

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.

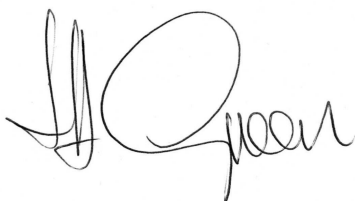
Wirral Council is transforming – we believe in the Big Society. We are informing, listening to and engaging with residents – addressing peoples' needs and views and ensuring that no part of Wirral is ignored. This Corporate Plan is based on **your** priorities – not on what we think those priorities 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>Working with our partners and the private sector to improve energy and resource efficiency to address and tackle fuel poverty</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> |
| 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>Maintaining high levels of participation in the kerbside recycling scheme through the delivery of a reliable waste collection service</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>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 | Bring back into use 250 homes per year which have been empty longer than six months Accredit 200 privately rented properties per year Implement a new Sub Regional Choice Based Lettings Scheme by December 2011 Implement proposals to reduce under occupation in social housing by August 2011 |
| Provide new and affordable homes | Responding to housing market failure and restructuring housing market with partner organisations Exploring alternative funding and delivery mechanisms to provide new homes | Bring 2 hectares of derelict vacant land into use for new housing Support the delivery of 200 new homes per annum across the borough |
| Reduce anti-social behaviour and improve community safety | Conducting a full review of the Council's and partner organisations approach to anti-social behaviour, including the implementation of community justice 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 | Complete a review by December 2011 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) |

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 | <p>Effectively manage the transfer of Public health responsibilities from the Primary Care Trust to Wirral Council</p> | <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> |