



Cabinet

Date:	Thursday, 23 April 2009
Time:	6.15 pm
Venue:	Committee Room 1 - Wallasey Town Hall

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SUPPLEMENTARY AGENDA

4. **CORPORATE PLAN 2009/12 DELIVERY PLAN (Pages 1 - 44)**

6. **MEMBERS' ALLOWANCES (Pages 45 - 46)**

Appendix to the report of the Director of Law, HR and Asset Management

7. **OVERVIEW AND SCRUTINY COMMITTEES (Pages 47 - 64)**

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

The following item contains 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.

26. **THE SAIL, WEST KIRBY - FINANCIAL APPRAISAL (Pages 65 - 72)**

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WIRRAL COUNCIL

CABINET - 23rd APRIL 2009

REPORT OF THE DEPUTY CHIEF EXECUTIVE / DIRECTOR OF CORPORATE SERVICES

CORPORATE PLAN 2009-12 DELIVERY PLAN

1 Executive Summary

- 1.1 The purpose of this report is to provide Cabinet with the final version of Wirral's Corporate Plan 2009-12 delivery plan for approval. The delivery plan includes three year targets for the performance indicators within the corporate plan.

2 Background

- 2.1 The vision for Wirral 'is a more prosperous and equal Wirral, enabling all communities and people to thrive and achieve their full potential'. This vision was agreed by Cabinet on 14 November 2007 and is articulated in the Corporate Plan. The Corporate Plan sets the overall strategic direction and identifies the aims and objectives of the Council together with the associated priorities, key actions and targets. Whilst covering three years, the Corporate Plan is refreshed annually.
- 2.2 Following agreement of the vision together with a set of corporate strategic objectives and aims, the Corporate Plan 2008-11 was agreed by Council on 21 April 2008. The Plan has been subject to an annual review and after consideration by Cabinet on 25 September 2008 an updated 2009-12 Corporate Plan was approved by Cabinet on 5 February 2009.

3 Corporate Plan Overview

- 3.1 The council's vision is delivered through five strategic objectives and 11 improvement priorities. These are:

1. To create more jobs, achieve a prosperous economy and regenerate Wirral.

- Reduce worklessness.
- Increase enterprise.

2. To create a clean, pleasant, safe and sustainable environment.

- Sustain improved levels of recycling.
- Reduce the council's carbon footprint.
- Reduce number of people killed or seriously injured in road accidents.

3. To improve health and well being for all, ensuring people who require support are full participants in mainstream society.

- Promote greater independence and choice.

4. To raise the aspirations of young people

- Raise overall educational attainment, particularly lower achieving young people.
- Safely reduce the number of looked after children.

5. To create an excellent council.

- Improve the use of the council's land and assets.
- Maintain a sustainable and stable budget, providing value for money
- Improve the council's budgeting process to fully reflect its priorities.

3.2 The delivery plan for 2009/12 demonstrates the projects and activities the Council will undertake to deliver Corporate Plan aims and priorities, and related performance indicators / other measures. It should be noted that where projects / activities and performance indicators from 2008/09 corporate plan have not been migrated to plans for 2009/10, departments will be expected to highlight project completion and / or withdrawal of performance indicators in the full year performance reports for 2008/09.

3.3 In order to refresh the Corporate Plan delivery plan, departments were asked to identify in their plans which projects / activities and performance indicators should be escalated to the Corporate Plan, including all projects / activities and performance indicators relating to the delivery of the Council's priorities for 2009/10. It should therefore be noted that the Corporate Plan delivery plan does not contain every project / activity and performance measure identified in departmental service plans, but rather provides the critical measures and projects. This delivery plan will provide the basis for monitoring success in relation to the Corporate Plan, through quarterly performance reports to Cabinet. The delivery plan was previously reported to Cabinet on 5 March and the final version together with three year targets is now set out in appendix 1 for approval by Cabinet.

3.4 Demonstrating that we are delivering against our aims, as set out in the Corporate Plan, and particularly those highlighted as priorities for improvement, is important in demonstrating that as an organisation we are delivering our priority services, outcomes and improvements. Delivering against the indicators within national indicator set, will help us to demonstrate that we are delivering against our comparator groups, especially for those areas selected as our local priorities.

4 THREE YEAR CORPORATE PLAN TARGETS

4.1 This report presents three year targets for performance indicators within the corporate plan for approval by Cabinet. The introduction of the national indicator set in April 2008 replaced the previous best value performance indicator regime and the 2009-12 delivery plan includes a combination of national and local indicators to measure progress towards achieving the strategic objectives, aims and improvement priorities within the Corporate Plan.

4.2 A robust review has been undertaken of the indicators and targets within the Corporate Plan which has been led by the council's Corporate Improvement Group and Performance Management Group. The purpose of the review was to ensure that the most appropriate indicators are included within the corporate plan to measure progress and that the targets set are sufficiently ambitious to deliver the corporate

plan's strategic objectives, aims and improvement priorities. Appendix 1 sets out the three year targets for approval by Cabinet.

5 Financial implications

5.1 There are no financial implications arising from this report.

6 Staffing implications

6.1 There are no staffing implications arising from this report.

7 Equal Opportunities implications

7.1 The projects and activities identified in the Corporate Plan will be considered by the Council's Corporate Equality and Inclusion Group and, where appropriate, included in the ongoing programme of equality impact assessment.

8 Community Safety implications

8.1 Any community safety implications are identified where appropriate in the Corporate Plan.

9 Local Agenda 21 implications

9.1 Any Local Agenda 21 implications are identified where appropriate in the Corporate Plan.

10 Planning implications

10.1 Planning implications are identified where appropriate in the Corporate Plan.

11 Anti-poverty implications

11.1 Anti-poverty implications are identified where appropriate in the Corporate Plan.

12 Social Inclusion implications

12.1 Social inclusion implications are identified where appropriate in the Corporate Plan.

13 Local Member Support implications

13.1 There are no local member support implications arising directly from this report.

14 Background Papers

14.1 The background papers used for this report are:

- Cabinet, 5th February 2009: Draft Departmental Service Plans and Refreshed Corporate Plan
- FOR 2009/10

- Cabinet, 14th November 2007: Revision of the Council's Corporate Plan
- Cabinet, 13th March 2008: Draft Corporate Plan 2008-2011 and Departmental Service Plans
- Cabinet, 25th September 2008: Wirral's Performance Management Framework – Annual Review of the Council's Corporate Plan for 2009/10

15 Recommendations

17.1 That

- (1) the refreshed Corporate Plan 2009-12 delivery plan be agreed and;
- (2) the three year targets for the corporate plan be approved.

J. WILKIE

Deputy Chief Executive/Director of Corporate Services

This report was prepared by Lucy Beed, who can be contacted on 0151 691 8006.

Wirral's Corporate Plan

Appendix 1: Our Delivery Plan

2009 – 2012

Appendix 1 sets out the details of how we will deliver and measure our success in achieving the vision for Wirral as set out in the corporate plan. They show the aims, the key actions needed to deliver each aim, and how those actions and the indicators will be used to measure progress in achieving the aim, as well as the cabinet portfolio accountable for each aim.

Objective 1: To create more jobs, achieve a prosperous economy and regenerate Wirral

1.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline	2009-10	2010-11	2011-12	Portfolio
				2007 -08	Target	Target	Target	
1.1	Increase investment and encourage new developments Increase investment and encourage new developments	A programme of activity to maximise investment into the Wirral economy, which takes into account challenges related to the economic downturn	LAA 6280 - amount of new gross floor space developed for employment use (discussions ongoing with GONW to agree LAA indicator)	16598 (Dec 08)	16000	16300	Target to be set.	Regeneration and Planning Strategy
			NEW - number of successful inward investment projects supported by Invest Wirral	New	3	4	5	Regeneration and Planning Strategy
			LAA/ NI 154 Net additional homes provided	300	500	500	500	Regeneration and Planning Strategy
1.2	Improve rate of business start ups and support local businesses to grow	Delivery of the Business Start Initiative	Local 4128 - number of new business start-ups supported through Wirral Biz or Business Link in Wirral as measured by data from both organisations	243	Targets to be set			Regeneration and Planning Strategy
			Local 4129 Number of businesses supported through Wirral Biz / Business Link in Wirral still operating 12	236	Targets to be set			Regeneration and Planning Strategy

1.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline 2007 -08	2009-10 Target	2010-11 Target	2011-12 Target	Portfolio
			months after commencement as measured by data from both organisations					
1.2a	Increase enterprise [Priority for 2009/10]	Deliver a programme of activity to engage and support local businesses to grow, expand and invest	NEW LOCAL 6291 - indigenous company investment supported by Invest Wirral	New	28	32	32	Regeneration and Planning Strategy
			LAA / NI 171 - support business growth – VAT reg / PAYE	40.9 (2007)	40.3	42	42.2	Regeneration and Planning Strategy
			Local 6245 - number of jobs safeguarded in companies supported by invest Wirral	1023	425	450	480	Regeneration and Planning Strategy
			Local 6247 - number of jobs created in companies supported by invest Wirral	316	300	320	328	Regeneration and Planning Strategy
1.3	Increase GVA by increasing employment opportunities and matching skills to employers' demands	The alignment of partner activity within the framework of Working Wirral	Local 6282 - Gross Value Added (GVA) per head of local population	10115	12583	13338	14138	Regeneration and Planning Strategy
			NI 163 - proportion of population aged 19-64 males and 19-59 females qualified to at least NVQ level 2 or higher	67.7 (06/07)	72.2	73.7	75.1	Regeneration and Planning Strategy
			LAA/ LOCAL 6236 Working age population qualified to	3250 (06/07)	3299	3316	3332	Regeneration and Planning Strategy

1.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline 2007 -08	2009-10 Target	2010-11 Target	2011-12 Target	Portfolio
			NVQ level 2 and above					
1.4	Reduce Worklessness [Priority for 2009/10]	The alignment of partner activity to address worklessness within Wirral and, where appropriate, sub-regionally	LAA / NI 151 - employment rate	69.8	71.2	72.10	72.6	Regeneration and Planning Strategy
			NI 152 - working age people claiming out of work benefits across Wirral	17.8	16.7	15.9	15.8	Regeneration and Planning Strategy
			LAA / NI 153 - working age people claiming out of work benefits in the worst performing neighbourhoods	35.8	34.4	33.3	33.00	Regeneration and Planning Strategy
1.5	Ensure the sustainability of our cultural, leisure and tourism assets.	Produce a revised development and promotional plan for museums	NI 10 - Visits to museums and galleries	N/A	52	52	55	Culture, Tourism & Leisure
		Produce a development and improvement plan for the library service	NI 9 – Use of public libraries	N/A	54	54	54	Culture, Tourism & Leisure
		Implement the advancing assets programme for Community Centres	Undertake 3 pilot transfers in the 1st year	N/A	3	Targets to be set following initial pilots		Culture, Tourism & Leisure
		Support the development and promotion of The New Floral Pavilion as part of the New Brighton regeneration	NI 11 – Engagement in the arts	N/A	45	45	50	Culture, Tourism & Leisure
		Undertake Gateway review for the Parks and Countryside Service	Quarterly Review and progress report against key project milestones					

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		Upgrade cremators at Landican crematorium	Quarterly Review and progress report against key project milestones					Culture, Tourism & Leisure

Objective 2: To create a clean, pleasant, safe and sustainable environment

2.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline 2007 -08	2009-10 Target	2010-11 Target	2011-12 Target	Portfolio
2.1	Sustain improved levels of recycling [Priority for 2009/10]	Deliver a sustained communications campaign to increase capture of recyclates on the co-mingled kerbside scheme from households and Council complexes and other public sector agencies.	NI 192 Household waste recycled or composted	31.67%	37.5%	39%	39%	Environment
			NI 195a Improved street and environmental cleanliness litter	11%	7.5%	7%	7%	Environment
			LAA local – levels of litter and detritus in Wirral's most deprived areas	30%	24%	20%	Target to be set	Environment
			NI 195b Improved street and environmental cleanliness detritus	11%	9%	8%	8%	Environment
			NI 195c Improved street and environmental cleanliness graffiti	7%	6%	6%	6%	Environment
			NI 195d Improved street and environmental cleanliness fly posting	1%	0.5%	0.5%	0.5%	Environment

2.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline 2007 -08	2009-10 Target	2010-11 Target	2011-12 Target	Portfolio	
		Increase diversion of other waste streams involving street cleansing and leaf fall by applying waste hierarchy	NI192 Household waste recycled or composted NI 195a Improved street and environmental cleanliness litter LAA local – levels of litter and detritus in Wirral's most deprived areas NI 195b Improved street and environmental cleanliness detritus NI 195c Improved street and environmental cleanliness graffiti NI 195d Improved street and environmental cleanliness fly posting	Please see above section 2.1					
		Work with other Merseyside Partners to deliver food waste minimisation campaigns and promote home composting	NI192 Household waste recycled or composted	Please see above section 2.1					

2.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline 2007 -08	2009-10 Target	2010-11 Target	2011-12 Target	Portfolio
			NI 195a Improved street and environmental cleanliness litter LAA local – levels of litter and detritus in Wirral's most deprived areas NI 195b Improved street and environmental cleanliness detritus NI 195c Improved street and environmental cleanliness graffiti NI 195d Improved street and environmental cleanliness fly posting					
		Continue to enforce use of Site Waste Management Plans through construction contracts	NI192 Household waste recycled or composted NI 195a Improved street and environmental cleanliness litter					Please see above section 2.1

2.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline 2007 -08	2009-10 Target	2010-11 Target	2011-12 Target	Portfolio	
			NI 195b Improved street and environmental cleanliness detritus NI 195c Improved street and environmental cleanliness graffiti NI 195d Improved street and environmental cleanliness fly posting						
2.2	Reduce our carbon footprint	Implementation of C Red Initiative	LAA / NI 186 Carbon reduction in the LA area (targets are a % reduction against the baseline)	6 tonnes CO2 per capita	7.5	11.4	No target set	Environment	
			NI 188 Planning to adapt to climate change	Awaiting baseline	2	3	No target set	Environment	
			NI 194 Air quality – reduction in NO _x and primary PM ₁₀ emissions through local authority's estate and operations	Baseline and targets available July 2009.				Environment	

2.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline	2009-10	2010-11	2011-12	Portfolio
				2007 -08	Target	Target	Target	
		Produce a Developer's Guide for Sustainable Development	LAA NI 186 Carbon reduction in the LA area	Please see above section 2.2				
			NI 188 Planning to adapt to climate change	Please see above section 2.2				
			NI 194 Air quality – reduction in NO _x and primary PM ₁₀ emissions through local authority's estate and operations	Please see above section 2.2				
2.2a	Reduce the Council's carbon footprint [Priority for 2009/10]	Establish Sustainability Unit	Quarterly review and progress report / achievement of action plan targets					
		Deliver Energy Efficiency Programme Ph 2 & 3	NI 185 Carbon reduction from local authority operations	Awaiting baseline	5.25	5.25	5.25	Environment
			NI 188 Planning to adapt to climate change	Please see above section 2.2				

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			NI 194 Air quality – reduction in NO _x and primary PM ₁₀ emissions through local authority's estate and operations	Please see above section 2.2				
		Deliver programme of Microregeneration projects	NI 185 Carbon reduction from local authority operations	Please see above section 2.2a				
			NI 188 Planning to adapt to climate change	Please see above section 2.2				
			NI 194 Air quality – reduction in NO _x and primary PM ₁₀ emissions through local authority's estate and operations	Please see above section 2.2				
2.3	Create exemplary levels of street cleanliness	Improving waste collection service reliability and engaging with community effectively	NI 195a Improved street and environmental cleanliness litter	Please see above section 2.1				
			NI 195b Improved street and environmental cleanliness detritus					

2.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline 2007 -08	2009-10 Target	2010-11 Target	2011-12 Target	Portfolio											
			NI 195c Improved street and environmental cleanliness graffiti																
			NI 195d Improved street and environmental cleanliness fly posting																
		Increase diversion of other waste streams involving street cleansing and leaf fall by applying waste hierarchy	LAA / NI 192 Household waste recycled or composted																
			NI 195a Improved street and environmental cleanliness litter	Please see above section 2.1															
			LAA local – levels of litter and detritus in Wirral's most deprived areas						Please see above section 2.1										
			NI 195b Improved street and environmental cleanliness detritus											Please see above section 2.1					
			NI 195c Improved street and environmental cleanliness graffiti																Please see above section 2.1

2.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline 2007 -08	2009-10 Target	2010-11 Target	2011-12 Target	Portfolio
			NI 195d Improved street and environmental cleanliness fly posting					
2.4	<p>Reduce number of people killed or seriously injured in road accidents</p> <p>[Priority for 2009/10]</p>	Continue the agreed communications activities with regard to local and national publicity campaigns	LAA / NI 47 People killed or seriously injured in road traffic accidents	174 (05/07)	10.4	11.1	Target to be set	Streetscene & Transport Services
			LAA / NI 48 Children killed or seriously injured in road traffic accidents	31 (05/07)	15.6	6.2	Target to be set	Streetscene & Transport Services
			198a(i) Children travelling to school – mode of transport usually car (aged 5 - 10 years)	Awaiting baseline	Target to be set	1.1	Target to be set	Streetscene & Transport Services
			198a(ii) Children travelling to school – mode of transport usually car (aged 11 - 16 years)	Awaiting baseline	Target to be set	1.1	Target to be set	Streetscene & Transport Services
			198b(I) Children travelling to school – mode of transport usually car share (aged 5 - 10 years)	Awaiting baseline	Target to be set	2	Target to be set	Streetscene & Transport Services

2.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline	2009-10	2010-11	2011-12	Portfolio
				2007 -08	Target	Target	Target	
			198b(ii) Children travelling to school – mode of transport usually car share (aged 11 - 16 years)	Awaiting baseline	Target to be set	2	Target to be set	Streetscene & Transport Services
			198c(i) Children travelling to school – mode of transport usually public transport (aged 5 - 10 years)	Awaiting baseline	Target to be set	0.8	Target to be set	Streetscene & Transport Services
			198c(ii) Children travelling to school – mode of transport usually public transport (aged 11 - 16 years)	Awaiting baseline	Target to be set	0.8	Target to be set	Streetscene & Transport Services
			198d(i) Children travelling to school – mode of transport usually walking (aged 5 - 10 years)	Awaiting baseline	Target to be set	1.5	Target to be set	Streetscene & Transport Services
			198d(ii) Children travelling to school – mode of transport usually walking (aged 11 - 16 years)	Awaiting baseline	Target to be set	1.5	Target to be set	Streetscene & Transport Services

2.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline 2007 -08	2009-10 Target	2010-11 Target	2011-12 Target	Portfolio
			198e(i) Children travelling to school – mode of transport usually cycling (aged 5 - 10 years)	Awaiting baseline	Target to be set	0.5	Target to be set	Streetscene & Transport Services
			198e(ii) Children travelling to school – mode of transport usually cycling (aged 11 - 16 years)	Awaiting baseline	Target to be set	0.5	Target to be set	Streetscene & Transport Services
			198f(i) Children travelling to school – mode of transport usually other (aged 5 - 10 years)	Awaiting baseline	Target to be set	0.1	Target to be set	Streetscene & Transport Services
			198f(ii) Children travelling to school – mode of transport usually other (aged 11 -16 years)	Awaiting baseline	Target to be set	0.1	Target to be set	Streetscene & Transport Services
		Continue to implement engineering measures including local Safety Schemes Programme, Safer Routes to Schools Programme and associated community projects.	NI 47 People killed or seriously injured in road traffic accidents	Please see above, Section 2.4.				
			NI 48 Children killed or seriously injured in road traffic accidents	Please see above, Section 2.4.				

2.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline	2009-10	2010-11	2011-12	Portfolio		
				2007 -08	Target	Target	Target			
			NI 198 Children travelling to school – mode of transport	Please see above, Section 2.4.						
			Improve the highway network through implementation of the Capital Programme	NI 47 People killed or seriously injured in road traffic accidents	Please see above, Section 2.4.					
			NI 48 Children killed or seriously injured in road traffic accidents	Please see above, Section 2.4.						
			NI 198 Children travelling to school – mode of transport	Please see above, Section 2.4.						
2.5	Deliver HMRI programme and achieve housing decency standards	Deliver clearance, refurbishment and new build schemes in line with the HMRI Programme	Local 4049, Total number of homes acquired, demolished, refurbished or built as a result of HMRI investment.	1397	950	930	920	Housing and Community Safety		
			LAA / NI 155, Number of affordable homes delivered (gross)	99 (06/07)	167	187	162	Housing and Community Safety		

2.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline	2009-10	2010-11	2011-12	Portfolio
				2007 -08	Target	Target	Target	
			LAA local – Vulnerable households assisted with energy efficiency measure under Warm Front	2665 (2006/07)	2903	3048	3048	Housing and Community Safety
2.6	Reduce alcohol related crime	Young Persons Alcohol Intervention Project	LOCAL – Number of Referrals	To be baselined in 2009/10.				Housing and Community Safety
2.7	Reduce levels of anti-social behaviour	Continuation and extension of Wirral Family Intervention Project to focus upon both anti-social behaviour and youth offending.	LAA local – Reducing the number of incidents of ASB	18414	17558	17207	16863	Housing and Community Safety
		<i>Negotiations are underway at a sub regional level re the measurement and delivery of this indicator. Future projects and delivery plans will be subject of further report.</i>	LAA / NI 21 – People who agree that the police and local councils are dealing with anti-social behaviour and crime that matter in their area	Targets to set subject to baseline				Housing and Community Safety
2.8	Conserve the borough's natural and built heritage and increase civic pride and public participation	Heritage Strategy	Quarterly Review and progress report against key project milestones				Culture, Tourism & Leisure	

Objective 3: To improve health and well being for all, ensuring people who require support are full participants in mainstream society

3.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline 2007 -08	2009-10 Target	2010-11 Target	2011-12 Target	Portfolio
3.1	Narrow the mortality gap on Wirral	Implement health inequalities action plan	LAA / NI 120 All age all cause mortality rates	815 (2006) Male	714	694	Target to be set	Social Care & Inclusion
				529 (2006) Female	500	488	Target to be set	Social Care & Inclusion
		Implement the smoke free Wirral strategic plan to reduce smoking prevalence	LAA / NI 123 Stopping smoking	896 (average 2004-2007)	896	896	Target to be set	Social Care & Inclusion
3.2	Promote greater independence and choice [Priority for 2009/10]	Personal Budgets & Self Directed Support	LAA / NI 130 Social Care clients receiving Self Directed Support	4.9% (2008)	15%	30%	Target to be set	Social Care & Inclusion
		Provision of Access to Services 24 hours a day, 7 days a week	NI 130 Social Care clients receiving Self Directed Support	Please see above, Section 3.2				
			NI 131 Delayed transfers of care	Awaiting baseline	11.4	9.7	8.3	Social Care & Inclusion
			NI 132 Timeliness of social care assessment (all adults)	75%	85.0%	87%	90%	Social Care & Inclusion
			NI 133 Timeliness of social care packages following assessment	93%	97.0%	98%	98%	Social Care & Inclusion
	Provision of locality Reablement and Assessment Services	NI 125 Achieving independence for older people through rehabilitation/intermediate	88%	88.5%	89%	89.5%	Social Care & Inclusion	

3.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline 2007 -08	2009-10 Target	2010-11 Target	2011-12 Target	Portfolio
			care					
			LAA / NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information	15.15% (Jan 08)	21.5	25.0	Target to be set	Social Care & Inclusion
			LAA / NI 136 People supported to live independently through social services (all adults)	2142	2230.05	2274.30	2285	Social Care & Inclusion
			Local 8429 Number of service users who have received HART service and do not require a maintenance care package or who have been signposted to non-commissioned services.	Awaiting baseline	740	770	780	Social Care & Inclusion
			Local 8430 Number of service users whose care package has reduced on exit from HART service	Awaiting baseline	1100	1175	1300	Social Care & Inclusion
			Local: 8858 The number of Self Assessments that have been completed as a % of the total number of assessments.	Awaiting baseline	25%	50%	75%	Social Care & Inclusion
			Local 8857 An increase in the number of new individuals who have received a service via Wirral Assistive	650	750	900	1260	Social Care & Inclusion

3.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline 2007 -08	2009-10 Target	2010-11 Target	2011-12 Target	Portfolio
			Technology (including telecare and telemedicine)					
			Local 8856 % of items of equipment delivered within 7 working days	93.%	93%	95%	95%	Social Care & Inclusion
		Development of strategic integrated commissioning and partnerships across health and social care through WISP: Wirral Integrated Services Pilot	NI 131 Delayed transfers of care	Please see above, Section 3.2				
			NI 132 Timeliness of social care assessment (all adults)	Please see above, Section 3.2				
			NI 133 Timeliness of social care packages following assessment	Please see above, Section 3.2				
		Development and Implementation of an Early Intervention Strategy	Will be measured through Transformation Programme Board.					
		Care Service Strategy – Viability and Design Study'	Will be measured through Transformation Programme Board.					
		Provide property and legal support for transforming adult social care	Quarterly review and progress report / achievement of action plan targets					
3.3	Reduce the number of falls for elderly people	Implement the falls prevention action plan	LAA local - The number of emergency unscheduled acute hospital bed days occupied by people aged 75 or more in NHS hospitals in Wirral who are admitted through fractured neck of femur as a result of a fall, as measured by PCT data	2185	3255	2975	Target to be set	Social Care & Inclusion

3.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline 2007 -08	2009-10 Target	2010-11 Target	2011-12 Target	Portfolio
3.4	Encourage healthy lifestyles and participation in fulfilling activities	Sport & Physical Activity Alliance (SPAA) projects for Leisure centres	NI 8 - At least 3 days per week by 30 minutes participation in moderate exercise	20.02	25	26	27	Culture, Tourism & Leisure
3.5	Improve support for those with mental health problems	Provide training for front line staff to increase public and professional awareness of mental health and signposting to services and support	LAA local - Clients aged 16-35 with two or more episodes of self harm in the last 12 months who subsequently become engaged in meaningful social activities	0 (2008)	2	2	Target to be set	Social Care & Inclusion
		Engage with public, professional and carers to design an integrated care pathway for people with dementia	LAA local - To reduce the number of people with dementia admitted to residential and nursing care	180	171	162	154	Social Care & Inclusion
3.6	Tackle domestic violence	Introduction and use of DASH Risk Assessment Programme to supplement existing structures.	NI 32. To reduce the level of repeat victimisation in those cases presented to MARAC	9% (2008/09)	9%	9%	9%	Housing and Community Safety
3.7	Tackle all forms of alcohol and drug induced harm	Implement the alcohol harm reduction strategy	LAA NI 39 – Alcohol-harm related hospital admission rates	2196 (2006/07)	2581	2762	2908	Social Care & Inclusion

Objective 4: To raise the aspirations of young people

4.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline 2007-08	2009-10 Target	2010-11 Target	2011-12 Target	Portfolio
4.1	Raise overall educational attainment, particularly lower achieving young people [Priority for 2009/10]	Raise overall educational attainment (All targets are included in Wirral's LAA)	NI 72 - Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	49 (2008/9)	56	57	To be agreed with DCSF in 2009	Children's Services and Lifelong Learning
			NI 73 - Achievement at level 4 or above in both English and Maths at Key Stage 2	72	77	78	To be agreed with DCSF in 2009	Children's Services and Lifelong Learning
			NI 75 - Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	50.2 (2008/9)	55.2	57.0	To be agreed with DCSF in 2009	Children's Services and Lifelong Learning
			NI 76 - Reduction in number of schools where fewer than 65% of pupils achieve level 4 or above in both English and Maths at	11	13	16	To be agreed with DCSF in 2010	Children's Services and Lifelong Learning

			KS2					
			NI 78 - Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*- C grades at GCSE and equivalent including GCSEs in English and Maths	6	2	0	0	Children's Services and Lifelong Learning
			NI 84 – Achievement of 2+ GCSE Science A* - C	53.4 (2008/9)	58.7 (Provisional – subject to sign off)	60.6 (Provisional – subject to sign off)	To be agreed in 2009	Children's Services and Lifelong Learning
			NI 93 - Progression by 2 levels in English between Key Stage 1 and Key Stage 2	78.9	86	87	To be agreed with DCSF in 2009	Children's Services and Lifelong Learning
			NI 94 - Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	72.3	79	82	To be agreed with DCSF in 2009	Children's Services and Lifelong Learning
			NI 99 - Looked after children reaching level 4 in English at Key Stage 2	41.3	44.1	53.1	To be agreed with DCSF in 2009	Children's Services and Lifelong Learning
			NI 100 - Looked after children reaching level 4 in maths at Key Stage 2	51.7	44.1	56.3	To be agreed with DCSF in 2009	Children's Services and Lifelong Learning

		NI 101 - Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and maths)	7.9	7.4	6.3	To be agreed with DCSF in 2009	Children's Services and Lifelong Learning
		NI 104 - The Special Educational Needs SEN/non-SEN gap - achieving Key Stage 2 English and Maths threshold	56	52	50	49	Children's Services and Lifelong Learning
		NI 105 - The Special Educational Needs SEN/non-SEN gap - achieving 5 A*- C GCSE inc. English and Maths	44	42	41	40	Children's Services and Lifelong Learning
	Improve outreach of all Children's Centres to vulnerable families and ensure that the Full Core Offer is met by all Extended Schools to support the ECM agenda.	NI 88 – Number of Extended Schools (Full Core Offer)	62%	85.3% (110 schools)	Subject to agreement with TDA	100%	Children's Services and Lifelong Learning
		NI 109 – Delivery of Children's Centres	100%	100%	100%	100%	Children's Services and Lifelong Learning
	-Implement training programme re data, including neighbourhood data, on effects of poverty on achievement, to all relevant professionals in schools, across the partnership, and in VCF sector.	NI 75 - Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	48.4	55.2	57.0	To be agreed with DCSF in 2009	Children's Services and Lifelong Learning
		NI102 – Achievement gap between pupils eligible for FSM and their peers achieving expected level at KS2 and 4	23.0	-	21.0	To be agreed with DCSF in 2009	Children's Services and Lifelong Learning
			36.5	-	35.8	To be agreed with DCSF in 2009	Children's Services and Lifelong Learning

		<u>Early Years</u> To narrow the gap through improving the performance of the most vulnerable children and those at risk of under-achievement.	NI 92 - Narrowing the gap between the lowest achieving 20% in Early Years Foundation Stage profile (EYFSP) and the rest	34.3	30.2	28.9	To be agreed with DCSF in 2008	Children's Services and Lifelong Learning	
		To continue to improve the threshold so that all children's performance improves in the EYFSP.	NI 92 - Narrowing the gap between the lowest achieving 20% in Early Years Foundation Stage profile (EYFSP) and the rest	34.3	30.2	28.9	To be agreed with DCSF in 2009	Children's Services and Lifelong Learning	
		<u>Primary</u> Raise KS1 attainment across the board, particularly that of girls in mathematics at L2+ and in all subjects at L2b+ and L3+ for boys and girls.	Deliver 2008-2009 National Strategies training programmes. (Year 2, 3 and 4 training, talk for writing, support for writing, talk for mathematics and guided group work.	Agreeing local indicators, target setting in process.					
		Accelerate improvements in Hard to Shift schools and those which are below floor or around the new floor target of 55% floor target for combined English and mathematics at L4+.	NI 73 - Achievement at level 4 or above in both English and Maths at Key Stage 2	72	77	78	To be agreed with DCSF in 2009	Children's Services and Lifelong Learning	
		By aiming for all pupils to make at least 2 levels progress and building on the good conversions	NI 99 - Looked after children reaching level 4 in English at Key Stage 2	41.3	44.1	53.1	To be agreed with DCSF in 2009	Children's Services and Lifelong Learning	

	this year from L3+ to L5, narrow the gap for all pupils that are still at risk of underperformance, particularly including FSM and Children in Care.	NI 100 - Looked after children reaching level 4 in maths at Key Stage 2	51.7	44.1	56.3	To be agreed with DCSF in 2009	Children's Services and Lifelong Learning
		NI 102 - Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KS2.	Please see above, Section 4.1.				
		NI 104 - The Special Educational Needs SEN/non-SEN gap - achieving Key Stage 2 English and Maths threshold	Please see above, Section 4.1.				
	<u>Secondary</u> Ensuring that in all schools at least 30% of pupils achieve 5 A*-C including English and mathematics (National Challenge).	NI 78 - Reduction in number of schools where less than 30% of pupils achieve 5+ A*- C grades at GCSE or equivalent including English and Maths	6	2	0	0	Children's Services and Lifelong Learning
	Ensuring that an increasing number of pupils make 2 levels of progress in each key stage, especially those pupils from deprived areas.	NI 102 - Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KS4.	Please see above, Section 4.1.				
		NI105 - The Special Educational Needs SEN/non-SEN gap - achieving 5 A*- C GCSE inc. English and Maths	Please see above, Section 4.1.				

		Improving attainment in mathematics across all key stages.	NI 73 - Achievement at level 4 or above in both English and Maths at Key Stage 2	72	77	78	To be agreed with DCSF in 2009	Children's Services and Lifelong Learning
			NI 75 - Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	48.4	55.2	57.0	To be agreed with DCSF in 2009	Children's Services and Lifelong Learning
4. 2	Reduce numbers not in employment, education or training	Improve accessibility to post 16 learning through the implementation of the: <ul style="list-style-type: none"> 14-19 Education Plan LSC Quality Assurance Framework post-16 	NI 90 – Take up of 14-19 learning diplomas	Not applicable for 2009/10. Learning Diplomas will be introduced in Wirral in September 2009.				
			NI 117 – Reduce the percentage of 16-18 year olds not in education employment or training (NEET)	9.5% (2007)	7.10%	6.90%	Target to be set.	Children's Services and Lifelong Learning
			NI 91 – Participation of 17 year olds in education or training	No data available				
	Increase post 16 participation and achievement through the implementation of the: <ul style="list-style-type: none"> Borough EET Strategy IYS Strategy 	NI 90 – Take up of 14-19 learning diplomas	Not applicable for 2009/10. Learning Diplomas will be introduced into Wirral in September 2009.					
		NI 117 – Reduce the percentage of 16-18 year olds not in education employment or training (NEET)	9.5% (2007)	7.10%	6.90%	Target to be set.	Children's Services and Lifelong Learning	
	Support Wirral Care Leavers to access HE and achieve academic success	NI 101 - Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and maths)	Please see above, Section 4.1.					Children's Services and Lifelong Learning

4. 3	Safely reduce the numbers of looked after children [Priority for 2009/10]	<ul style="list-style-type: none"> Strategically plan to support coherent and joined up development of Area Teams / Children's Centres and Extended Schools. More timely progression of plans, for more children to be adopted or achieve permanence through Special Guardianship, Residence Orders, where this will best meet their needs. Implement multi-agency plans to safely support more children on the edge of care and in care, incorporating measures to be implemented through the Children in Care Act. Implement and sustain improved processes for contact, referral and assessment – the 'front door' into social care. 	Local Indicator 1400 - Safely reduce the number of looked after children.	606	590	565	Target to be set	Children's Services and Lifelong Learning
			NI 59 Initial assessments for children's social care carried out within 7 working days of referral.	78.8	Targets to be set, awaiting 2008/09 outturn.			Children's Services and Lifelong Learning
			NI 60 Core assessments for children's social care carried out within 35 working days of their commencement.	90.0	Targets to be set, awaiting 2008/09 outturn.			Children's Services and Lifelong Learning
			NI 61 Stability of looked after children adopted following an agency decision that the child should be placed for adoption.	56	Targets to be set, awaiting 2008/09 outturn.			Children's Services and Lifelong Learning
			NI 63 Stability of placements for looked after children: length of placements.	62.2	Targets to be set, awaiting 2008/09 outturn.			Children's Services and Lifelong Learning
			NI 68 Referrals to children's social care going on to initial assessment.	40.5%	72%	75%	Target to be set.	Children's Services and Lifelong Learning
4. 4	Reduce childhood obesity	Implement the Child Obesity Action Plan which includes action on physical	NI 53 Prevalence of breast-feeding at 6 – 8 weeks from birth.	Awaiting baseline	18	19	Target to be set.	Children's Services and Lifelong Learning
			NI 55 Obesity among primary school age	9.6%	9.37	9.50	Target to	Children's Services and Lifelong Learning

		activity, food and drink, breast-feeding and Healthy Schools and pre schools.	children in Reception Year.					
			NI 56 Obesity among primary school age children in Year 6.	Awaiting baseline	20.4	20.9	Target to be set.	Children's Services and Lifelong Learning
			NI 57 Children and young people's participation in high quality PE and sport.		This is a deferred indicator and will be baselined in 2009/10.			
			NI 198 Children travelling to school – mode of travel usually used.		See above section 2.4			
4.5	Increase numbers going to university, especially from disadvantaged communities	In partnership with local HEIs, deliver targeted activity for the named Aim Higher cohort in secondary schools and colleges as part of the Aim Higher progression framework.	NI 79 – Achievement of a level 2 qualification by the age of 19	Transition from LSC to LA control, target setting processes to be defined.				
			NI 80 – Achievement of a level 3 qualification by the age of 19	Transition from LSC to LA control, target setting processes to be defined.				

Objective 5: To be an excellent Council

5.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline 2007 -08	2009-10 Target	2010-11 Target	2011-12 Target	Portfolio
5.1	Improve the use of the Council's land and assets [Priority for 2009/10]	Implement a property review programme	Quarterly review and progress report / achievement of action plan targets					
		Strategic Asset Review:	Quarterly review and progress report / achievement of action plan targets					
		<ul style="list-style-type: none"> • Community Asset Transfer programme • A programme of investment in the Council's retained estate • A review aimed at reducing office usage by the local authority • A programme of built asset disposals • A £20 million investment programme of re-provision 	Measures put in place by individual departments to ensure delivery of departmental components of the Strategic Asset Review					
		Review of facilities management	Quarterly review and progress report / achievement of action plan targets					
		Procure and implement a new payroll system and consolidate payroll service restructuring	Quarterly review and progress report / achievement of action plan targets					
		Develop approaches	Quarterly review and progress report / achievement of action plan targets					

5.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline 2007 -08	2009-10 Target	2010-11 Target	2011-12 Target	Portfolio
		to HR delivery model, including consideration of centralisation						
		Develop a cultural change programme which provides opportunities for all staff to become involved in change, innovation and improvement	Quarterly review and progress report / achievement of action plan targets					
		Improve consistency and best practice in recruiting, developing and managing the Council's workforce	Local 6213h - Number of employees aged 65 and over working within the Authority	209	240	245	240	Corporate Services
			Local 6274a – the % of top 5% of earners that are women	45.73	47.72	48.10	48.50	Corporate Services
			Local 6274b – the % of top %5 of earners from black and minority ethnic communities	0.86	1.71	1.71	1.71	Corporate Services
			Local 6274c – percentage of the top paid 5% who have a disability (excluding those in maintained schools)	7.78	7.50	7.80	8.10	Corporate Services
			Local 6275 – the number of working days / shifts lost due to sickness absence	9.79	10.00	9.60	9.30	Corporate Services

5.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline 2007 -08	2009-10 Target	2010-11 Target	2011-12 Target	Portfolio
			Local 6276 – the percentage of employees retiring early (excluding ill-health retirements) as a % of the total workforce	0.41	2.40	2.20	2.00	Corporate Services
			Local 6277 – the % of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition	2.90	2.90	3.30	3.70	Corporate Services
			Local 6278 – the % of employees retiring on grounds of ill health as a % of the total workforce	0.21	0.23	0.22	0.21	Corporate Services
			Local 6279 – the percentage of local authority employees from minority ethnic communities	1.27	1.50	1.55	1.60	Corporate Services
		Implement the final stages of the Council's pay review	Quarterly review and progress report / achievement of action plan targets					
		Use of Resources (CAA) Delivery of action plan	Achievement of action plan targets					
		Change Programme 2009/2012 – Customer Access Strategy - Initially using Streetscene services	Quarterly review and progress report					
			Achievement of action plan targets					
		Change Programme 2009/2012 – Common	Quarterly review and progress report against key project milestones					

5.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline 2007 -08	2009-10 Target	2010-11 Target	2011-12 Target	Portfolio
		Administrative Processes - including the key projects of: <ul style="list-style-type: none"> • Highways and Engineering Services contract arrangements (HESPE) • Human Capital Management (HCM) and payment of expenses • Integrated Financial Systems (IFS) 	Achievement of action plan targets Local 2069 - visits to the Council's website	718068	65219	68713	72206	Finance and Best Value
		Change Programme 2009/2012 - ICT Technological Developments the work necessary to keep computers and software functioning and up to date, including: Government Connect - secure exchange of data with public sector partners	Achievement of action plan targets Quarterly review and progress report against key project milestones.					
		Capital Strategy - Improved decision making e.g. capital programme. Continue to assess Capital	Programme agreed by March each year. Quarterly monitoring and reporting and annual report.					

5.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline 2007 -08	2009-10 Target	2010-11 Target	2011-12 Target	Portfolio
Page 38		Programme bids against updated and appropriate priorities						
		Corporate Risk Strategy - Regularly refresh risk register in light of corporate priorities	Review by July each year. Quarterly monitoring and reporting and annual report.					
		Audit Programme - Develop and deliver programme based on risk	Local 2060 - completion of all high risk systems identified in the Audit plan	100	100	100	100	Finance and Best Value
		Quarterly monitoring and reporting and annual report.						
		Deliver the Borough's Affordable Housing Programme	NI 155 Number of affordable homes delivered (gross)	99	167	187	162	Housing & Community Safety
5.2	Maintain a sustainable and stable budget providing value for money Priority for 2009/10]	Value For Money and cost comparisons - Deliver value for money (VFM) through procurement, collaboration and change; increase the level of general balances	NI 179 - value of cash-releasing value for money gains	Awaiting baseline.	10000000	10000000	10000000	Finance and Best Value
Efficiency statement on Council tax bill	1		1	1	1	Finance and Best Value		
Local 2067 - efficiencies gained through procurement	Awaiting baseline.		2200000	2200000	1500000	Finance and Best Value		

5.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline 2007 -08	2009-10 Target	2010-11 Target	2011-12 Target	Portfolio
Page 39		Benefits Service Delivery Projects include: <ul style="list-style-type: none"> maximising delivery of Housing Benefits service including Local Housing Allowance maximising revenue collection 	Local 2080 - the percentage of invoices for commercial goods and services which were paid by the authority within 30 days of such invoices being received by the authority.	72.83	90	90	90	Finance and Best Value
			NI 180 - changes of circumstance		800	900	1000	Finance and Best Value
			NI 181 - time taken to process new claims		15.9	15.4	14.9	Finance and Best Value
			Local 2073 - Council Tax collected	96.6	97	97.2	97.3	Finance and Best Value
5.3	Improve the Council's budgeting process to fully reflect its priorities [Priority for 2009/10]	Financial Strategy - Medium Term Financial Plan <ul style="list-style-type: none"> Continue to develop and regularly review the medium term (3 year) financial plan; achieve identified savings Create a sustainable budget: Budget agreed by March each year Treasury 	Review by July each year. Quarterly monitoring and reporting					Finance and Best Value
<ul style="list-style-type: none"> Local 2068 - Section 25 report 		1	1	1	Finance and Best Value			

5.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline 2007 -08	2009-10 Target	2010-11 Target	2011-12 Target	Portfolio
		A corporate marketing plan in line with the Council's strategic objectives	Success will be measured through departmental and service specific indicators relating to particular campaigns or marketing activity (e.g. levels of recycling)					
		An internal communications programme to support the Council's change activities	Quarterly review and progress report / achievement of action plan targets					
		A strategy for the third sector	NI 7 - Environment for a thriving third sector	15.3 (2008)	19.5	Targets to be set.		Community and Customer Engagement
		An improvement programme relating to the Local Strategic Partnership and the delivery of the Sustainable Community Strategy and Local Area Agreement	Quarterly review and progress report / achievement of action plan targets					
		Support the Council through the changes to governance and democratic arrangements contained within the Local Government and Public Involvement in Health Act 2007 and the Local	Quarterly review and progress report / achievement of action plan targets					

5.	Aims for 2009-2014	We will make progress towards achieving our aims through key projects and activities:	We will measure our success in relation to this aim / priority using performance indicators or other measures:	Latest baseline 2007 -08	2009-10 Target	2010-11 Target	2011-12 Target	Portfolio
		Democracy, Economic Development and Construction Bill 2008						
5.5	Improve partnership working with the public, private and voluntary sectors	Deliver the Advancing Assets Programme						Local Indicator to be developed
	Improve partnership working with the public, private and voluntary sectors	Access to Services inspection - Delivery of action plan						Achievement of action plan targets

The Council is working in partnership to deliver Wirral's Local Area Agreement. LAA indicators have been included in the main delivery plan where appropriate and the remainder are listed below in line with the Council's strategic objectives.

Strategic Objective	Performance Indicators	Portfolio Holder
To create more jobs, achieve a prosperous economy and regenerate Wirral	-	
To create a clean, pleasant safe and sustainable environment	NI 38 - drug related (Class A) offending rate	Housing and Community Safety
	NI 167 – congestion	Environment
	NI 156 - households in temporary accommodation	Housing and Community Safety
To improve health and well being for all, ensuring people who require support are full participants in mainstream society	NI 123 - stopping smoking	Social Care and Inclusion
	NI 112 - under 18 conception rate	Children's Services and Lifelong Learning
To raise the aspirations of young people	NI 87 - secondary school persistent absence rate	Children's Services and Lifelong Learning
	NI 111 - first time entrants to YJS	Housing and Community Safety
	Local 1700 - young people's participation in positive activities	Children's Services and Lifelong Learning
Create an excellent Council	-	

Strategic Objectives

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Local Government Association

56/08 - Members' Allowances - Daily Rate

To:

Chief Executives (local authorities including Wales)
Clerks to Police, Joint Fire and Transport Authorities

Please circulate to those responsible for:
Finance, Member Services

[Members' Allowances - Daily Rate](#)

26 March 2008

Dear Colleague

In March 1995, the former Associations issued a guidance note on implementing the Local Authorities (Members' Allowances) Amendment Regulations 1995. The guidance followed the last major revision to the allowances system before that brought about by the Local Government Act 2000. The guidance suggested that local authorities might wish to adopt a "day session" rate when developing and updating their local scheme of allowances for members. At that time, a daily rate of £86 was suggested, based on the mean male non-manual wage, as set out in the annual New Earnings Survey (NES).

A copy of the original 1995 LAAs guidance was circulated with LGA Circular 48/02, which can be accessed on the LGA web site.

As a service to member authorities, the LGA has continued to circulate a revised rate for use by local authorities derived each year from the latest NES data, as provided by the Employers' Organisation. However, it should be emphasised that the daily rate has no statutory force, and authorities and their independent remuneration panels are free to use other indices to up-rate allowances, if they so wish.

Over the years, it has been necessary to change the basis of this data. In 2004, it was necessary to change the basis of the daily rate, as the 2003 NES survey did not distinguish between manual and non - manual workers. The daily rate for 2004 and subsequent years was accordingly based on the daily rate for all full time employees. In 2005, the New Earnings Survey was replaced by the Annual Survey of Hours and Earnings.

In 2006, the Employers' Organisation advised that the Office of National Statistics recommended the use of the median, rather than the mean, as an appropriate measure of the average pay rates. This was because the distribution of pay is skewed. Relatively small numbers have very

high pay, so the upper end of the pay 'tail' is elongated. On the other hand, the Minimum Wage provisions act as a cut-off at the lower end. The mean is therefore influenced by the very high earnings of relatively few people. The median is much less affected.

In the light of the ONS advice, the LGA last year moved to the use in future years of the median increase in calculating its indicative daily rate, rather than the mean increase as previously used.

Using the median increase, (as favoured by the ONS), the increase for 2007 was 2.9%. The application of this percentage increase to the present daily rate of £138.75 gives a daily rate of £142.77.

I would re-iterate that this daily rate is purely advisory, and local authorities are free to use these or other indices and benchmarks which they feel appropriate to up-rate their member allowance rates.

Yours sincerely

[Members Allowances Daily Rate alert 2008 \(PDF, 2 pages, 59KB\)](#)

WIRRAL COUNCIL

CABINET – 23 APRIL 2009

REPORT OF THE DIRECTOR OF LAW, HR AND ASSET MANAGEMENT

OVERVIEW AND SCRUTINY COMMITTEES

1. EXECUTIVE SUMMARY

1.1 This report asks the Cabinet to progress proposed changes to the structure of overview and scrutiny committees.

2. BACKGROUND

2.1 At its meeting on 19 March 2009, the Cabinet considered my report on various constitutional amendments. In relation to suggested changes to overview and scrutiny committees, in order to reflect the principle objectives of the Council's Corporate Plan, it decided as follows:

Resolved: - *That*

(1) ... [concerning the scheme of delegation of executive functions to portfolio holders]

(2) *the [proposed] Environment Overview and Scrutiny Committee be re-titled 'Sustainable Communities' Overview and Scrutiny Committee;*

(3) *Cabinet reaffirms its view that all non-executive members of the Council (other than the Mayor) should have the opportunity to serve on an Overview and Scrutiny Committee if they so choose and therefore believes that each Overview and Scrutiny Committee should have 10 members;*

(4) *the proposal to move to five overview and scrutiny committees, based on the Council's corporate priorities be forwarded to the three Party Leaders for their comments, to be brought back to the Cabinet at its next meeting; and*

(5) *Cabinet's preference is that the Scrutiny Chairs Committee be a properly constituted committee and that its role be that of programme co-ordination and call-ins that involve two or more Overview and Scrutiny Committees.*

3. OVERVIEW AND SCRUTINY COMMITTEES

3.1 The Appendix sets out draft terms of reference for the five overview and scrutiny committees listed below, based on those of existing committees:

- Economy & Regeneration
- Sustainable Communities

- Health and well-being
- Children and Young People
- Excellent Council

Draft terms of reference for an over-arching Overview and Scrutiny Committee to perform a role in relation to programme co-ordination and call-ins is also included in the Appendix.

3.2 In addition to existing functions, the Local Government and Public Involvement in Health Act will give overview and scrutiny committees the power to scrutinise Local Area Agreements and to hold partners to account in this respect. The draft terms of reference include this aspect.

3.3 As resolved by Cabinet, the proposal to move to five Overview and Scrutiny Committees was referred to the three Party Leaders for their comments. The Leader of the Conservative Group made the following suggestions.

(a) That the Committees should be based around the Council's departmental structure rather than the five Corporate priorities. This would produce seven committees; Adult Social Services; Children and Young People; Corporate Services; Finance; Law, HR and Asset Management; Regeneration; and Technical Services. If this is considered to be too many Overview and Scrutiny Committees, then it was suggested that Finance and Law, HR and Asset Management be combined as a single Committee and that Corporate Services and Regeneration be combined under the title Regeneration and Leisure.

(b) That if it was considered appropriate to have a single committee with responsibility for call-ins then that should be a stand alone committee and not comprise the Chairs of the other Overview and Scrutiny Committees.

(c) That Scrutiny Chairs should not be allocated to parties represented on the Executive.

4. FINANCIAL IMPLICATIONS

4.1 The reduction in the number of overview and scrutiny committees ought to result in fewer special responsibility allowances for members and would also decrease the expenditure involved in holding meetings at the Town Hall (room bookings, agenda papers, etc). If any increases in SRAs, associated with scrutiny committees, are proposed they would have to be referred to the Independent Remuneration Panel.

5. STAFFING IMPLICATIONS

5.1 Depending on the number of Committees and their respective workloads in a revised Overview and Scrutiny structure, there may be reduced staffing implications for Legal and Member Services.

6. EQUAL OPPORTUNITIES IMPLICATIONS

6.1 There are no equal opportunity implications arising from this report

7. OTHER IMPLICATIONS

7.1 There are no other implications in terms of community safety, Local Agenda 21, planning, anti-poverty issues or social inclusion.

8. BACKGROUND PAPERS

8.1 The Council's Constitution was used to prepare this report.

9. RECOMMENDATION

9.1 The views of the Cabinet are requested.

Bill Norman
Director of Law, H.R. and Asset Management

Appendix

DRAFT TERMS OF REFERENCE OF OVERVIEW AND SCRUTINY COMMITTEES

OVERVIEW AND SCRUTINY CO-ORDINATING COMMITTEE

The Overview and Scrutiny Committee will

- (i) approve and co-ordinate the work programme for the five themed Overview and Scrutiny Committees including resolving any conflict between such committees.
- (ii) allocate work to (or remove work from) any of the five Overview and Scrutiny Committees
- (iii) review or scrutinise decisions made or other actions taken in relation to any executive functions, particularly (but not exclusively) in relation to cross cutting issues or matters not within the terms of reference of any of the five themed Overview and Scrutiny Committees.
- (iv) consider any call-in notices in relation to any executive functions and determine such notices or allocate them to one or more of the five themed Overview and Scrutiny Committees as it considers most appropriate.

ECONOMY AND REGENERATION OVERVIEW AND SCRUTINY COMMITTEE

The Overview and Scrutiny Committee will

- (i) review and/or scrutinise decisions made or actions taken in connection with the discharge of the Council's functions;
- (ii) make reports and/or recommendations to the Council and/or the Cabinet and/or any joint or area committee in connection with any policy or the discharge of any functions;
- (iii) consider any matter affecting the area or its inhabitants; and
- (iv) exercise the right to call in, for reconsideration, decisions made but not yet implemented by the Executive;

within the following terms of reference:

- (1)** matters relating to the economic and urban regeneration of Wirral
- (2)** the economic regeneration strategy for Wirral.
- (3)** all economic regeneration programmes including European programmes, any other Council programmes and residual issues in relation to the Single Regeneration Budget.
- (4)** consultation and liaison with all organisations involved in regeneration in Wirral, including NWDA, English Partnerships, GoNW, Learning and Skills Council, Greater Merseyside Enterprise, Wirral Metropolitan College, trade unions, the private sector, the voluntary sector, etc.
- (5)** all matters in relation to European issues.
- (6)** the promotion of Wirral as a premier location for inward investment through the work of Wirral Direct and other organisations; in consultation with the Cabinet Member for Culture, Tourism and Leisure in the case of tourism initiatives.
- (7)** to ensure that an adequate supply of sites and premises is provided in order to cater for the needs of local businesses and to help attract new businesses.
- (8)** financial support, where appropriate, to businesses, co-operatives and other profit making and non-profit making ventures for the benefit of Wirral.
- (9)** provision of a comprehensive business support service to local companies.
- (10)** the development of community employment and training initiatives and other initiatives designed to strengthen the economy of local communities and combat disadvantage including the development of a comprehensive "pathways to Integration" strategy for Wirral.

- (11) monitoring economic trends in Wirral and identifying examples of good practice elsewhere in the field of urban policy and economic regeneration from which Wirral can benefit.
- (12) Lobbying Government and other agencies nationally, regionally and internationally, to ensure that Wirral achieves its economic regeneration objectives.
- (13) Welfare to Work.
- (14) the Development Plan and related plans and policies.
- (15) national, regional and strategic issues, including green belt policy.
- (16) the designation and preservation of conservation areas and liaison with conservation bodies.
- (17) the application of the Planning Acts in relation to:
 - preservation of general amenity
 - shopping improvement areas
 - derelict sites
 - building regulations
 - mineral planning issues
 - contributions to the Council's urban regeneration initiatives
 - compulsory purchase
- (19) liaison on planning matters with other local authorities and external bodies.
- (20) identification and action in relation to derelict land and building, in liaison with the Cabinet Member for the Environment.
- (21) the development, management, implementation and review of all aspects of the Council's Tourism Strategy.
- (22) the promotion of Wirral as a location for tourism and in consultation with the Cabinet member for Regeneration and Planning Strategy, to encourage tourism initiatives designed to bring new jobs to the Borough.
- (23) housing strategy.
- (24) the assessment of housing need including the needs of vulnerable people.
- (25) enabling vulnerable Clients to remain at home, through the provision of low level housing support services (the Supporting People programme).
- (26) the provision of homelessness and housing advice services, including rough sleepers.
- (27) the provision of services to enable access to accommodation.

- (28)** the assessment of housing markets.
- (29)** housing market restructuring and renewal.
- (30)** Housing matters relating to:
- Dealing with unfit and poor condition
 - Acquisition and clearance
 - Financial policies for home improvement funding
 - Regulation and enforcement of statutory provisions relating to private sector housing
- (31)** Housing matters relating to:
- The promotion and monitoring of partnerships to achieve wider strategic housing objectives
 - Monitoring the performance of new Housing Stock Transfer organisations
 - The accreditation and licensing of private landlords
- (32)** monitoring and responding to the needs of gypsies and travellers.
- (33)** those parts of the Corporate Plan within the remit of this Committee,
- (34)** to seek to achieve continuing and improving performance, better value for money and customer satisfaction in respect of those services provided through these areas.
- (35)** to support the Council's equal opportunity policies by promoting and monitoring initiatives to encourage equality of opportunity amongst disadvantaged groups including: the disabled, ethnic minorities, the long-term unemployed, the poor, and women;
- (36)** to scrutinise Local Area Agreements that fall within the areas set out above and to hold partners to account.

SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE

The Overview and Scrutiny Committee will

- (i) review and/or scrutinise decisions made or actions taken in connection with the discharge of the Council's functions;
- (ii) make reports and/or recommendations to the Council and/or the Cabinet and/or any joint or area committee in connection with any policy or the discharge of any functions;
- (iii) consider any matter affecting the area or its inhabitants; and
- (iv) exercise the right to call in, for reconsideration, decisions made but not yet implemented by the Executive;

within the following terms of reference:

- (1)** highways, streets and footpaths, including street lighting and related enforcement activities.
- (2)** traffic regulations and road safety.
- (3)** the management of Council car parks.
- (4)** liaison with the MPTA and other external organisations.
- (5)** reservoirs, sewerage and land drainage.
- (6)** the provision of civil engineering services to the Council.
- (7)** the provision of architectural, quantity surveying and mechanical, electrical and structural engineering services.
- (8)** coast protection and sea defences.
- (9)** restricted and selective tendering for civil engineering services.
- (10)** Grass cutting in residential areas
- (11)** weed control.
- (12)** Refuse Collection and Street Cleansing
- (13)** Advertisement Control
- (14)** Trading standards and consumer protection.
- (15)** Food safety and hygiene.
- (16)** Home safety.
- (17)** Health education.
- (18)** Control of communicable diseases.

- (19) Port health.
- (20) Monitoring of waste disposal.
- (21) Recycling
- (22) Public conveniences.
- (23) Preservation and improvement of amenities in residential areas.
- (24) Clean air and pollution control.
- (25) Abatement of nuisance (other than statutory nuisance in private dwellings).
- (26) identification and action in relation to derelict land and buildings.
- (27) Sea Fisheries.
- (28) the development and implementation of strategies for continually improving sustainability and reducing the environmental impact of the Council, its policies, plans, programmes and services.
- (29) the provision of leisure and cultural services including:
 - library services
 - museums and galleries, promotion of the Arts
 - civic theatres, entertainment and cultural activities
 - swimming pools, sports halls and indoor recreation
 - parks, recreation grounds, and adventure playgrounds
 - public playing fields, outdoor sports facilities
- (30) community centres and public halls.
- (31) sports activities and development, the promotion of sporting activities and joint use of sporting facilities.
- (32) resort activities, including publicity.
- (33) beaches and the Beach Lifeguard Service
- (34) the provision of country parks and allotment gardens.
- (35) the provision and management of cemeteries and crematoria.
- (36) the heritage of the Borough, including the preservation of buildings of architectural or historic interest in liaison with the Heritage Champion
- (37) Community Safety including:
 - Co-ordinating neighbour nuisance policies in the private and public sector.
 - Co-ordinating anti-social behaviour policies.

- Working with partners, the police & other Cabinet members on youth diversion schemes.
 - Working with the appropriate Cabinet member in liaison with the Drug & Alcohol Team.
 - Working with the Licensing Team on issues of under age sales of alcohol and with Trading Standards in liaison with the Cabinet Member for Environment.
 - The use of the Council's powers under the Crime and Disorder Act 1998, the Housing Act 1996 and the Anti-social Behaviour Act 2003;
 - The council's duty under section 17 of the Crime and Disorder Act 1998 to have regard to the effects on crime and disorder in the exercise of all of its powers and duties;
 - Liaison with other agencies such as the police, Primary Care Trusts, the voluntary sector and the Probation Service on community safety issues;
 - the development and implementation of the Crime and Disorder Reduction Strategy and the Anti-social behaviour Strategy
- (38)** the operation and development of Community Patrol
- (39)** those parts of the Corporate Plan within the remit of this portfolio,
- (40)** To seek to achieve continuing and improving performance, better value for money and customer satisfaction in respect of those services provided through these areas;
- (41)** To support the Council's equal opportunity policies by promoting and monitoring initiatives to encourage equality of opportunity amongst disadvantaged groups including: the disabled, ethnic minorities, the long-term unemployed, the poor, and women.
- (42)** to scrutinise Local Area Agreements that fall within the areas set out above and to hold partners to account.

HEALTH AND WELL-BEING OVERVIEW AND SCRUTINY COMMITTEE

The Overview and Scrutiny Committee will

- (i) review and/or scrutinise decisions made or actions taken in connection with the discharge of the Council's functions;
- (ii) make reports and/or recommendations to the Council and/or the Cabinet and/or any joint or area committee in connection with any policy or the discharge of any functions;
- (iii) consider any matter affecting the area or its inhabitants; and
- (iv) exercise the right to call in, for reconsideration, decisions made but not yet implemented by the Executive;

within the following terms of reference:

- (1)** the planning, commissioning and delivery of social care services for all adult client groups and to provide leadership to the wider vision of social care.
- (2)** developing preventative services that will reduce the need for social care intervention.
- (3)** work with a range of partners, including health and the voluntary and independent sector, to provide services which are well planned and integrated, make the most effective use of available resources and meet the needs of our diverse community.
- (4)** social inclusion and to promote the role of the local Authority, working with the NHS community on Wirral, to improve Public Health and well being and to address health inequalities.
- (5)** examine the healthcare provision within the area in relation to all residents of the Borough. To participate in all initiatives for improving health and the healthcare provision within the area and to call officers from the NHS Community to account and request them to appear before the Committee when appropriate.
- (6)** .ensure services are of a high quality and delivered by a well-trained workforce or by informal and family carers who are themselves supported.
- (7)** better use of technology to support people.
- (8)** ensure services have an emphasis on preventing problems and that social care and health work on a shared agenda to help maintain the independence of individuals.

- (9)** ensure that people with the highest needs receive the support and protection needed to ensure their own wellbeing and the safety of society.
- (10)** ensure that risks of independence for individuals is openly shared and balanced against benefits with them.
- (11)** To support the Council's equal opportunity policies by promoting and monitoring initiatives to encourage equality of opportunity amongst disadvantaged groups including: the disabled, ethnic minorities, the long-term unemployed, the poor and women.
- (12)** matters relating to section 47 of the National Assistance Act 1948 (as amended).
- (13)** those parts of the Corporate Plan within the remit of this portfolio,
- (14)** To seek to achieve continuing and improving performance, better value for money and customer satisfaction in respect of those services provided through these areas.
- (15)** to scrutinise Local Area Agreements that fall within the areas set out above and to hold partners to account.

CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY COMMITTEE

The Overview and Scrutiny Committee will

- (i) review and/or scrutinise decisions made or actions taken in connection with the discharge of the Council's functions;
- (ii) make reports and/or recommendations to the Council and/or the Cabinet and/or any joint or area committee in connection with any policy or the discharge of any functions;
- (iii) consider any matter affecting the area or its inhabitants; and
- (iv) exercise the right to call in, for reconsideration, decisions made but not yet implemented by the Executive;

within the following terms of reference:

- (1) the powers and duties set out in
 - the Children Act, 1989
 - the Education Act, 1996
 - the School Standards and Framework Act, 1998
 - the Education Act, 2002,
 - the Children Act, 2004
 - the Education Act 2005
 - the Education and Inspection Act 2006 and
 - any other legislation relevant to the functions defined below.
- (2) the promotion of improvement in the outcomes for children and young people in terms of their health, their education and training, their ability to make a positive contribution, and their social and economic well-being.
- (3) ensuring that children and young people in Wirral are safe from harm and neglect, and that their welfare is promoted.
- (4) the provision of services for children and young people including services for children and young people in care to the Council, provision for early years childcare and education, primary and secondary education, adult education, and youth and play activities.
- (5) the promotion of effective partnership working between all the statutory and non-statutory agencies which provide services for children and young people and, where feasible, to promote the integration of services.
- (6) ensure that systems are in place to manage and scrutinise the performance of all the services for children and young people.
- (7) ensure that resources are efficiently and effectively targeted towards the improvement of outcomes.
- (8) liaison with the Strategic Health Authority and health trusts serving Wirral on matters relating to children and young people.

- (9)** liaison with the Learning and Skills Council on matters relating to further education and training ensuring, in consultation with the Cabinet member for Regeneration and Planning Strategy, that the training needs of employers, employees and prospective employees are met.
- (10)** liaison with the Greater Merseyside Connexions Partnership on matters relating to young people's preparation for working life and specifically to have responsibility for the regulation of the employment of young people.
- (11)** liaison with the Police Authority, the Probation Service and the Youth Offending Service on matters relating to youth crime and disorder.
- (12)** those parts of the Corporate Plan within the remit of this portfolio,
- (13)** to seek to achieve continuing and improving performance, better value for money and customer satisfaction in respect of those services provided through this portfolio.
- (14)** to support the Council's equal opportunity policies by promoting and monitoring initiatives to encourage equality of opportunity amongst disadvantaged groups including: the disabled, ethnic minorities, the long-term unemployed, the poor, and women.
- (15)** to scrutinise Local Area Agreements that fall within the areas set out above and to hold partners to account.

EXCELLENT COUNCIL OVERVIEW AND SCRUTINY COMMITTEE

The Overview and Scrutiny Committee will

- (i) review and/or scrutinise decisions made or actions taken in connection with the discharge of the Council's functions;
- (ii) make reports and/or recommendations to the Council and/or the Cabinet and/or any joint or area committee in connection with any policy or the discharge of any functions;
- (iii) consider any matter affecting the area or its inhabitants; and
- (iv) exercise the right to call in, for reconsideration, decisions made but not yet implemented by the Executive;

within the following terms of reference:

- (1)** development of the Council's approach to Community engagement and to build community capacity.
- (2)** the Council's Area Forum network.
- (3)** initiatives in the wider community that will increase the understanding of the democratic process, and reduce alienation and apathy.
- (4)** the Council's Customer Access Strategy and for ensuring that it takes full account of the needs of hard to reach people.
- (5)** the Council's compliance with the requirements of the Freedom of Information Act.
- (6)** grants and loans to voluntary and community organisations.
- (7)** contributing to the development and operation of Wirral's community Legal Service.
- (8)** the following areas:
 - Mayoralty and civic ceremonial
 - Hospitality
 - Town Twinning
 - Registration of births, marriages and deaths
 - Maintenance of memorials
 - Membership of outside bodies.
- (9)** the Council's Communication Strategy and Public Relations.
- (10)** Equality and Diversity.
- (11)** the following areas:
 - The development, implementation and review of the Council's arrangements for ensuring effective use of resources including meeting

- the requirements of the Audit Commission's Use of Resources Assessment
- Financial monitoring, including standing orders and financial regulations
 - Financial propriety
 - Procurement compliance and contract compliance within the Authority
 - Restrictive and selective tendering (other than civil engineering)
- (12)** Where it is not a specified responsibility of the Employment and Appointments Committee, personnel issues including employee development and training, equal opportunities in employment and service delivery, disciplinary and grievance procedures and recruitment.
- (13)** the provision of legal and administrative services to the authority; and for the Coroner's Service.
- (14)** the preparation, maintenance and review of an overall strategy for the management, use and disposal of all Council owned land property, (including the preparation of the Asset Management Plan)
- (15)** land issues including:
- Acquisition, disposal and appropriation of all land and property
 - Provision and management of administrative and civic offices
 - Commercial development and redevelopment of the Council land and property
 - Matters relating to the Council's freehold interest and shareholding in Birkenhead Market
- (16)** the organisation of a corporate planned maintenance policy.
- (17)** co-ordinating performance management and performance indicators.
- (18)** the Council's contribution to the major partnership initiatives in which it is engaged, e.g. Local Strategic Partnership, Local Area Agreement Partnership Board, Liverpool City Region and Local Government Association.
- (19)** The following areas:
- The formulation and submission of proposals relating to strategic policy
 - The overall production of the Corporate Plan
 - Revenue and capital budgets including preparations for the annual budget and Capital Plan
 - Schemes under the Private Finance Initiative
 - Procurement
- (20)** information technology
- (21)** financial matters including insurance, rating, Council Tax and Housing and Council Tax benefits.
- (22)** the performance of the Council as measured through the Comprehensive Performance Assessment and Comprehensive Area Assessment process.

- (23)** initiatives in relation to local democracy and the modernisation of local government
- (24)** those parts of the Corporate Plan within the remit of this portfolio
- (25)** To seek to achieve continuing and improving performance, better value for money and customer satisfaction in respect of those services provided through this portfolio.
- (26)** To support the Council's equal opportunity policies by promoting and monitoring initiatives to encourage equality of opportunity amongst disadvantaged groups including: the disabled, ethnic minorities, the long-term unemployed, the poor, and women.
- (27)** to scrutinise Local Area Agreements that fall within the areas set out above and to hold partners to account.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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