

METROPOLITAN BOROUGH OF WIRRAL

CABINET – 5th DECEMBER 2002

REPORT OF THE DEPUTY CHIEF EXECUTIVE/DIRECTOR OF PLANNING AND ECONOMIC DEVELOPMENT

CORPORATE PLAN – STATEMENT OF INTENT

1. EXECUTIVE SUMMARY

1.1 This report describes the process by which the Corporate Plan has been revised and which has resulted in the identification of a number of top priority issues. Cabinet is requested to agree these priority issues as a statement of intent for future actions over a 5 year period whilst recognising that there are still factors (such as the budget) that need to be resolved, and to agree that they should be used as a framework for informing resource allocation and service delivery. Cabinet is also requested to agree that the Local Democracy Working Party should use these issues as a basis for completing the production of the revised Corporate Plan which will include detailed targets, success measures and resource implications.

2. THE PROCESS OF REVIEWING THE CORPORATE PLAN

2.1 The Council's current Corporate Plan was agreed in April 2001 and identifies a 'Vision for Wirral' and a set of principles for planning and delivering services, followed by nine corporate objectives and related priorities for action over a five year period. A framework for the review of the Corporate Plan was agreed in April 2002.

2.2 The process of reviewing the Corporate Plan began with an 'Awayday' involving Members of each of the Political Parties and held between July and September. Information which was used to inform the review included the Council's performance in relation to its published Performance Indicators, feedback from local people, the outcomes of Best Value reviews, and the emerging findings of the Corporate Assessment component of the Comprehensive Performance Assessment (CPA) process.

2.3 The priorities identified by individual Parties were considered by the Local Democracy Working Party and a common set of priorities was agreed. These priorities are shown in Appendix A. It is proposed that they should be a statement of intent for a 5 year period, whilst recognising that there are still factors (such as the budget) that need to be resolved, and that they should be reflected in the Council's financial strategy and in the Departmental Plans for 2003/04.

3. NEXT STEPS

3.1 As agreed by Cabinet in April 2002, the priorities should be supported by detailed actions and performance measures which can be used to monitor the successful delivery of those actions. The future resource

implications of these actions should be identified in detail and, subject to the current developing discussions around the budget, form the basis of the medium term financial strategy.

- 3.2 It is proposed that the Local Democracy Working Party should use the priorities agreed as a basis for completing the production of the revised Corporate Plan which will include detailed targets, success measures and resource implications for the next 5 years.

5. Financial and Staffing implications

- 5.1 There are likely to be significant Financial and Staffing implications arising from the Corporate Plan once its revision is complete.

6. Equal Opportunities implications

- 6.1 There are no Equal Opportunities implications arising directly from this report.

7. Local Agenda 21

- 7.1 There are no Local Agenda 21 implications arising directly from this report.

8. Planning implications

- 8.1 There are no Planning implications arising directly from this report.

9. Human Rights

- 9.1 There are no Human Rights implications arising directly from this report.

10. Background Papers

- 10.1 None

11. Local Member Support implications

- 11.1 There are no Local Member Support implications arising directly from this report.

12. Recommendations

- 12.1 That Cabinet agrees that the priority issues identified by the Local Democracy Working Party should be a statement of intent for future actions over a 5 year period, whilst recognising that there are still factors (such as the budget) that need to be resolved, and that they should be used as a framework for informing resource allocation and service delivery.
- 12.2 That Cabinet agrees that the Local Democracy Working Party should use these priority issues as a basis for completing the production of the revised Corporate Plan which will include detailed targets, success measures and resource implications for the next 5 years.

J. WILKIE

Deputy Chief Executive/Director of Planning & Economic Development

REVISION OF CORPORATE PLAN - STATEMENT OF INTENT

1. Protecting and Improving our Environment

Top Priority Issues and Targets
<p>STREET SCENE</p> <p><i>We will improve performance and satisfaction levels in relation to Street Scene issues by:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> <i>making it easier for people to contact us with queries or complaints and responding quickly and effectively</i> <input type="checkbox"/> <i>co-ordinating the delivery of services to ensure greater efficiency</i> <input type="checkbox"/> <i>improving the design and appearance of the street scene generally by eg. improving roadside verges, using good quality and robust street furniture</i> <input type="checkbox"/> <i>improving the safety and maintenance of the physical street environment by eg. improving street sweeping and grass cutting, taking action to discourage dog fouling and litter, repairing damaged roads and pavements quickly and effectively</i> <input type="checkbox"/> <i>introducing clear and understandable standards for Wirral's roads and pavements and auditing them accordingly</i> <input type="checkbox"/> <i>involving area forums in prioritising repairs to roads and pavements within their area</i> <input type="checkbox"/> <i>developing a policy on telephone masts</i>
<p>ENVIRONMENTAL SUSTAINABILITY</p> <p><i>We will protect and improve our environment by:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> <i>minimising the amount of waste produced by the Council; and</i> <input type="checkbox"/> <i>increasing the amount of waste which is recycled by eg. educating, consulting and informing Wirral's residents, introducing door step collection, examining the potential for a Wirral Material Recovery Facility (MRF)</i> <input type="checkbox"/> <i>improving the energy efficiency of Council buildings and Council housing stock</i>

PROTECTION OF WIRRAL'S GREEN BELT

We will strive to protect Wirral's Green Belt by:

- a greater use of brown field sites; and*
- we will try to avoid the development of domestic gardens and over-development of residential areas by considering this in the review of the Unitary Development Plan*

2. Promoting and Supporting the Economic Regeneration of Wirral

Top Priority Issues and Targets

ATTRACTING AND SUPPORTING BUSINESSES

We will actively attract and support businesses by:

- revising and implementing Wirral's tourism strategy*
- ensuring that attractive sites and premises are readily available*
- facilitating a 'One Stop Shop' approach to provide packages for potential investors*
- seeking out potential new small and medium sized businesses and offering them support packages*
- supporting the expansion of existing businesses in Wirral*

EMPLOYMENT AND TRAINING NEEDS

We will support the employment and training needs of Wirral people by:

- supporting schemes which provide appropriate training and support for young people, people with disabilities, and other disadvantaged groups*
- better aligning the provision of vocational education and training with the needs of employers (including the Council) and*

ensuring that school leavers are effectively prepared for the world of work

- ❑ *providing opportunities for learning through our libraries (see Library services section of Corporate Objective 3 (Providing Educational and Cultural Opportunities for all))*

3. Providing Educational and Cultural Opportunities for all

Top Priority Issues and Targets

HIGH STANDARDS IN WIRRAL SCHOOLS

We will:

- ❑ *continue to maintain and improve standards in all our schools*
- ❑ *ensure that there is a high standard of provision in our schools for children with Special Educational Needs and for gifted and talented pupils*
- ❑ *ensure a supportive environment for learning through effective anti-bullying policies*
- ❑ *ensure we have the ability to establish Wirral as the area in the country with the most teachers that are highly skilled in the use of ICT*

EXTENDING LEARNING OPPORTUNITIES

We aim to increase participation, improve the quality of provision and better align the skills of the workforce with the needs of employers by:

- ❑ *further developing our library service **and schools** to meet community and educational needs*
- ❑ *improving access to resources and new technology*
- ❑ *piloting new learning centres*
- ❑ *supporting the work of Sure Start and encouraging, play groups, holiday activities, outreach and childcare opportunities*

- ❑ *working with partners to enhance further and continuing education provision*
- ❑ *setting up new educational and entertainment experiences through museums and performance centres*
- ❑ *ensuring that activities for young people are accessible and reflect their needs and aspirations*

4. Improving the Health of Wirral People

Top Priority Issues and Targets

ENCOURAGING HEALTHY LIFESTYLES

- ❑ *developing and implementing a strategy for health promotion and health education*
- ❑ *increasing the number and quality of play areas*
- ❑ *developing action plans for parks and open spaces*
- ❑ *improving access and use of recreational facilities and services*

EFFECTIVE PARTNERSHIP WORKING AND REDUCING HEALTH INEQUALITIES

Encourage effective and responsive partnership arrangements with the Health Service by:

- ❑ *developing the Council's scrutiny function by eg. establishing baselines for measuring improvements in service delivery*
- ❑ *working with the Health Service to develop community services that help older people return home quickly from hospital, reduce emergency admissions and readmissions, and provide high quality long-term health care*
- ❑ *promoting better health for all*
- ❑ *implement an effective cross-cutting mental health strategy*

5. Making Wirral Safer

Top Priority Issues and Targets
<p>REDUCING CRIME AND THE FEAR OF CRIME <i>by</i> <i>working with partner organisations to implement Wirral’s Community Safety Strategy and, in particular:</i></p> <ul style="list-style-type: none"> ❑ <i>introducing alleygating to problem areas</i> ❑ <i>taking action to reduce vandalism</i> ❑ <i>improving street lighting</i> ❑ <i>extending CCTV provision</i> ❑ <i>reviewing the Neighbour Nuisance strategy</i> ❑ <i>improving safety in parks</i> ❑ <i>reviewing the role of the Community Patrol</i>
<p>REDUCING ANTI-SOCIAL BEHAVIOUR <i>We aim to decrease levels of anti-social behaviour particularly amongst young people by:</i></p> <ul style="list-style-type: none"> ❑ <i>actively working through the Youth Service and other agencies to engage young people, to listen to them and to provide positive forms of recreation and activity</i> ❑ <i>improving access and use of recreational facilities and services (See Corporate Objective 4. – Improving the Health of Wirral People)</i> ❑ <i>developing and implementing a strategy for disaffected young people in a partnership which includes various Council departments, the Police etc.</i> ❑ <i>ensuring that effective anti-truancy initiatives are in place</i>

- ❑ *supporting and encouraging play schemes, holiday activities and outreach programmes for young people*
- ❑ *making best use of all available powers and good practice (such as Street Cred) to tackle the problem of youth, and other, disorder*

6. Meeting the Housing Needs of Wirral

Top Priority Issues and Targets

TACKLING THE PROBLEMS OF POOR AND EMPTY PRIVATE AND PUBLIC SECTOR HOUSING *by:*

- ❑ *using the Housing Market Renewal Fund to remove poor quality accommodation and replace with high quality, good condition housing stock*
- ❑ *working in partnership with stakeholders to address the issue of empty properties and dereliction, including those outside grant directed areas*
- ❑ *actively explore with tenants and staff all options available and then implement the best solution to bring about much needed investment in the Council's own housing stock*
- ❑ *developing an empty homes strategy for the public and private sector*
- ❑ *evaluating and developing the 'Estate Agent' approach to Council housing*
- ❑ *implementing a revised system of Council house allocation to include greater choice, access and to ensure local communities are sustained*
- ❑ *ensuring that the requirements of people with special housing needs, such as older people and those with a disability, are addressed*
- ❑ *providing appropriate and sufficient contact points for homeless people*

7. Supporting and Protecting Vulnerable People

<p>Top Priority Issues and Targets</p>
<p>YOUNG PEOPLE</p> <p><i>Improving opportunities and life chances for looked after children by:</i></p> <ul style="list-style-type: none"> ❑ <i>particularly addressing their educational needs and attainment</i> ❑ <i>having the highest possible expectations</i> ❑ <i>providing stability</i>
<p>ADULTS AND OLDER PEOPLE</p> <p><i>(see Corporate Objective 4 – Improving the Health of Wirral People – effective partnership working and reducing health inequalities)</i></p>
<p>IMPROVING ACCESS TO AND QUALITY OF SERVICES</p> <ul style="list-style-type: none"> ❑ <i>ensuring that those receiving a statement of need receive sufficient support</i> ❑ <i>improving the speed of adaptations for children, older people and people with a disability</i> ❑ <i>improving the provision and range of care packages for people living in their own home</i> ❑ <i>involving users and carers in the development of services and service standards</i> ❑ <i>offering choice and independence for service users</i> ❑ <i>exploring opportunities for expanding choices and opportunities for older people and adults with special needs who cannot</i>

live independently

- ❑ *promoting care within a community setting and promoting this area of work as an attractive job opportunity for Wirral residents*
- ❑ *improving accessibility of services for minority groups*
- ❑ *contributing to the development and operation of Wirral's Community Legal Service, and promoting our Fair Debt policy*

8. Improving Transport

Top Priority Issues and Targets

MEETING LOCAL TRANSPORT NEEDS *by:*

- ❑ *prioritising those schemes which increase personal and road safety(including being more proactive with traffic calming measures); support economic regeneration; aid movement and reduce congestion; and help people with disabilities*
- ❑ *improving the highways infrastructure so as not to disadvantage businesses anywhere across the Borough*
- ❑ *improving the quality of public transport information*
- ❑ *encouraging travel to school by walking and public transport and discourage driving children to schools*
- ❑ *improving the condition of roads and pavements (see Corporate Objective 1 – Protecting and Improving our Environment – Street Scene)*

9. Continuously Improving our Services

<p>Top Priority Issues and Targets</p>
<p>STABILISE THE COUNCIL'S BUDGET <i>Ensuring that we can live within our means and avoid unnecessarily high levels of Council tax</i></p>
<p>DRIVERS FOR CONTINUOUS IMPROVEMENT <i>Ensuring the Council gets best value for money by:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> <i>putting in place an effective procurement strategy</i> <p><i>Putting in place a human resources strategy which ensures that:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> <i>we have the right people with the right skills to deliver quality services</i> <input type="checkbox"/> <i>we improve levels of attendance</i>
<p>IMPROVING OUR PERFORMANCE <i>Further develop our performance management systems to include:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> <i>a total quality management system across the Council</i> <input type="checkbox"/> <i>improved the auditing and publicity of Council activities</i> <input type="checkbox"/> <i>working with our partners to make best use of buildings and other assets</i> <input type="checkbox"/> <i>improving services for young people</i> <input type="checkbox"/> <i>putting in place anti-fraud initiatives, in conjunction with other agencies, to ensure that taxpayers' money goes only to those with entitlement</i>

IMPROVING CUSTOMER SERVICES THROUGH ELECTRONIC GOVERNMENT ETC.

Putting in place our Customer Services Strategy so that we:

- make it easier for people to contact us*
- deal with enquiries as quickly and effectively as possible*
- make our services available at times, at places and in ways which are convenient to local people*
- improve the response times to complaints*
- improve peoples' levels of satisfaction with Council services*

INVOLVEMENT OF LOCAL PEOPLE IN DECISION MAKING

We aim to increase the involvement of local people in decision making by:

- increasing the involvement of area forums in monitoring the effectiveness of the use of Council resources*
- exploring opportunities for involving residents in the management and development of local services and facilities*