deprived areas as part of the Aim Higher project.

In Wirral, the majority of 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.

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

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 to ensure our most vulnerable children have the best possible start in life. Wirral Council is the parent to around 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 this year.

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 develop a joined up approach to tackling child poverty in Wirral, driven by what we know works to support children and families.

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

A key priority for the Council is to improve the quality of services we deliver for vulnerable people. This necessity was highlighted by the 2010 Care Quality Commission inspection report, which found that our services were simply not good enough. A robust plan is now in place to ensure urgent and lasting improvements are made.

We will involve carers and service users 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.

The 'Wirral's future - be a part of it' consultation identified two key priorities for future delivery of services; affordability and quality. We have therefore invested to ensure we have the staff in place with the necessary skills to provide rigorous quality assurance of provision for our vulnerable residents so that we can secure for them the improvements we have committed to deliver. We also know that the number of older people in need of our care is increasing. Rather than expect the department to meet this demand within existing budgets, we are increasing the budget of Adult Social Services appropriately.

We will ensure that there are sensible safeguards in place to protect people against the risk of abuse or neglect. 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.

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.

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. 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 civil society and the public's commitment to them is part of what makes Wirral special. This year 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 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. 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. Through the CRed carbon reduction scheme, we will also encourage residents and businesses to make small changes that will help to stem climate change.

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. The 'Wirral's future - be a part of it' consultation identified anti-social behaviour as a key concern to Wirral residents and it is vital that we provide the most effective action possible. This year 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 facilities such as swimming pools, sports centres and golf courses and develop our museum service to increase visitors and make sure residents can benefit more from the educational and leisure opportunities that can be offered.

Your ECONOMY

Our objective for the Wirral economy is to increase the competitiveness of our people, places and businesses. The Council's updated Investment Strategy reflects changing economic conditions and takes forward the recommendations from the recent 'Wirral's future - be a part of it' public consultation. Our Strategy sets out how Wirral Council and our partners will drive economic growth and increase investment in Wirral over the next ten years. 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. Initiatives such as the Construction Employment Integrator will ensure that business growth delivers jobs for local people.

Working with partners such as Job Centre Plus and the National Apprenticeship Service we will ensure that our resources are targeted at projects that are directly linked to increased employment opportunities. Crucially, we will maximise our investment in the Wirral Apprentice Programme - ensuring even more local people benefit. We will continue to target support to those young people who need it through the Council's Apprenticeship programme.

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. This will include supporting the newly established Local Enterprise Partnership and the Wirral Jobs Commission, which will enable business leaders to inform and advise the Leader of the Council on how they believe we should capitalise upon Government initiatives and how the Council can do more to support entrepreneurs and encourage enterprise.

Your COUNCIL

We will work to make Wirral a bigger and stronger society. We will therefore continue our drive to make the work of the Council and how we engage with residents, other public and community organisations even more open, honest and transparent. 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, to care for those who need extra help. We will support our staff and service users 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. Our biggest ever consultation, 'Wirral's future - be a part of it', brought in some excellent ideas and suggestions, which are really making a difference to how the Council operates. We will build upon this by maximising 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.

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.

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...
Protect children and young people from harm	<p>Improving outcomes for children in care and care leavers</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 in out of borough residential placements</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 20-25 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</p> <p>Reduce the percentage of off licence premises which sold alcohol to an under age sales volunteer during a Trading Standards test purchasing exercise to 15%</p>
Support schools and other settings to improve educational provision and attainment	<p>Developing a new school improvement service focused on providing services to schools which demonstrably improve attainment in class rooms, supporting schools that wish to, to transfer smoothly to academy status</p> <p>Improving outcomes for children and young people where poverty and disadvantage affect their achievement</p>	<p>Provide 80% of Wirral schools with school improvement services</p> <p>Improve achievement at Level 4 and above in both English and Maths at Key Stage 2 to 79% of pupils</p> <p>Improve attainment of 5+ GCSE A*-C (including English and Maths) to 60.7% of pupils</p> <p>Increase the numbers of looked after children achieving Level 4 at Key Stage 2 (by 18% in English and by 15% in Maths) and those achieving 5+ GCSE A*-C (including English and Maths) by 5%</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 by 17.9% at Key Stage 2 and by 30.2% at Key Stage 4</p> <p>Reduce the achievement gap between pupils with Special Educational Needs and their peers by 46% at Key Stage 2 and by 47% at Key Stage 4</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>Increase the numbers of young people in education, employment and training of those aged 16-18</p> <p>Increase the numbers of care leavers in education, employment and training to 58%</p> <p>Implement the Ofsted action plan to reduce numbers of care leavers who are not in education, employment or training by September 2011</p> <p>Increase numbers participating in youth activities to 23% of children and young people</p> <p>Increase the number of Children in Care Council representatives by 4</p> <p>Have a dedicated website for children in care in place by August 2011</p>
Provide early intervention and support for vulnerable children and families	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>Improve Early Years foundation stage profile achievement to 57% and reduce the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest by 27.6%</p> <p>Build on the early progress made through the E-start data base to produce regular monitoring reports and ensure targeted provision for the most vulnerable with 70% registration</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
Improve the health and wellbeing of children and young people	<p>Effectively implementing the Child Health Strategy and so reducing inequalities in the physical and mental health of children and young people</p> <p>Encouraging and supporting all children and families to achieve and maintain a healthy weight and lifestyle</p>	<p>Reduce the under 18 conception rate to 24.7 per 1,000 15-17 year olds by 2010-11 (nationally defined target not reported until 2011-12)</p> <p>Decrease the number of hospital admissions caused by unintentional and deliberate injuries (1-5 years)</p> <p>Reduce the obesity rate to 9.5% for 4-5 year olds and 19.8% of 10 – 11 year olds</p>

Your FAMILY: ADULTS		
Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
Ensure vulnerable people in Wirral are safe and protected	<p>Delivering the Care Quality Commission DASS Improvement Plan</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>Achieve the 2011 – 2012 milestones on time and to an agreed quality</p> <p>Co-ordinate safeguarding activity and preventative work through a strong Safeguarding Adult Partnership Board</p> <p>Implement a performance management framework for safeguarding adults which will include response times, investigations, protection plans and outcomes by June 2012</p> <p>Ensure and be able to demonstrate that 100% of our relevant staff are trained and effectively safeguarding adults</p> <p>Further develop the Transition Service and evidence this by reporting numbers of service users and families whose outcomes have been met through support plans</p>
Ensure that the widest possible options for care and support are made available close to where people live	<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>Have dedicated, co-located teams of social care fieldwork and health professionals to help people gain full independence after serious illness in the three Wirral localities, Adult Learning Disabilities Service and the Hospital Discharge Service by April 2012</p> <p>Support the establishment of an Information Hub, which will provide Wirral residents, social care and health professionals and the voluntary, community and faith sector access to information and advice regarding available care services by April 2012</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
Ensure that people can choose the care they need from a range of high-quality support services and options for care	<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>Ensure that 100% of those who approach us for support have the opportunity of completing their own, self-directed assessment</p> <p>Support 3,000 people to have a personal budget</p> <p>Ensure that 100% of people who need social care support are offered the opportunity of taking up a personal budget</p> <p>Ensure that 100% of people who have a personal budget or direct payment are made aware of the range of care services available to them</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>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>Ensure that everybody who needs social care support has an opportunity to consider whether Assistive Technology, such as fall detectors and epilepsy sensors, may be able to support individuals to live independently for as long as possible</p> <p>Ensure that all representatives of voluntary, community and faith social care organisations are involved in our service planning activities</p>

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	<p>Delivering the Council's carbon budget</p> <p>Working with residents, the voluntary sector and residents 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>Reduce the Council's carbon footprint by 5% year on year (a total of 60% by 2025) – saving 3,244 tonnes in 2011/12</p> <p>Deliver savings of £80,000 from improved Council Energy Efficiency</p> <p>Install solar panels at up to 30 sites by 2013 – CO2 reduction saving is approximately 400 tonnes</p> <p>Increase levels of CRed take up by 500 pledges – CO2 reduction saving is approximately 200 tonnes</p> <p>Install loft and cavity wall insulation in up to 80% of private sector properties in need in the borough by 2014 (achieving a lifetime CO₂ saving of 870,340 tonnes)</p> <p>Effectively implement the Community Energy Efficiency Fund by March 2012</p> <p>Deliver a heating improvement programme to 140 vulnerable private sector residents per year in 2011-12 and 2012-13</p>
	<p>Working with our partners and the private sector to improve energy and resource efficiency to address and tackle fuel poverty</p>	
Minimise waste by encouraging waste reduction and recycling	<p>Educating and raising awareness to reduce the amount of household waste being sent to landfill and improving recycling rates</p>	<p>Reduce the tonnage of residual household waste in line with Joint Municipal Waste Management Strategy targets currently under review.</p> <p>Increase the proportion of household waste recycled to work towards the draft National Target of 50% recycling by 2020.</p>
	<p>Maintaining high levels of participation in the kerbside recycling scheme through the delivery of a reliable waste collection service</p>	<p>Provide access to recycling collections to all households in Wirral by May 2011.</p> <p>Maintain current low levels of missed bins collections (40 missed bins per 100,000 collections)</p>

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>Delivering a targeted programme of street cleansing and environmental improvements in our 27 local and district shopping centres</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>Deliver street cleansing programme and environmental improvements in shopping centres during 2011/12</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>Delivering a comprehensive inspection programme on the highway network</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 2011 : reduce to 106 ▪ Target for 2012 : reduce to 104 ▪ Target for 2013 : reduce to 102 <p>Implement a speed restriction programme during 2011/12</p> <p>Prevent any increase in the length of principal classified roads requiring maintenance treatment during 2011-12</p> <p>Prevent any increase in the length of non-principal Classified roads requiring maintenance treatment during 2011-12</p> <p>Prevent any increase in the length of unclassified roads requiring maintenance treatment during 2011-12</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
Provide and maintain high quality parks and open spaces in partnership with local communities	<p>Completing the Parks and Countryside Procurement Exercise including the introduction of a new service monitoring system which involves users</p> <p>Delivering a programme of improvements in parks funded by the capital programme</p>	<p>Successfully deliver the Parks and Countryside Services Procurement Exercise to enable proposed contract benefits to be achieved by January/ February 2012.</p> <p>Increase the number of parks attaining an agreed quality standard from 12 to 14 by 2012/13</p>
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>Developing the museum service by implementing a marketing and promotions plan</p>	<p>Roll out Wi Fi across Libraries by July 2011</p> <p>Install information Screens in every Library by July 2011</p> <p>Install E books in every Library by September 2011</p> <p>Complete 1st phased integration to co-locate two libraries with one stop shops by July 2011</p> <p>Increase the number of Wirral residents participating in sport and physical activity by 1% annually (measured through Sport England Active People survey)</p> <p>Increase the numbers of visitors to the Williamson Art Gallery and Priory by 10% in 2011/12</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
Respond to and recover effectively from incidents and emergencies	<p>Planning and collaborating with all stakeholders through an effective Flood and Water Management Partnership 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>Investigate all occurrences of surface water flooding that affect Wirral properties</p> <p>Review the 2010/11 performance of winter resilience arrangements and the highways winter maintenance service by June 2011</p> <p>Publish a programme of snow and ice clearance in the busiest pedestrian and shopping areas by October 2011</p> <p>Consider arrangements for waste collection during severe winter weather in renegotiation of the waste collection contract by November 2011</p> <p>Ensure that Council response meets national guidelines on minimum temperatures</p> <p>Ensure that all plans are reviewed and exercised by March 2012</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>Develop a housing strategy by August 2011</p> <p>Retender supported housing services for people with learning disabilities by March 2012</p> <p>Review housing services for at risk young people and young people in care by August 2011</p>
Prevent and alleviate homelessness	<p>Providing a range of suitable housing options, support in partnership with the Citizens Advice Bureau and early interventions to tackle homelessness</p>	<p>Support 450 people with advice and support 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	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>Bring back into use 250 homes per year which have been empty longer than six months</p> <p>Accredit 200 privately rented properties per year</p> <p>Implement a new Sub Regional Choice Based Lettings Scheme by December 2011</p> <p>Implement proposals to reduce under occupation in social housing by August 2011</p>
Provide new and affordable homes	<p>Responding to housing market failure and restructuring housing market with partner organisations</p> <p>Exploring alternative funding and delivery mechanisms to provide new homes</p>	<p>Bring 2 hectares of derelict vacant land into use for new housing</p> <p>Support the delivery of 200 new homes per annum across the borough</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 a review by December 2011</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...
Rebalance Wirral's economy and improve access to employment and skills opportunities and tackle barriers to work	<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</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 2.8% in 2011/12 to £11,809</p> <p>Increase employment and reduce economic inactivity across Wirral by 1.0pp from 18.2% to 17.2% in 2011/12. This represents approximately 1000 claimants.</p> <p>Support 313 apprentices by 2012</p> <p>Increase employment and reduce economic inactivity in our deprived areas by 2.0pp from 36.7% to 34.7% in 2011/12. This represents approximately 500 claimants.</p>
Market Wirral as a world class location for businesses and visitors	<p>Playing a lead role promoting Wirral overseas, and supporting Wirral businesses to access new markets and opportunities</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</p> <p>Exploit opportunities offered for low carbon jobs, technologies and services to create sustainable economic growth</p>	<p>Increase inward investment via Invest Wirral to £16 million</p> <p>Increase the number of jobs created and safeguarded via Invest Wirral to 925</p> <p>Exceed £260 million in visitor economy spend</p> <p>Develop actions for inclusion in the Investment Strategy by June 2011</p>
Make Wirral Council one of the most business friendly and supportive Councils in the country	<p>Developing a single seamless approach to supporting investment</p> <p>Engaging with and listening to business through the Wirral Business Forum, the Wirral Jobs Commission and the Local Enterprise</p>	<p>Single touch point investor strategy in place by July 2011</p> <p>Increase membership of Wirral Business Forum by 1,000</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
	<p>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>Increase Tourism Business Assists to 300 in 2011/12</p>

Your COUNCIL		
Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
Reduce the running costs of the Council by improving the efficiency and value for money of Council services whilst reducing bureaucracy	<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>Deliver SCP 2011-2012 projects to deliver agreed benefits to the agreed quality, on time and to budget</p> <p>Ensure all projects proposed to SCP during 2011-2012 have defined and achievable benefits to Council services, or budget</p> <p>Deliver 2011-2012 budget & ensure 2012 -2013 budget is sustainable, matched to agreed need and aligned to residents' priorities.</p>
A well led, skilled, committed and flexible workforce working on behalf of Wirral residents and businesses	<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 priorities</p> <p>Providing regular, cost conscious and effective communication for all Council staff.</p>	<p>Put a People's Strategy and Organisational development plan in place by July 2011</p> <p>Reduce sickness absence to less than an average of 9.8 days per person</p> <p>Publish workforce information as set out in the 2010 Equality Duty by July 2011</p> <p>Review HR policies by April 2012</p> <p>Implement Job Evaluation (Stage 3) by April 2012</p> <p>Implement a Internal Communications Strategy by July 2011</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
Support the development of a Bigger and Stronger Society	<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 the Coalition Governments commitment to ending child poverty by 2020,</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 an annual budget consultation programme in place from April 2011</p> <p>Publish specific and measurable equality objectives by April 2012</p> <p>Develop local plans for each area forum in consultation with communities by December 2011</p> <p>Agree a Wirral Child and Family Poverty Strategy and put an action plan in place by October 2011</p> <p>Work with the voluntary, community and faith sector to:</p> <p>Map voluntary, community and faith sector activity and outcomes in Wirral by April 2011 to provide a baseline for future development</p> <p>Put in place a single strategy for funding the sector and commissioning services from April 2012 by December 2011</p> <p>Review the Council's approach to engagement with the sector to put in place structures, and a clear policy framework by May 2011,</p> <p>Establish a 'Rights to Provide' policy framework by April 2012</p>
Develop wider public sector partnerships for the improvement of services to Wirral	Effectively manage the transfer of Public health responsibilities from the Primary Care Trust to Wirral Council	<p>In advance of full transfer of public health responsibilities and budget in April 2013:</p> <p>Establish a Health and Wellbeing Board by October 2011</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
residents	Revitalising the Local Strategic Partnership	<p>Agree changes in Wirral Council organisational structures required by April 2012</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 by June 2011</p>

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WIRRAL COUNCIL

CABINET

17 MARCH 2011

SUBJECT:	COMMUNITY ASSET TRANSFER – HESWALL HALL AND ALEXANDER HALL
WARD/S AFFECTED:	HESWALL
REPORT OF:	<i>DIRECTOR OF LAW, HR AND ASSET MANAGEMENT</i>
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR HOLBROOK
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 Cabinet at its meeting of 14 October 2010 approved the transfer of Heswall Hall in accordance with the council's Community Asset Transfer Policy. Members were advised that, in developing their business plan, the Heswall Halls Steering Group had not had the opportunity to fully explore the requirements for improvement works to the stage and theatre elements of the building. This report advises Members of the requirements identified by the Heswall Hall Community Trust (HHCT) for improvements to secure a sustainable transfer of Heswall Hall and seeks approval to the means of funding these works.
- 1.2 The transfer will promote a number of the Council's Corporate Policies including: Increase enterprise and promote greater independence and choice.
- 1.3 There will be a saving in the Council's budget as a consequence of this transfer.
- 1.4 The transfer is not a Statutory duty.

2.0 RECOMMENDATIONS

- 2.1 That agreed theatre improvement works and the installation of moveable acoustic walls be funded from the Council's budget and recouped from the share of the proceeds of sale from Alexander Hall which will be available to the HHCT.
- 2.2 That, following expiration of the proposed lease of Alexander Hall, the Director of Law, HR and Asset Management be instructed to arrange for its disposal, with the sale proceeds to be dealt with in the manner described in this report.

3.0 REASON FOR RECOMMENDATIONS

- 3.1 Works have been identified that are considered necessary for a successful transfer. The proposed payment mechanism allows the works to be funded on behalf of the Group and provides a mechanism for the Council to recover the cost from the sale proceeds of Alexander Hall.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 Cabinet, at its meeting on 14 October 2010 considered a report seeking approval to the transfer of Heswall Hall and Alexander Hall, Heswall in accordance with the Council's Community Asset Transfer policy. Members were advised of the proposed terms of the transfer, the financial implications and the benefits arising from the transfer. Members approved the transfer on the terms described and also approved use of the Community Fund and money from the Council's budget to support the transfer.
- 4.2 In order to progress the transfer the HHSG has now formed the Heswall Hall Community Trust (HHCT) and have obtained charitable status.
- 4.3 The HHCT were aware that improvements needed to be made to the theatre equipment to retain and secure the use of theatrical groups at the facility. At the time of preparing the business plan, they had not had the opportunity to fully examine these requirements. Consequently the report to Cabinet on 14 October 2010 explained that further work would be done and separate approval would be sought as necessary when it was clear what was needed.
- 4.4 In response to this, the group has now thoroughly examined its theatrical production requirements and has consulted with the main theatrical groups to develop a proposal which meets varying needs. Additionally they have sought technical input from an electrician with expertise in theatrical installations. The proposal includes stage improvements, stage lighting and improved sound system. The cost of this work has been estimated at £22,000 plus VAT. The proposed works have been considered and are felt to be reasonable for the purposes of securing use of the facility by theatre groups in the future.
- 4.5 In examining its requirements for the theatrical improvements, the HHCT has become aware of an issue in the hall relating to the separation of spaces to accommodate bookings. Currently Heswall Hall predominantly comprises two large halls, each of which can be divided in two, to provide four lettable areas. The current folding partitions which divide the spaces offer no sound insulation which makes the letting of neighbouring spaces very difficult. Based upon similar halls elsewhere in the country, the group now believes that the ability to properly separate the various areas with appropriate moveable acoustic walls will be critical to their success and ability to maximise the use of the hall. Their enquiries have identified an appropriate installation which has been costed at £35,000 ex VAT, fees and contingencies.
- 4.6 Members will also recall that the previous report advised of the HHSG's confidence that Heswall Hall would be successful and that they envisaged a time when further development and extension would be required. In light of this, Members approved a request that, following termination of the proposed lease for Alexander Hall, a share of the net proceeds from the sale (after deduction of repair costs, described in the previous report, up to £26,500 plus fees and contingencies) be made

available for the group to part fund the development works on the basis set out in the table below:

Capital receipt (net)	% share received by HHCT
Up to £200,000	50%
£200,001 to £500,000	25%
£500,001 to £1m	10%

- 4.7 The maximisation of lettings in the Hall is critical to achieving viability and is reflected in the business plan. The need for moveable acoustic walls was not identified at the time of developing the business plan and the cost has not previously been approved. Consequently the Council would normally look to the group to fund these works, however, as the group has been newly formed for the purposes of transfer, it currently has no funds. A mechanism for funding the theatre improvements and the moveable acoustic walls has provisionally been agreed with the group, subject to Cabinet approval, which is to fund these works out of the Council's repair and maintenance budget and recoup the cost from the share of the proceeds of sale of Alexander Hall which would be available to the HHCT.
- 4.8 On this basis, the Council would continue to fund the original works up to a value of £26,500 plus VAT, fees and contingencies and recoup it from the proceeds of sale from Alexander Hall. From the 50% share of the remaining net proceeds, which would have been available to the group, the Council would deduct the cost of the stage improvements and moveable acoustic walls in the sum of £57,000 plus VAT, fees and contingencies, with the balance of that 50% share still being available to the HHCT. The availability of funds to the HHCT from the proceeds of sale would be limited to a total capital receipt of £200,000, which would limit the amount available to the group, after deduction for the works described, to £29,750.

5.0 RELEVANT RISKS

- 5.1 The Council has previously agreed to fund works up to £26,500 from its own resources, which it will then recoup from the proceeds of sale from Alexander Hall. In committing a further £57,000 plus VAT, fees and contingencies, to meet these costs from the HHCT's share, the sale of Alexander Hall would need to generate a receipt in excess of £140,500 plus VAT fees and contingencies. Due to the current financial climate and also planning constraints, it is difficult to accurately value Alexander Hall, and it may not reach this amount, in which case a proportion would not be recouped from the HHCT for works done on its behalf.

6.0 OTHER OPTIONS CONSIDERED

- 6.1 The proposed theatre and related improvements are considered to be pertinent to the viability and sustainability of Heswall Hall. Discussions around the means of funding these improvements resulted in the mechanism described above as being the most appropriate.
- 6.2 Members have the option to decline the request for the Council to fund the moveable acoustic walls, however, it is believed that it will be difficult for the group to maximise the use of the hall without this facility.

7.0 CONSULTATION

- 7.1 The Heswall Hall Community Trust has consulted appropriate users in establishing its proposals for the theatre and related equipment.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 8.1 The HHSG is a voluntary group and the success of the facility will be reliant on continued voluntary support.

9.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

FINANCIAL IMPLICATIONS

- 9.1 Theatre and related improvements have been costed at £22,000 plus VAT.
- 9.2 Installation of moveable acoustic walls has been costed at £35,000 ex VAT plus fees and contingencies.
- 9.3 The sum of £26,500 described in the previous report, together with the additional sums now reported totalling £57,000 (excluding VAT) plus fees and contingencies will be met from the Council's repair and maintenance budgets and recouped from the sale of Alexander Hall in the manner described, which is anticipated to achieve a sale price in excess of £100,000.

IT IMPLICATIONS

- 9.4 None arising directly from this report.

STAFFING IMPLICATIONS

- 9.5 None arising directly from this report.

ASSET IMPLICATIONS

- 9.6 None arising directly from this report.

10.0 LEGAL IMPLICATIONS

- 10.1 None arising directly from this report.

11.0 EQUALITIES IMPLICATIONS

- 11.1 None arising directly from this report.
- 11.2 Equality Impact Assessment (EIA)
(a) Is an EIA required? No

12.0 CARBON REDUCTION IMPLICATIONS

- 12.1 These works will enable the transfer of Heswall and Alexander Halls which will result in a saving in the Council's CO2 emissions which have been calculated at 47 tonnes for the year 2011/12.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are no planning implications arising directly from this report.

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APPENDICES

None

REFERENCE MATERIAL

Reference has been made to the Council's Community asset Transfer Policy which can be viewed through the Council's website.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet – Transforming Wirral	15 January 2009
Cabinet – Asset Management Update	19 March 2009
Cabinet – Heswall and Alexander Hall - Community Asset Transfer	14 October 2010

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WIRRAL COUNCIL

CABINET – 17TH MARCH 2011

**AGENDA ITEM 19: PARKS & COUNTRYSIDE SERVICES PROCUREMENT
EXERCISE (PACSPE) – INVITATION TO TENDER**

**SUPPLEMENTARY INFORMATION – PROPOSED SHORT-LIST OF
SELECTED TENDERERS**

Glendale - Chorley, Lancashire
Continental - Lincoln, Lincolnshire
ISS Facility - Kilmarnock, Scotland
Quadron - Weston Super Mare, North Somerset
Sodexo2 - Chirk, Clwyd
Veolia - Wolverhampton , Midlands
Enterprise - Liverpool, Merseyside

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WIRRAL COUNCIL

CABINET

17 MARCH 2011

SUBJECT:	TRANSFORMATION OF ADULT SOCIAL SERVICES - CONTRACTS FOR RESIDENTIAL AND NURSING HOME CARE AND PERSONAL SUPPORT
WARD/S AFFECTED:	ALL
REPORT OF:	INTERIM DIRECTOR OF ADULT SOCIAL SERVICE
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR BOB MOON
KEY DECISION?	YES

1.0 EXECUTIVE SUMMARY

- 1.1 *The purpose of this report is to seek Cabinet agreement to award contracts for Residential and Nursing Home Care and Personal Support provided to people in their own homes. A robust tendering procedure has been followed with an evaluation process that included carers and people who use services.*
- 1.2 *The list of Providers to be awarded the Contract is provided as an Exempt Appendix in accordance with paragraph 3 of Schedule 12A of the Local Government Act 1972.*
- 1.3 *In view of the urgency of this matter, Cabinet is also asked to waive “call-in”, recognising that the Health and Social Care Overview and Scrutiny Committee will receive a report on the matter at its next meeting on 22nd March 2011. The matter is considered urgent on the grounds that the Council’s and public interest will be seriously prejudiced due to successful Tenderers needing time to organise taking on new work in April 2011, in particular where those areas are connected to the re-provision of services which will not be provided by the Council from 31st March 2011.*

2.0 RECOMMENDATION/S

- 2.1 Cabinet are asked to:-
- (a) award Contracts to those Providers listed in the Appendix to this report.
 - (b) note the closure and re-provision of services currently provided at Maplehome, Pensall House, Poulton House, Manor Road and Meadowcroft in accordance with the planned dates.

- (c) change the decision to close Fernleigh respite centre and instead retain the current level of respite and crisis beds provided at Fernleigh respite centre for people with mental health needs.
- (d) authorise the Director of Adult Social Services to continue to consult with people who use services and carers about the future provision of mental health services provided at Fernleigh
- (e) waive “call-in” as the Council’s and public interest will be seriously prejudiced due to time restrictions on successful Tenderers needing to organise taking on new work in April 2011

3.0 REASONS FOR RECOMMENDATION/S

- 3.1 The new contracts need to be in place as soon as practicably possible as the current contract expires no later than 11th April 2011. The Council agreed a standard price for the provision of residential and nursing home care at its meeting of 9th December 2010. The commencement of this Contract by the 11th April 2011 for all Residential and Nursing Home Care and Personal Support to people in their own homes is projected to deliver the £5.4m savings target agreed by Council in the 2011-12 Budget at its meeting of 1st March 2011.
- 3.2 The timely implementation of these agreements secures capacity in the independent sector to replace provision currently provided by the Council in Maplehome, Pensall House, Poulton House, Manor Road and Meadowcroft. The earlier these Contracts are awarded the more time Providers will have to deliver a smoother transition for the people who rely on their support. For these reasons it is requested to waive the call in procedure in accordance with Paragraph 17 of the Overview and Scrutiny Procedures rules in the Constitution.
- 3.3 Cabinet are advised that the evaluation of Tenders for new business was conducted by carers, colleagues from NHS Wirral and officers of the Department. This evaluation concluded on 9th March 2011 and highlights:-
 - (a) There is sufficient interest and capacity from good quality providers of Residential and Nursing Home Care, Intermediate Care and Respite Care to accommodate the services currently provided to older people and people with a learning disability at Maplehome, Pensall House, Poulton House, Manor Road and Meadowcroft.

- (b) There is uncertainty over the capacity of care in the market providing services to people with Mental Health problems. Therefore it is the opinion of the Director of Adult Social Services that people could be at risk if the closure of Fernleigh continues as planned. However it is believed this uncertainty will be resolved by further work with Providers and the consideration of commissioning replacement services from the voluntary, community and faith sectors or the consideration of a social enterprise solution. It is proposed to continue the consultation with people who use services and carers and report back to Cabinet later in the year with options which may include retaining Fernleigh respite centre and services continuing to be provided by the Council.

3.4 Cabinet are also advised the Tenders for Personal Support have been evaluated and are asked to award Contracts to those Providers listed in the Appendix.

4.0 BACKGROUND AND KEY ISSUES

4.1 Following extensive consultation with Providers in 2010, tenders were invited for these services on 21st January 2011. The deadline for their return was 21st February 2011.

4.2 Residential and Nursing Home Care (Permanent and respite care)

4.2.1 The tender was based on the acceptance of the reduced rate standard prices set by the Council. The following outcome was achieved:

	No. of Homes	No. of Beds	% of Market
i) Tender submitted electronically on- line	83	2,549	76
ii) Homes subsequently agreeing to revised terms	11	273	8
iii) Homes that tendered but did not agree to revised terms*	8	215	6
iv) Homes that did not tender*	12	354	10
Total	<u>114</u>	<u>3,391</u>	<u>100</u>

*It should be noted that approximately 250 residents are supported by the Council in these homes; the existing contract will be extended with the agreement of the providers for the lives of the residents or as long as they wish to remain in the homes. This will delay some of the savings agreed by Council as the 2010-11 fee levels will be retained for the period of their residency, however, it will ensure vulnerable people do not have to move home as a result of this tender exercise.

4.2.2 As there is no disadvantage to tenders submitted on the 21st February 2011 it is proposed to award contracts to all those who have since indicated they wish to be awarded the Council's contract and agree to its terms and conditions for their existing residents. This offer will continue to apply to all providers who have not yet agreed to accept the Council's new contract. Late tenders have not been considered for any part of the contract that is price sensitive such as Intermediate Care and Re-ablement.

4.2.3 Cabinet are reminded there is no guarantee of service volume to Providers by being awarded the contract, as the choice of home is at the absolute discretion of individuals needing that support. The award of contracts to 94 Homes (Appendix 1 (a), providing 2,822, beds in Wirral including those that have since indicated their wish to operate under the terms and conditions of the new contract delivers the majority of the savings target agreed by Council and ensures there is sufficient supply to meet demand and enable the Council to continue with its planned closure of the homes listed in paragraph 3.2. The remainder of the savings target of around £0.8m is predicated on prices in homes outside of Wirral and not subject to this tender being negotiated down by, on average 9.5%. Work is underway to commence this process which follows the successful implementation of local agreements as precedents to those negotiations. In some cases where Wirral pays the prevailing local authority rate it may not be possible to achieve the full 9.5% in individual cases. A number of high cost placements have been identified which are expected to deliver a greater saving to compensate this and officers from the Department of Adult Social Services and the Corporate Procurement Unit will be working with NHS Wirral and with NHS at a regional level to pursue this.

4.2.4 Cabinet will be aware that it is proposed to close Maplehome, a residential home that supports up to 23 people with learning disabilities. This closure can take place on 31st March 2011 as, in addition to the 22 vacant beds in the independent sector, up to 11 beds have been retained in the in-house service at Girtrell Court and Sylvandale. There is therefore more than sufficient capacity to replace Maplehome and offer people more choice. Over the coming months this choice will be further expanded as options for respite in other community settings are developed as part of the roll out of Personal Budgets.

- 4.2.5 The evaluation panel, made up of Council Officers, carers and colleagues from the NHS, considered there were too few tenders of sufficient quality to award contracts for respite care for people with mental health needs at this time. It is considered that people could be at risk if the closure of Fernleigh continues as planned. Further work with Providers and the consideration of commissioning replacement services from the voluntary, community and faith sectors or the consideration of a social enterprise solution will be undertaken. It is proposed to continue the consultation with people who use services and carers and report back to Cabinet later in the year with options which may include retaining Fernleigh respite centre and services continuing to be provided by the Council.

4.3 Intermediate Care

- 4.3.1 Provision in this area consists of:

Poulton & Pensall House	37
Independent Sector	<u>16</u>
	<u>53</u>

The Council has also built on its established partnership with NHS Wirral who have commissioned a Rapid Response Service, covering such areas as support in the home and temporary residential provision on discharge from hospital. Health staff who are already deployed to work in intermediate care will provide occupational health and physiotherapy support to people receiving these services to assist with demand until 30th June 2011.

- 4.3.2 A total of 19 competitive tenders were received from homes wishing to provide this service. These were evaluated by a panel of officers from Adult Social Services and NHS Wirral. The panel applied a rigorous assessment of the Tenders and ruled out 17 of the tenders on quality grounds, leaving 2 providers to be awarded a contract providing a maximum capacity of 52 beds. However a proportion of this capacity will not be immediately available. For this reason, the Council will work with NHS Wirral to confirm an extension of the NHS Wirral Rapid Response Service Transitional Service as is required to complete the market change. It is therefore proposed to award contracts to those listed in Appendix 1(c) and work closely in partnership with NHS Wirral to ensure the availability of intermediate care during the transition period.

4.4 Personal Support at home

- 4.4.1 Open tenders were invited to supply Personal Support Services at a price determined by the Council at its meeting of 9th December 2010. There were 71 tenders and 69 have accepted the agreed Wirral rate. It is proposed to award contracts to those listed in appendix 1(b), these being the existing Providers of domiciliary care and Supported Living who have agreed to operate at no more than the standard price set by Council. Further work is underway to evaluate tenders from Providers who do not currently operate in Wirral in order to extend the range of choice for people. The award of these contracts will coincide with the outsourcing of Supported Living Services. People currently supported by the Council will therefore be able, and be supported, to choose from a list of accredited suppliers.

4.5 Re-ablement Support

- 4.5.1 These tenders were price competitive and evaluation also included a quality threshold. A Panel has evaluated their submissions and recommend the award of contracts to those listed in Appendix 1(d). There were 36 tenders for re-ablement and the Panel ruled out 33 of these on the grounds of quality. It is also proposed to offer the unsuccessful tenders, and any other interested provider operating in Wirral, ongoing support to develop their approach to reablement services. This may lead to more choice for people in the future.

5.0 INDIVIDUAL SERVICE REVIEWS

- 5.1 Where changes to service provision are being implemented, each individual who uses services will be subject to a review of their needs. This will ensure that transfers to new providers will be achieved taking into account individual presenting needs.

6.0 RELEVANT RISKS

- 6.1 Cabinet is advised of the threat of legal action being taken by a group of Homeowners regarding the fee reduction. At the time of writing this report no such action had been served. In the light of the good response to the tender the likelihood of such action is abating. It could gain momentum if the Council-run homes re-provision does not take place as tenders were invited on the basis of this increased business potential. The retention of Fernleigh does not materially affect this consideration.
- 6.2 Cabinet will be aware of an injunction to delay the closure of Pensall House, Poulton House, Maplehome, Meadowcroft and Fernleigh. The hearing is due to take place on 17th March 2011 in the High Court of Justice Administrative Court. The Interim Director will provide a supplementary report to Cabinet on the outcome of this hearing.
- 6.3 Should either action prevent the award of contracts or closure of homes listed in paragraph 6.2 £10.5m of the savings agreed by Council in the 2011-12 Budget would be at risk: -

- £2,765,750 from the re-provision of respite care
- £762,314 from the re-provision of reablement support
- £1,610,650 from the re-provision of Supported Living
- £5,368,000 from the 9.5% reduction in Residential and Nursing Home fees

7.0 OTHER OPTIONS CONSIDERED

- 7.1 No other option is available for consideration

8.0 CONSULTATION

- 8.1 The award of these contracts is the culmination of an extensive consultation exercise undertaken 2010 with providers. Representatives of people who use services have been involved in the evaluation of tenders and the recommendation to award contracts contained within this report.
- 8.2 The option to reduce fees and re-provide Council-run services featured as part of the wider consultation “Wirral’s future” and the Adult Social Services Task Force at its meeting of 11th November 2010 recommended both options to Cabinet.

9.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 9.1 A number of voluntary, community and faith sector organisations have tendered and been successful in the award of Contracts.

10.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

- 10.1 The award of Contracts and re-provision of services delivers £10.5m savings in a full year as detailed in paragraph 6.3. This has been included in the 2011-12 Budget agreed by Council.
- 10.2 The delay in re-providing services currently provided at Fernleigh will require a re-instatement of the budget in 2011-12 of £480,000 for a full year.
- 10.3 There are no IT implications
- 10.4 Across the range of facilities planned for closure the Council employs 242 staff. Approximately 144 of these are due to leave on EVR/VS over the coming weeks. The remaining 98 posts are to be redeployed into posts vacated from services that are being retained by the Council.

11.0 LEGAL IMPLICATIONS

- 11.1 There are legal implications arising from the potential Judicial Reviews identified in Section 5.

12.0 EQUALITIES IMPLICATIONS

- 12.1 Equality issues were taken into account as part of the conduct of Equality Impact Assessments to mitigate the risk of any form of discrimination. There would be a risk to service continuity for people with mental illness should the closure of Fernleigh proceed as originally planned. This risk is mitigated by the extension recommended in this report.

- 12.2 Equality Impact Assessment (EIA)

(a) Is an EIA required? Yes

(b) If 'yes', has one been completed? Yes (June 2010), updated January 2011

13.0 CARBON REDUCTION IMPLICATIONS

- 13.1 The Personal Support Services covered by these Contracts are diverse and operate in Communities by a largely mobile workforce. The Residential and Nursing Home Contract governs support provided in over 100 buildings supporting nearly 3,500 people. Whilst the carbon reduction implications are not understood at this time, it is believed there is significant potential for sustainable reductions. It is therefore proposed to hold a series of workshops with Contracted Providers later in 2011 and report back to Cabinet on the implications and further options.

14.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

- 14.1 There are no specific planning implications.

REPORT AUTHOR:

Stephen Rowley

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APPENDICES

APPENDIX 1 LIST OF CONTRACT AWARDS

- 1 (A) RESIDENTIAL AND NURSING HOME PROVIDERS TO BE
 AWARDED NEW CONTRACT
- 1 (B) PERSONAL SUPPORT PROVIDERS TO BE AWARDED NEW
 CONTRACT
- 1 (C) INTERMEDIATE CARE
- 1 (D) REABLEMENT

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

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Equality Impact Assessment (EIA)

For Lead Person's Reference: Decision to keep open Fernleigh Resource Centre

**Jacqui Cross (Equality & Diversity Co-ordinator)
Corporate Services, Corporate Policy**

(Final Version) 8 February 2008

Equality Impact Assessment

Section 1: Your details

- (1.1) Department: **ADULT SOCIAL SERVICES**
- (1.2) Division: **Care Services**
- (1.3) Assessment Lead: **Chris Beyga**
- (1.4) Telephone: **0151 666 3624**
- (1.5) Email: **christinebeyga@wirral.gov.uk**
- (1.6) Who else will be involved in the process? (see guidance note 1)
Maura Noone and Lorraine Moran
- (1.7) Please sign & date this form (signed) 15 March 2011 (date)

Section 2: What is to be assessed?

(2.1) Name of service / function / project / strategy / policy to be assessed (see guidance note 2)

Fernleigh Resource Centre

(2.2) Is this a new or existing service / function / project / strategy / policy? (please state)

The continuation of the service at Fernleigh, which offers a respite and crisis beds service for people with mental health needs, is not intended, at this stage, to be a permanent measure. Alternative providers will be sought during the next six months. The EIA for Care Services consistently identified the insufficient development of the market as a potential negative impact. Evaluation by an officer and carer panel found that this is the case for mental health respite, which has prompted the recommendation to maintain the service whilst alternatives are sought.

(2.3) Which equality impact assessment are you completing?

☒ Initial or ☐ Full

Section 3: Let's do the Initial Equality Impact Assessment

3.1 Could a particular group of people be affected differently in either a negative or positive way by the service / function / project / strategy / policy?

Equality Group	Positive Impact (benefits) Please number each one	Negative Impact (disadvantage) Please number each one	Please rate each negative impact 'low', 'medium' or 'high' See guidance note 3
Disabled People	People with mental health needs will feel secure in a familiar environment.	Choice in provision will be restricted as resources will be concentrated on Fernleigh.	Low
Lesbian, Gay & Bisexual People	People who currently receive a service from Fernleigh will be compatible in familiar surroundings.	1) There may be limits in the cultural sensitivity that can be shown in the current environment. 2) Choice in provision is restricted.	Low
Women	1) Women make up x% of current users and will be secure in the current environment. 2) The largely female work- force will have some job security.	1) As resources are concentrated in Fernleigh, a women-only environment is not possible. 2) The workforce may miss other attractive re-deployment opportunities which arise.	Low
Men	Men make up x% of current users and will feel secure in the current environment.	Largely female workforce may result in a lack of gender-specific support.	Low
Transgendered People	Current users of the service will feel comfortable in familiar surroundings.	The current service may not be comfortable for other potential users and the lack of choice will restrict the ability to access respite.	Low
Black & Racial Minority People (please state which group)	As above.	1) There may be limits to the cultural sensitivity available in the current resource. 2) Choice is restricted as all resources are invested in one service.	Low – borne in mind re future options for Fernleigh as possible s/t issue.
Older People (60+)		The current service meets the needs of people under 65 years. Investing the total resource in this way restricts choice for older people.	Low

<p>Younger People (17-25) and Children</p> <p>Please state male or female</p>	<p>The service is not aimed at children. Young adults who currently use the service will feel secure in the environment.</p>	<p>1) The current service offers respite outside the family environment which restricts choice and may have a negative impact on children's experience of family life.</p> <p>2) The current service is not sufficiently aimed at meeting the needs of younger people.</p>	<p>Low</p>
<p>Religious / Faith Groups</p>		<p>Religious and faith needs cannot be met for individuals in the current environment.</p>	<p>Low</p>
<p>Other excluded groups (please state)</p> <p>Carers</p>	<p>Carers are secure in knowing that the person they are caring for will have their needs met at Fernleigh.</p>	<p>The investment of all resources in the current service restricts choice of respite for carers.</p>	<p>Low</p>

Section 4:

4.1 Looking back at pages 7 & 8, in which equality areas are there concerns?

- ☒ Disability
- ☐ Sexual Orientation
- ☒ Gender
- ☒ Race
- ☒ Age
- ☒ Religion & Faith

4.2 Please summarise the negative impact (s)

1. This project must identify diverse care options, including those that address cultural differences to ensure that appropriate care and support services for people are established and developed and that the marketplace is able to respond to differing needs for people who use mental health services
2. This project must make all information available in formats appropriate to those who will use them; this includes a variety of formats and languages
3. The general lack of awareness around Personalisation, Transformation and Support Planning within the internal and external workforce, as well as the citizens of Wirral may hinder progress and needs to be identified as a high risk to the project.
4. The restriction in choice and availability of respite care for all service users across the strands of equality

4.3 What consultation has taken place with local people / groups in order to complete this full EIA?

The Options for Change Task Force undertook a comprehensive consultation recent widespread consultation process. The citizens of Wirral told the council that they felt the current facilities and services provided, particularly in relation to adult social care, were not anymore than adequate, and indeed in some cases, woefully poor therefore the need for this project became a key priority for the council.

In addition a number of forums are currently in progress to discuss next steps and options with people who use services, their families and Carers.

4.4 What consultation has taken place with Wirral Council staff / members / those we work in partnership with / those we contract with in order to complete this full EIA?

The Options for Change Task Force undertook a comprehensive consultation recent widespread consultation process. The citizens of Wirral told the council that they felt the current facilities and services provided, particularly in relation to adult social care, were not anymore than adequate, and indeed in some cases, woefully poor therefore the need for this project became a key priority for the council.

In addition a number of forums are currently in progress to discuss next steps and options with the workforce following the recent tranche of EVR that has taken place.

4.5 What equality group research / studies / reports have you referred to in order to complete this full EIA?

Wirral Council Equality and Diversity Policy
Wirral Council Equality and Diversity Strategy
Wirral Department of Adult Social Services Valuing Diversity Policy
Wirral Department of Adult Social Services Involving People Policy
Equality and Diversity Strategy GSCC8

4.6 What monitoring / evaluation process do you use to collect equality group data (quantitative and qualitative)?

Ongoing feedback and consultation

4.7 Please list below any actions that you plan to take as a result of this full equality impact assessment

High Negative Impact	Action to be taken	Lead person	Timescale	Resource implications	Any other comments
To ensure a range of culturally diverse services and opportunities are available to enable people from these group's to exercise effective choice and control. We will explore all options and consult with all relevant stakeholders, people who use services and Carers.	1. Consult and communicate with appropriate groups and ensure they are involved in the process of developing the system.	Lorraine Moran/ Chris Beyga	March 2011 – December 2011	TBC	
	2. To ensure peoples views are listened to and used to inform future commissioning strategy	Lorraine Moran/ Chris Beyga	March 2011 – December 2011	TBC	
	3. To consult and communicate with external/internal service providers and stakeholders to translate peoples needs and therefore influence market development	Lorraine Moran/ Chris Beyga	March 2011 – December 2011	TBC	

Thank you for completing the full assessment (please email a copy of this report to jacquicross@wirral.gov.uk)

Please note that the lead assessment person is responsible for ensuring the above actions are incorporated into your departmental plan.

User Reference Guide

Legislation

There are currently 6 strands to the framework of UK equality legislation:

1. Gender: Sex Discrimination Act 1975, Gender Recognition Act 2004
2. Race: Race Relations Act 1976
3. Disability: Disability Discrimination Act 1995
4. Sexual Orientation: Employment Equality [Sexual Orientation] Regulations 2003
5. Religion & Belief: Employment Equality [Religion or Belief] Regulations 2003
6. Age: Employment Equality [Age] Regulations 2006

For further information and to view amendments to the above Acts please visit www.equalityhumanrights.com (Equality & Human Rights Commission).

Equality Standard for Local Government

Improvement & Development Agency	www.idea.gov.uk
Local Government Association	www.lga.gov.uk
Audit Commission	www.audit-commission.gov.uk
Government Equalities Unit	www.womenandequalityunit.gov.uk

Useful Websites

Age Concern	www.ageconcern.org.uk
Breakthrough UK	www.breakthrough-uk.com
Communities & Local Government	www.communities.gov.uk
Disability Now	www.disabilitynow.org.uk
Discrimination at Work Issues	www.direct.gov.uk
Sexual Orientation Issues	www.lgf.org.uk
Women's Issues	www.womenandequalityunit.gov.uk
Trans People's Issues	www.pfc.org.uk
Race Issues	www.runnymedetrust.org
Younger People's Issues	www.nya.org.uk

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WIRRAL COUNCIL

CABINET

17 MARCH 2011

SUBJECT:	<i>DASS PROGRESS REPORT AND INTERIM MANAGEMENT ARRANGEMENTS</i>
WARD/S AFFECTED:	<i>ALL</i>
REPORT OF:	<i>INTERIM DIRECTOR OF ADULT SOCIAL SERVICES</i>
RESPONSIBLE PORTFOLIO HOLDER:	<i>CLLR BOB MOON</i>
KEY DECISION?	NO

1.0 Background

- 1.1 The external CQC inspection in DASS required an immediate response on behalf of the Council. The report outlines the performance improvements that have been delivered so far and the challenges still to be delivered. When the Interim Director of Adult Social Services was appointed, it was agreed that an assessment would be made of both the short and long term management and leadership requirements for the Department in order to enable the Council to respond to the requirements for performance improvement and change. The recommendations note the improvements made so far, however given the critical report and the need to make significant improvements to protect vulnerable adults and deliver quality services a new approach to leadership is required. These proposals seek to secure high quality leadership and the transfer of excellent practice across the Council.

2.0 The Progress on Improvements So Far

- 2.1 Following the critical CQC inspection of Wirral's Department of Adult Social Services in September 2010 and subsequent adverse assessment in national gradings of social services departments, robust improvement plans were put in place.

These were designed to address:

- Issues relating to **choice**, such as self directed assessment, personalisation, information and the availability of a diverse range of services;
- Issues relating to **safeguarding, dignity and respect**, such as clarity of procedures across a wide partnership and access to support;

- Issues relating to **financial stability** such as the relationship with the NHS, cost control and the underlying cost pressures to 2014; and
- Issues relating to **performance** such as the professional standards of social work, performance management and risk management.

2.2 Progress is being monitored in several ways. There is an Improvement Board with carer and service user representatives, the Interim Director reports fortnightly to the Leader, Deputy Leader, Cabinet Member and Chief Executive, there have been two reports to Cabinet and reports have been given to the Overview and Scrutiny Committees for Health and Social Care, Council Excellence and Audit and Risk Management. In addition to this, performance is monitored externally as part of the “Sector-Led Improvement Programme”. This involves a relationship that is both supportive and challenging with a recent former director of social services nominated by Local Government Improvement and Development. Her most recent view was that Wirral is improving well, amongst the most positive of the seven authorities in this group. The Interim Director has requested an external peer review to take place as part of the programme in September 2011.

2.3 Examples of improvements relevant to the areas described in paragraph 4.1 include:

- Self directed assessments and personal budgets are being rolled out at a rapid rate. We project that we will be very close to our 30% target by 31st March and will have surpassed it by 30th April. We are already seeing clients exercising their choice in innovative ways;
- All milestones in the improvement plan are scheduled to be met by the end of May 2011 with almost 70% have already been met;
- Preparations are at an advanced stage for the Council to increase its role as a commissioner of work from the independent sector as a key part of transforming the service. This has enabled the Council to make savings of 9.5% on the fees it pays resulting in projected savings across all services of over £11million;
- The Safeguarding Partnership has been strengthened, procedures have been revised, clarified and simplified;
- The projected overspend for the current year has been reduced by approximately half. Significant savings are projected in the new budget. This has been achieved by a combination of close financial control and very productive partnership working with NHS Wirral;
- Preparations have been made to vacate Westminster House and Esher House following the sale of the former. This has been done over a very short timescale and will result in a significant capital and revenue saving to

the Council. The opportunity has been taken to extend integrated, collocated working with NHS Wirral at both frontline and strategic management levels, and also to extend agile working;

- A clear performance management framework has been introduced to guide the Department's work and performance standards have been introduced for social work; and

2.4 There remains, however, much to do. Pressures on social services remain extremely challenging as a result of an increasingly needy population, severe financial pressures and rightly increasing expectations. The challenges facing all employees in the Department, from frontline to leadership, are considerable. They reflect the changing national context of health and social care and also the degree of change that is necessary in Wirral.

3.0 Short Term Requirements

3.1 We have identified the short term needs to make the changes necessary:

3.2 The establishment of an Interim Head of Adults' Service provision. This is a vital role as we work with service users having personal budgets and an evolving provider market to make sure that choice is real and rich, and that services are available to meet clients' aspirations. It is proposed that the senior officer who has worked with us on secondment from a neighbouring authority is appointed to the position of Interim Head of Adults' Services on a fixed term contract until 31 December 2011.

3.3 A second is the joint Interim Head of Adults and Children's Safeguarding. The practice in CYPD for safeguarding has been delivered to a high standard. This proposal seeks to establish shared practice through joint leadership. This is an appointment with accountability over and above the occupant's substantive post and includes levels of responsibility, accountability and activity equivalent to a Head of Service. It is therefore recommended that the post should be graded at Head of Service level on an interim basis until 31 December 2011.

3.4 The third area is to consider the leadership required to drive transformational change across the department. The volume, scope and extent of the changes to be accomplished by the end of 2011 make very considerable demands on the Leadership of DASS. There is a need to supplement the leadership team, at a senior level with the ability to drive and embed the change required.

4.0 Recommendations

4.1 To note the improvements that have been delivered so far by The Department of Adult Social Services, but that there are significant improvements still to be delivered.

4.2 To recommend to the next Employment and Appointments Committee the establishment of the following positions for a nine month period:

1. Interim Head of Service provision at Head of Service grade.
 2. Interim Head of Joint Adults & Children' Safeguarding at Head of Service grade.
- 4.3 To further recommend the appointment to the two posts of the individuals listed in the Appendix One
- 4.4 To ask the Interim Director of DASS to also bring forward to the next Employment and Appointments Committee a proposal for consideration of how the leadership of DASS can be enhanced and also further drive and embed the necessary transformational change to deliver the quality services required for the people of Wirral
- 4.4 To ask the Interim Director of Adult service to bring forward recommendations to Cabinet of what further improvements would be required for the long term structure of the Department, including those affecting front line employees

5.0 Relevant Risks

- 5.1 The CQC inspection in September 2011 outlined significant performance issues for DASS with identified areas for improvement. The proposals within the report will mitigate the risks of not achieving the improvement plan by enhancing the leadership skills & experience for DASS to deliver the transformational change required on behalf of the vulnerable adults of Wirral.

6.0 Other Options Considered

- 6.1 To access additional capacity through external bodies or management consultancy would cost the Council considerable more resources. The interim posts proposed build on established good practice across the council as well as bringing in additional skills and experience at a leadership level.

7.0 Consultation

- 7.1 None

8.0 Implications for Voluntary, Community and Faith Groups

- 8.1 None from the recommendations

9.0 Resource Implications: Financial; IT; Staffing; and Assets

- 9.1 The staffing implications and costs are detailed in appendix one. The total financial implications are approximately £55,948 for the nine month period (plus on costs). This will be met from the reductions in management cost achieved following the retirement of the previous Director of DASS, together with some external support from the Department of Health and Local Government Improvement and Development. Current interim arrangements involving the transfer of senior staff from CYPD to DASS result in a net saving to the Council.

10.0 Legal Implications

- 10.1 None

11.0 Equalities Implications

- 11.1 None

11.2 Equality Impact Assessment (EIA)

- | | |
|---------------------------------------|----|
| (a) Is an EIA required? | No |
| (b) If 'yes', has one been completed? | No |

12.0 Carbon Reduction Implications

- 12.1 None

13.0 Planning and Community Safety Implications

- 13.1 None

REPORT AUTHOR:

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APPENDICES

Appendix one - Interim Staffing Implications

REFERENCE MATERIAL

There is no reference material for this report.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

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WIRRAL COUNCIL

CABINET

17 MARCH 2011

SUBJECT:	JOB EVALUATION AND HARMONISATION FOR SCHOOLS SUPPORT STAFF
WARD/S AFFECTED:	ALL
REPORT OF:	INTERIM DIRECTOR OF CHILDRENS AND YOUNG PEOPLES DEPARTMENT
RESPONSIBLE PORTFOLIO HOLDER:	CLLR SHEILA CLARKE OBE
KEY DECISION	NO

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to update Cabinet on the proposals for the implementation of Job Evaluation and Harmonisation in all Wirral schools. Approval is sought to release money from the General Fund Local Pay Reserve to the Schools Budget in the form of a loan to help meet the costs associated with implementation.

2.0 RECOMMENDATION/S

- 2.1 To note the contribution towards the costs of implementing Job Evaluation and Harmonisation within all schools of £1 million from the Local Pay Reserve as agreed by Cabinet on 21 February 2011 in setting the Council Budget for 2011/12.
- 2.2 To approve a loan to the Schools Budget via the Schools Forum of £2 million from the Local Pay Reserve with this to be repaid before 31 March 2015.

3.0 REASON/S FOR RECOMMENDATION/S

- 3.1 The implementation of Job Evaluation and Harmonisation in schools would mitigate the potential threat of equal pay claims being brought against the Council by both school based and non-schools employees.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 There have been 4 stages of implementing Job evaluation and harmonisation across the Authority.

Stage 1 – Employees up to SCP 34
This stage was implemented in August 2008

Stage 2 – Schools based employees (Excluding teachers)
The progress is outlined in this report

Stage 3 – Above SCP34 up to Head of Service
Work is underway with the Hay Group, the Councils implementation partner and provider of the Hay Job Evaluation scheme

Stage 4 - Heads of Service and above
Timescales have yet to be agreed.

- 4.2 Harmonisation for all non-schools employees was implemented alongside Stage 1 of Job Evaluation in August 2008.
- 4.3 Between September 2009 and April 2010 a local framework for the implementation of Job Evaluation (effective from April 2007) and Harmonisation (effective from August 2008) was proposed. The proposal was a result of consultation with both Schools and the Trade Unions.

The proposals covered 2 groups of employees:

1. Teaching Assistants and
2. Other support staff eg, cleaners and mid-day assistants .

It was widely anticipated that as part of the national School Support Staff Negotiating Body (SSSNB) review, Teaching Assistants would be aligned with Teachers pay and grading structures. Therefore whilst the proposal did include the implementation of Harmonisation for all school support staff it did not include Job Evaluation assimilation for Teaching Assistants.

- 4.4 A detailed costing analysis of the proposals was completed by June 2010 and presented to the Schools Forum in September 2010 in order to gain approval to release reserves put aside by schools for the implementation.

Interim proposal	Schools Forum Funding	Other funding	Total
Back pay	£2.5m	£0.1m	£2.6m
Ongoing costs	£1.1m	N/A	£1.1m

- 4.5 The Schools Forum have agreed to release the reserves of £2.5 million for the implementation and payment of back pay. There is £1.1 million in the budgets delegated to schools for ongoing costs from April 2011.

In October 2010, briefings were held with Headteachers outlining the detailed costs, implications and plans to implement the proposal by December 2010. The trade unions accepted the proposals subject to a ballot of school support staff.

- 4.6 In November 2010 the national SSSNB was set aside and the requirement to implement a full and final agreement rather than an interim arrangement

became paramount. It therefore became necessary to implement Job Evaluation for all school based employees including Teaching Assistants.

During December 2010 further cost analysis was completed and options for implementation considered on the basis of cost, balanced against the financial risk in terms of potential equal pay liability.

With the inclusion of Job Evaluation for Teaching Assistants, implementation costs significantly increased. Although the proposal includes arrangements to move Teaching Assistants from year round contracts to 39 week term time only contracts, the additional cost of back pay is £2.9 million and the additional on-going cost is £0.7 million per year. Costs of the proposed option for the implementation of a full and final agreement are as follows:

Final proposal	Schools Forum Funding	Other funding	Total
Back pay	£2.5m	£3m from Local Pay Reserve £2m to be repaid by 31 March 2015	£5.5m
Ongoing costs	£1.8m	N/A	£1.8m

The overall ongoing cost is £1.8 million of which £1.1 million has been included within schools delegated budgets. The remaining costs will need to be met by schools.

5.0 RELEVANT RISKS

- 5.1 Whilst the costs of this implementation are significant, the purpose of the proposal is to mitigate the risk of equal pay claims and implement a fair and transparent pay and grading structure in line with that already introduced across the rest of the Authority in August 2008.

6.0 OTHER OPTIONS CONSIDERED

- 6.1 None.

7.0 CONSULTATION

- 7.1 Consultation with Schools and Trade Unions has been on-going during the development of the proposals. Members of the Schools Forum broadly support the proposal of a loan to meet the costs of back pay.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 8.1 None.

9.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

- 9.1 The cost of implementing Job Evaluation and Harmonisation in all Wirral schools are set out in section 4. The final proposal involves back pay costs of £5.5 million which will be met by the Schools Budget (£4.5 million) and the Local Pay Reserve (£1 million). To reduce the immediate pressure upon the Schools Budget the Local Pay Reserve will provide a loan of £2 million which is repayable by 31 March 2015. The overall ongoing cost is £1.8 million per year of which £1.1 million has been included within Schools delegated budgets and the remaining costs will need to be met by schools.

10.0 LEGAL IMPLICATIONS

- 10.1 None

11.0 EQUALITIES IMPLICATIONS

- 11.1 None.

- 11.2 Equality Impact Assessment (EIA)

- | | |
|---------------------------------------|----|
| (a) Is an EIA required? | No |
| (b) If 'yes', has one been completed? | No |

12.0 CARBON REDUCTION IMPLICATIONS

- 12.1 None.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

- 13.1 None.

REPORT AUTHOR:

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APPENDICES

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None

REFERENCE MATERIAL

None

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

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