



Cabinet

Date:	Thursday, 2 February 2012
Time:	6.15 pm
Venue:	Committee Room 1 - Wallasey Town Hall

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SUPPLEMENTARY AGENDA (1)

5. DRAFT CORPORATE PLAN 2012/2013 (Pages 1 - 76)

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WIRRAL COUNCIL

CABINET

2ND FEBRUARY 2012

SUBJECT:	CORPORATE PLAN 2012-13
WARD/S AFFECTED:	ALL
REPORT OF:	CHIEF EXECUTIVE
RESPONSIBLE PORTFOLIO HOLDER:	CLLR STEVE FOULKES
KEY DECISION:	YES

1.0 EXECUTIVE SUMMARY

- 1.1 This report presents the Council's draft Corporate Plan for 2012-13 at **Appendix 1**, previously agreed by Cabinet on the 8th December 2011 and considered by Council on the 12th December 2011.
- 1.2 The report further sets out the steps that have been taken to deliver the resolutions agreed by Council on the 12th December 2011 (Minute 77 and 78 refer) in respect of this draft Corporate Plan, which requested the views of all relevant partners and the referral of the draft Corporate Plan to the Council's Overview and Scrutiny Committees. Council furthermore requested that any comments received are transparently evaluated by Cabinet and a more robust plan containing SMART objectives to be resubmitted to a future Council meeting.
- 1.3 Finally, the report requests that Cabinet makes recommendations to refer an appropriately amended draft Corporate Plan to Council for consideration on the 13th February 2012.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that Cabinet:
- Considers the responses from partners at **Appendices 2 and 3**;
 - Considers the feedback from Overview and Scrutiny Committees at **Appendix 4**;
 - Agrees that, subject to the outcome of these considerations, the Corporate Plan at **Appendix 1** is amended and referred to Council on the 13th February;
 - Approves the proposed targets at **Appendix 5** for inclusion in the Corporate Plan 2012-13, subject to any amendments that may result from the consideration of **Appendices 2, 3 and 4**.

3.0 REASON FOR RECOMMENDATIONS

- 3.1 This report makes recommendations in line with the resolutions agreed by Council on the 12th December 2011.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 Further to agreement by Council, the draft Corporate Plan was circulated to a range of partners for comments. A total of 16 responses were received; these are summarised at **Appendix 2** and appear in full at **Appendix 3**.
- 4.2 The draft Corporate Plan has also been considered by Overview and Scrutiny Committees as follows:
- Economy and Regeneration: 16th January 2012
 - Health and Well Being: 19th January 2012
 - Children and Young People: 26th January 2012
 - Sustainable Communities: 30th January 2012
 - Council Excellence: 31st January 2012

Feedback from all Overview and Scrutiny Committees is attached as **Appendix 4**.

- 4.3 The proposed targets for inclusion in the Corporate Plan 2012-13 are attached at **Appendix 5**.

5.0 RELEVANT RISKS

- 5.1 The corporate risk register will be revised in line with the draft Corporate Plan for 2012-13 to ensure that any risks to delivering the Council's goals are understood and mitigating actions put in place as appropriate.

6.0 OTHER OPTIONS CONSIDERED

- 6.1 Not applicable.

7.0 CONSULTATION

- 7.1 As set out in the report to Cabinet on 8th December 2011, consultation with local people about their priorities for services has been undertaken through the recent consultation on Neighbourhood Plans. This process engaged individuals and organisations in all areas of Wirral.
- 7.2 The draft child and family poverty strategy which has informed the Corporate Plan is based on consultation with local stakeholders about the needs of children and families in Wirral.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

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

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

- 9.1 The Corporate Plan informs the Medium Term Financial Strategy and the Annual Budget which seek to allocate available resources to deliver the

priorities as set out in the Plan. By 10 March each year the Council has to agree a Budget, and set Council Tax levels, for the following financial year.

10.0 LEGAL IMPLICATIONS

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

11.0 EQUALITIES IMPLICATIONS

11.1 An Equality Impact Assessment relating to the draft Corporate Plan was attached to the report to Cabinet on the 8th December 2011. This will be refreshed subject to any amendments arising from the consideration of feedback from partners and Overview and Scrutiny Committees.

11.2 In developing individual business plans, departments will also be expected to address equalities implications as appropriate, including through undertaking Equality Impact Assessments in line with corporate requirements.

12.0 CARBON REDUCTION IMPLICATIONS

12.1 Carbon reduction is a specific goal in the draft Corporate Plan. Any carbon reduction implications relating to other goals and actions will be addressed by departments as appropriate.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

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

**REPORT AUTHOR: Jim Wilkie
Chief Executive**

APPENDICES

Appendix 1:	Draft Corporate Plan 2012-2013
Appendix 2:	Summary of Responses from Partners
Appendix 3:	Detailed Responses from Partners
Appendix 4:	Comments from Overview and Scrutiny Committees
Appendix 5:	Proposed targets for inclusion in the Corporate Plan 2012-2013

REFERENCE MATERIAL

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

SUBJECT HISTORY (last 3 years)

Meeting	Date
Draft Corporate Plan 2012-2013	Cabinet – 8th December 2011 Council – 12th December 2011

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FOREWORD FROM THE LEADER OF THE COUNCIL

This Corporate Plan is about a journey we are all taking together – Councillors, Officers, Council Staff and the people of Wirral. Travelling with us are our partners from public, private and voluntary sector organisations.

Our destination is a Wirral that is healthy and prosperous with a sense of well being that permeates all levels of our society.

It sounds simple but conditions for the journey are not good at the moment. We are in the middle of a Global and European financial crisis. Money is in very short supply and resources for the Council will be very limited for the foreseeable future. Individuals are feeling the pinch too, with pay increases restricted, jobs in short supply and prospects for the future very uncertain.

You might think this was the time to get our heads down, retreat into ourselves and try to weather the storm quietly. Think again.

The ground breaking Education Act which provided free secondary education for all was passed in 1944 at a time of great financial hardship for the Nation. Four years later, in a period of post war austerity, the National Health Service was created, providing free health care for all. Great changes are not just about money. They are about dreams and aspirations and a fierce collective determination to make things work, whatever obstacles may be thrown in the way.

We've come a long way since that post war period, but we haven't come far enough. Over 60 years later, if you live in one of Wirral's poorest areas the statistics show that you are likely to die (ten years) earlier than your counterpart in one of Wirral's wealthiest areas. That has to change. That mortality gap should not be tolerated in a civilised society.

We have a unique opportunity to make that change. The Public Health role is moving from the Health Service to Local Authorities which will allow us to work very closely together, using all our joint facilities and infrastructure, to tackle some of the most challenging problems which mean that gap stubbornly resists any attempt to narrow it.

All the evidence shows that poverty is one of the key factors in physical and mental ill health. Poor quality housing, poor job prospects, unemployment, low levels of education, low aspirations, failing family relationships, poor parenting, poor nutrition, fuel poverty, anti social behaviour, all play their part in creating the conditions which take away any sense of well being and allow ill health to flourish.

As a Council we have traditionally reacted to problems when they became apparent. But we've all heard the saying "Prevention is better than Cure". Well, that's the journey we are setting out on now, and which we are ideally placed to undertake. Identify the causes of problems and tackle them before it's too late. Before the consequences show themselves. Before it costs a great deal more money to put things right.

But this is something we all have to agree on. Preventing things happening is usually not visible. If we are successful, and there are no problems to point at, people may well

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ask what we are spending the council tax payer's money on. If we change our priorities to release more money into early detection and prevention activities, there may be other areas that have to manage on less than before, which won't be popular.

We will need to be absolutely clear what we are doing, and why, and we will need real, hard evidence to back up what we are doing. No more decisions based just on anecdotes! If we don't have the evidence, then we will need to set up pilot schemes which can be properly analysed and evaluated first, before we move into a larger arena.

This does not apply only to new initiatives. We have been criticised by the District Auditor for taking decisions to let contracts without having sufficient detailed information and costings in place about our own activities to allow us to prove that an external contract will provide better value for money. From now on we will make sure that the right information is collected and evaluated on all the Council services so we truly demonstrate we are providing value for money for the Council Tax Payer. At a time when resources are limited this is more important than ever.

This brings me to the final element of our journey. We know where we are headed. We know the route map we are using to get to our destination. But we also need to know how to travel that route safely and cost effectively.

It's like driving a car. If you ignore the highway code, crash the gears, stall the engine at stop lights, forget to signal, take short cuts which turn into long cuts, u-turn illegally when you're lost, you may still reach your destination - eventually. But you may well have had several accidents along the way. You are likely to be stressed and exhausted. Your passengers will have had a very uncomfortable ride, and the costs of your journey will have escalated because of your bad driving.

Well right now everyone involved in driving Council activities forward is being put through the equivalent of an advanced driving course. The formal name is a Corporate Governance Review. The aim is to make sure that the basic rules and procedures which govern the way the Council runs, (a kind of Local Authority Highway Code), are brought up to date, and are understood and followed by everyone. That bad habits which have become standard over a period of time are eradicated and replaced with good habits, and that the whole process eventually becomes as automatic to staff and councillors as changing gears becomes to an experienced driver.

It's not newsworthy. It's not particularly exciting. It's a lot of hard graft without any instant rewards. But it is very, very necessary. This way we travel safely. We make sure taxpayers get real value for their money. We make sure services are delivered fairly and consistently, and we avoid unnecessary disasters. And we reach our destination more quickly.

Welcome to our journey to a healthy and prosperous Wirral, where the well being of every resident matters.

Cllr Steve Foulkes

Leader of the Council.

The Destination

Our Vision for Wirral.

A Healthy and Prosperous Wirral where a sense of well being permeates every level of society and where the place you live and the amount you earn no longer effects how long you live.

- **A thriving society, with plentiful employment opportunities, and high levels of skills in the local workforce.**
- **A learning society with excellent nursery or pre-school facilities, excellent schools and excellent colleges for young people or older adults who want to re-train or improve their qualifications.**
- **A caring society that protects vulnerable people**
- **A decently housed society where warm, well insulated and affordable housing is readily available.**
- **A stress free society where no one lives in fear because of criminal activities, or anti-social behaviour, or excessive noise or threatening neighbours.**
- **A clean society with a rubbish and graffiti free environment and responsible dog owners.**
- **A relaxed society with plenty of opportunities for leisure and fitness activities.**
- **A greener society that works to reduce carbon emissions and protect the environment.**
- **A conservation minded society that respects its heritage and works together to protect everything that is best about Wirral, including our unique countryside, open spaces and coast line.**

The Journey

The route map we need to follow.

- We will focus on the new Public Health role given to Local Authorities.
- We will seek in everything we do to recognise the way in which Council activities can have a direct impact on the Health and Well Being of Wirral residents.
- We will listen to what local residents and communities tell us are the priorities to improve their neighbourhoods and we will respond by providing services that meet their needs and aspirations.
- We will continue to tackle anti-social behaviour and work with all our partners to reduce crime
- We will ensure that effective safeguarding procedures are in place to protect vulnerable adults and children.
- We will work with our partners to reduce the numbers of children and young people living in poverty and support them and their families to build the foundations for prosperous, healthy and happy lives.
- We will respond quickly and effectively to local circumstances and needs and any potential impact of welfare reform.
- We will work actively to initiate and support early detection and prevention programmes for children and adults which seek to tackle potential problems before they develop.
- We will make sure those programmes are based on well researched evidence which can be analysed and evaluated in order to ensure the very best return in outcomes for any resources invested.
- Where evidence is not readily available, we will seek to run pilot programmes where outcomes can be properly assessed and used as guidance for future programmes.
- We will seek to raise the income of Wirral people by doing everything possible to build a strong and vibrant economy with high levels of employment and opportunities for Wirral residents to improve their skills and find work. We will focus on making sure our young people can achieve their full potential in education and in the workplace.
- We will work to improve the condition of Wirral's housing stock and improve the energy efficiency to reduce levels of fuel poverty.

Travelling Safely

Changing the way we do things. (Improving Corporate Governance).

- We will make sure that this Corporate Plan informs Service Development Plans and is reflected in the budget process.
- We will review and redraft the Council's Code of Corporate Governance
- We will make sure there is a clear understanding of roles and responsibilities between the centre of the organisation and individual departments.
- We will review the Council's Internal Audit Service and make sure any warnings they issue are acted on immediately.
- We will set up a Council Policy Unit to act as a think tank for the organisation, to link together new and established initiatives, to advise on best practice elsewhere and to give advance warning of the impact of any new legislation or policies.
- We will review the way information and advice is given to councillors, and the way in which reports are written, in order to create a democracy which is as open and transparent as possible.
- We will radically improve Corporate Performance Management so the cost of a Service, the way the Service is delivered, and the achievements of the Service are linked together so we can see exactly what the result is of any investment of Council Tax payer money. We will use this information to hold councillors and officers to account for the success or failure of service delivery and we will undertake effective staff training to help us change the culture of the organisation to one that is open, transparent and focussed on positive change.
- We will ensure that the Council meets best practice in respect of equalities and diversity legislation, in all areas of activity including policy development, service delivery, community needs and recruitment.
- We will create a fairer system by implementing a comprehensive schedule of fees and charges for all appropriate Council services in line with the law, the Council's Constitution, accepted best practice and the Council's objectives and we will review that schedule annually.
- We will make sure that anyone elected as a Councillor, on the back benches or in the Cabinet, receives the proper help and training to allow them to carry out their roles and responsibilities effectively, to question and challenge, and be questioned and challenged themselves where necessary. We will ensure that any democratic structures reflect the best possible way of carrying out Council business in the interests of the Council Tax Payers.

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Our Values

We will put the interests of all the people of Wirral above other considerations.

Elected members and staff will behave with honesty and integrity at all times.

We will practice openness and transparency and remain focussed on positive change.

We will welcome suggestions on how the Council can improve and positively encourage members, staff and the public to tell us when we have got something wrong.

We will be a “learning” organisation, where good practice is captured and rolled out across the Council, and where we actively seek ideas from other local authorities and external agencies.

We will make sure our decisions are based on clear evidence.

We will welcome public involvement in the work of the Council and we will carry out effective consultation, where appropriate, with the public and key stakeholders.

We will make sure that Council services fairly and transparently take into account the needs of vulnerable and marginalised groups when changes are made and that the Council is responsive to the diversity of Wirral’s communities.

We aim to be excellent in everything we do.

Health and Wellbeing

In following our route map:

- We will focus on the new Public Health role given to Local Authorities.
- We will seek in everything we do to recognise the way in which Council activities can have a direct impact on the Health and Well Being of Wirral residents.
- We will work in partnership to develop clear priorities and joined up services for improving the health and wellbeing of Wirral residents.
- We will improve the health and wellbeing of children and young people and maintain a clear focus on tackling health inequalities that exist within Wirral. This is a priority area in our child and family poverty strategy to ensure that we increase the impact of our activities in partnership with others.
- We will make sure services are in place to help keep older people fitter for longer and that the value and contribution they can make to society is properly recognised and respected.

Child Poverty

In following our route map:

- We will work with our partners to reduce the numbers of children and young people living in poverty and support them to build the foundations for prosperous, healthy and happy lives.
- We will work actively to initiate and support early detection and prevention programmes for children and adults which seek to tackle potential problems before they develop.
- We will make sure those programmes are based on solid evidence which can be analysed and evaluated in order to ensure the very best return in outcomes for any resources invested.
- Where evidence is not readily available, we will seek to run pilot programmes where outcomes can be properly assessed and used as guidance for future programmes.
- In developing approaches to early detection and prevention, we will build on existing activity such as Wirral's involvement in developing Community Budgets around the needs of families with multiple problems.
- We have placed child poverty as a central theme of this Corporate Plan; we will ensure that Council services are developed in line with the needs of children and families in poverty.

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- The Council will also lead co-ordinated action to work with partners and local communities to improve the lives of children and families living in poverty and add value to existing services and activity.
- We will improve information sharing amongst partners about best practice, and 'what works' in identifying and addressing issues of poverty.
- We will take co-ordinated action with partners to engage more children and families experiencing issues of poverty

Neighbourhood Plans

In following our route map:

- We will listen to what local residents and communities across the borough, from the poorest to the wealthiest areas, tell us are the priorities to improve their neighbourhoods. We will respond by providing services that meet their needs and aspirations.
- We have recently completed a major consultation exercise with Wirral's communities to listen to what local people like about their neighbourhoods, and what they would like to see improved. We will use this consultation to help shape our neighbourhoods and the services they receive and we will continue to listen to local people's views as we do this.
- We will help each area to use the devolved funds available to improve and shape where they live.
- Local people overwhelmingly told us that they have pride in their community and that neighbourhoods in Wirral have strong senses of identity and community spirit. We will work to build on this positive asset to strengthen our neighbourhoods and engage local people to help make a real difference to where they live.

Investment Strategy

In following our route map:

- We will pay particular attention to Wirral's revitalised Investment Strategy which aims to build a strong, vibrant economy, through increasing the competitiveness of our people, places and businesses.
- We aim to have a borough with high levels of employment and investment, where businesses flourish, and all residents have the skills and opportunities to work. We will place a clear focus on increasing the number of jobs and employment opportunities for Wirral residents alongside our efforts to ensure longer-term prosperity through our Investment Strategy.

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- **We will seek to address the high levels of economic inactivity in disadvantaged groups and in the most deprived parts of Wirral through improving access to employment and skills, and tackling barriers to work. We will ensure that our young people are engaged in education, training and employment and are developing the skills they need for the future.**
- **We will make Wirral one of the most business friendly Councils in the country and a leading, vibrant global location for businesses and visitors. The delivery of our Investment Strategy is supported by a clear investment package and brand, including support for Wirral's tourism and visitor economy and a strong focus on international investment marketing.**
- **The Wirral Waters investment opportunity is now being promoted on an international basis. The Wirral Waters site has been designated as an Enterprise Zone, which will assist businesses through tax incentives, superfast broadband, improved infrastructure and simplified planning rules. We will also work hard to maximise the opportunities presented by the proposals to develop an International Trade Centre on the Wirral Waters site.**

Your ECONOMY

- We will seek to raise the income of Wirral people by doing everything possible to build a strong and vibrant economy with high levels of employment and opportunities for Wirral residents to improve their skills and find work. We will focus on making sure our young people can achieve their full potential in education and in the workplace.
- As the global recession has impacted on Wirral's economy, the Council has maintained a focus on supporting businesses and individuals during difficult economic conditions. We will make Wirral Council one of the most business friendly and supportive Councils in the country and develop the role of social enterprises in Wirral's economy.
- If we are to deliver a better future for Wirral and eliminate poverty, we need to improve access to employment and skills and tackle barriers to work for our most disadvantaged communities. We will work with partners and local communities to identify innovative ways of achieving this.
- We will position Wirral as a leading, vibrant global location for businesses and visitors. We will continue to support international trade links and develop our relationships with the private sector, to maximise inward investment and enable Wirral businesses to access new markets, sectors and opportunities. We will support Wirral's tourism and visitor economy and a strong focus on international investment marketing.
- We will work hard to deliver all of the opportunities presented by the Wirral Waters development.
- We will support the creation and growth of small and medium sized businesses.

Your ECONOMY	
Our goals for the next three years are to...	This year, we will focus on...
Improve access to employment and skills and tackle barriers to work	<p>Increasing the number of jobs and employment opportunities for Wirral residents</p> <p>Ensuring that new investment, economic and business growth is linked to tackling worklessness</p> <p>Tackling barriers to work and low skills in parts of Wirral and within disadvantaged groups, working with partners to ensure that pathways for skills and employment provide the best route out of poverty for local people and families</p>

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	<p>Ensuring that our young people have excellent skills and opportunities into employment, including through Wirral's Apprenticeship programme</p> <p>Ensuring that young people not in education, employment and training are effectively supported to access the opportunities available</p> <p>Working with our partners to provide sustainable transport opportunities to access centres of employment.</p>
<p>Position Wirral as a leading, vibrant global location for businesses and visitors</p>	<p>Promoting and expanding our portfolio of high quality opportunity employment sites through the facilitation of priority projects</p> <p>Supporting the start up and development of key sectors by facilitating investment into specific key projects such as the infrastructure for renewable energy opportunities.</p> <p>Continuing to improve our relationships with the private sector to increase levels of inward investment and increase jobs</p> <p>Developing and implementing the Wirral Waters Enterprise Zone to support the Wirral Waters proposals</p> <p>Market Wirral as a business and visitor location through supporting Wirral's Tourism Business Network and delivery of successful visitor attractions including the 2012 Women's Golf Open</p>
<p>Make Wirral Council one of the most business friendly and supportive Councils in the country</p>	<p>Maximising available resources by co-ordinating all business support services through Invest Wirral</p> <p>Supporting the development of successful businesses, particularly those in key growth sectors</p> <p>Enabling an increasing role for social enterprises in Wirral's economy</p> <p>Adopting a more targeted approach to promoting Wirral as an investment location on an international stage and supporting Wirral businesses to access new markets and opportunities</p>

YOUR FAMILY: CHILDREN AND YOUNG PEOPLE

- **Reducing child poverty is a priority for the Council and we are clear about what we will do to achieve this. We will have a strong foundation to achieve this on the basis of the excellent Children's Services we provide and history of strong partnership working in Wirral.**
- **We will continue to work with our partners to protect children and young people from harm and improve the lives of the children and young people already in our care.**
- **We promise to deliver Children's Services that give all children the best possible start in life. As we are clear from our commitment to work actively to initiate and support early detection and prevention programmes, we will provide early intervention and support for vulnerable children and families through projects and activities with a focus on identifying problems early and stopping them developing.**
- **We will ensure that the services provided through our Sure Start and Children's Centres deliver effective support based on the needs of our local residents and communities.**
- **We will pay particular attention to early intervention measures, including the need to make sure youngsters are school ready and that outreach work and the multi agency approach contained in the Roots and Wings programme are used to make contact with hard to reach families.**
- **The attainment of children who are affected by poverty and disadvantage is an area of focus for the Council and its partners. We will therefore focus on ensuring that these children and young people have the additional support they need to improve their attainment and achieve their full potential and that 16-18 year olds not in employment, education or training can access opportunities**
- **Local people have told us that activities for children and young people in their area are an important priority for them. We will ensure that children and young people have access to a range of activities.**
- **We will continue to engage with our children and young people through forums such as the Youth Parliament and the Children in Care Council to ensure that the views of children and young people are central to the design of the services we provide.**
- **Our success in designing services to divert vulnerable young people from crime and anti-social behaviour has received external recognition. We will continue to work in partnership to promote an integrated approach to supporting young people.**

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Your FAMILY: CHILDREN AND YOUNG PEOPLE	
Our goals for the next three years are to...	This year, we will focus on...
Protect children and young people from harm and improve the lives of the children and young people already in our care	<p>Safeguarding children and young people in need of protection</p> <p>Ensuring that children in care and care leavers have appropriate support which best meets their needs</p> <p>Commencing the delivery of Munro reforms to ensure that systems are centred on the needs of children and young people</p>
Support schools and other settings to improve educational provision and attainment, maintaining a clear focus on outcomes for those children and young people affected by poverty and disadvantage	<p>Implementing and evaluating the new School Improvement Strategy; ensuring we meet our statutory duties and meet the needs of schools, including Academies, through effective traded services</p> <p>Improving educational outcomes for children and young people affected by poverty and disadvantage</p> <p>Improving the educational attainment of children in care</p> <p>Improving provision, choice and outcomes for children and young people with Special Educational Needs and/or disabilities</p> <p>Reviewing the provision of behaviour support and reducing school exclusion</p>
Provide early intervention and support for vulnerable children and families	<p>Commissioning effective support and intervention services, for example Sure Start, improving outcomes for vulnerable children and families through parenting programmes, children and young people with disabilities and tackling harmful behaviour in children, young people and families</p> <p>Implementing the national Children's Centre payment by results research pilot to further improve the quality of targeted provision</p> <p>Ensuring every child is school ready</p> <p>Further developing effective partnership working to deliver joined up services for vulnerable families with complex needs through the delivery of the Community Budget pilot</p>
Ensure children and young people have	Providing children and young people with access to a range of appropriate developmental activities which meet their needs

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<p>opportunities to participate in activities which will help them achieve their potential</p>	<p>and encourage take up by making activities easily accessible</p> <p>Providing opportunities for children and young people to be actively engaged in community and democratic decision making processes</p> <p>Ensuring that all young people aged 16-18 particularly those in vulnerable groups are effectively supported to access the education, employment and training opportunities available and, as part of this, implement the strategy for raising the participation age to 18 by 2015</p>
<p>Improve the health and wellbeing of children and young people, maintaining a clear focus on tackling health inequalities</p>	<p>Effectively implementing the Child Health Strategy and so reducing inequalities in the physical and mental health of children and young people</p> <p>Encouraging and supporting all children and families to achieve and maintain a healthy weight and lifestyle</p>

YOUR FAMILY: ADULTS

- We will safeguard vulnerable adults in Wirral and seek to protect them from harm through working in partnership to ensure that our arrangements and policies for protecting are robust.
- The way the Council delivers social care services is changing. Wirral is now amongst the best in the country for the numbers of eligible people using Personal Budgets, which give adults more choice about the support they receive.
- We will build on these improvements to ensure that local people receive excellent standards of support and care and are protected and feel safe.
- We will listen to people who use services, their carers and communities, to enhance the quality of life of the people of Wirral who have care and support needs. We will work with our local communities to ensure that people can access services that meet their needs locally, and have greater choice and flexibility in the packages of support and care available to them.
- In circumstances where people develop care needs, we will work effectively with our partners to provide them with appropriate support to help them recover and regain their independence as quickly as possible.
- We will make sure that the services we commission from other organisations are high quality, cost effective and meet the needs of local people.
- We will place a specific focus on ensuring that when children with disabilities move into adulthood, they receive quality information, advice and support services to make sure this transition is seamless.

Your FAMILY: ADULTS	
Our goals for the next three years are to...	This year, we will focus on...

<p>Enhance the quality of life of the people of Wirral who have care and support needs</p>	<p>Transforming in-house day services through engagement with local communities, residents and carers</p> <p>Providing integrated, high quality services in local settings</p> <p>Ensuring that people can manage their own support as much as they wish so that they are in control of what, how and when support is delivered to match their needs</p> <p>Provide support for people with learning disabilities and mental health needs to access training and employment opportunities</p>
<p>Delay and reduce the need for care and support</p>	<p>Ensuring that when people develop care needs the support they receive enables them to recover and regain their independence</p> <p>Reduce the need for formal care by increasing the use of high quality cost effective preventions services</p> <p>Ensuring that services commissioned from the voluntary, community and faith sector are cost effective and appropriately targeted</p>
<p>Ensure that the people of Wirral who use services have a positive experience of care and support</p>	<p>Ensuring that children with disabilities are effectively supported with the transition into adulthood</p> <p>Providing universally accessible information and support to people and their carers so that they are able to make choices about the care that they need to remain independent</p> <p>Ensuring that people who use social care and their carers are involved in the planning and evaluation of services, and are satisfied with their experience of care and support services</p>
<p>Safeguard people in Wirral whose circumstances make them vulnerable and protect them from avoidable harm</p>	<p>Ensuring that there are robust arrangements and procedures in place and followed in order that vulnerable people are kept safe and protected</p> <p>Ensuring that the provision of support and care in the independent sector is of the highest possible quality</p>

YOUR NEIGHBOURHOOD

- In line with the results of the Neighbourhood Plans, we will continue to use devolved funding to allow each area to meet the specific needs of their own communities.
- We will continue to tackle anti-social behaviour and work with the police and other partners to reduce crime. Local people told us that feeling safe in their neighbourhood is an important priority.
- We will work with partners to improve the condition of Wirral's housing stock and improve the energy efficiency to reduce levels of fuel poverty.
- Reducing Wirral's carbon footprint is an important priority for us and we work in partnership with local residents, partners and the private sector to address this.
- We have made impressive year on year progress to improve the amount of waste recycled in Wirral. Forty per cent of all household waste is now recycled and we will continue to build on this success, improving our recycling rates and reducing waste being sent to landfill sites.
- Local residents in all parts of Wirral have told us that having streets that are clean and tidy is an important priority to them. We will ensure that we deliver a reliable street cleansing service in all parts of the borough and use feedback from local residents to help us maintain standards. Wherever possible we will trace and prosecute flytippers
- Local people also want us to focus on having safe and well maintained roads. We have seen reductions in accidents on some of Wirral's busiest roads and we will continue to make Wirral's roads safer and target our resources effectively and in line with what local people have told us about their areas.
- Wirral's parks and countryside are very important to local communities and we will secure their future by improving how they are managed. We will also create even more opportunities for people to get involved and benefit from using these well-loved facilities in the areas in which they live and elsewhere in the borough. We will also encourage greater use of our high, quality and value for money leisure and cultural facilities in Wirral.
- We will respond effectively to the impact of welfare reform on the availability of and access to housing, including close partnership working with landlords in the borough.
- We will support those who are experiencing or who are at risk of homelessness and we will continue to work hard to improve access to advice and information about the housing options that local people have.
- The Council recognises that vulnerable people, including some of our children and young people, have additional housing needs and we will review the services we deliver to ensure that support is effective and targeted appropriately.

Cabinet, 2nd February 2012, Draft Corporate Plan 2012-13

Your NEIGHBOURHOOD	
Our goals for the next three years are to...	This year, we will focus on...
Reduce anti-social behaviour and ensure that people feel safe in their neighbourhoods	Working in partnership to ensure that preventative measures to reduce anti-social behaviour are in place and that there is a quick response when incidents occur Engaging with the community to ensure that Community Safety interventions are effective
Reduce Wirral's carbon footprint	Delivering the Council's carbon budget Working with local residents, partners and the private sector to improve energy efficiency
Minimise waste by encouraging waste reduction and recycling	Educating and raising awareness to reduce the amount of household waste being sent to landfill and improving recycling rates
Have high standards of environmental quality in all of Wirral's neighbourhoods	Delivering a reliable street cleansing service to keep Wirral's streets clean and tidy
Have a safe and well-maintained highway network for all users	Maintaining and improving Wirral's roads through a programme of highway maintenance and road safety improvements
Provide and maintain high quality parks and countryside in partnership with local communities	Delivering an improved in-house parks and countryside service that is value for money Working with local communities to maximise the use and benefits of Wirral's neighbourhood parks and open spaces
Provide high quality, value for money leisure and cultural facilities for Wirral residents	Promoting the leisure opportunities available within Wirral to impact positively on health and well being

Prevent and alleviate homelessness	<p>Providing a range of interventions to assist people who are at risk of homelessness</p> <p>Ensuring a co-ordinated partnership approach in response to welfare reform, including providing benefits advice</p> <p>Improving access to privately rented accommodation</p>
Support for people, including those who are vulnerable, to access suitable housing options	<p>Reviewing housing services for vulnerable people in order to deliver efficiencies and improved outcomes</p> <p>Developing a plan to address the housing needs of vulnerable children and young people, incorporating the review of housing services for at risk young people and young people in care</p>
Provide high quality and affordable homes and make the best use of the existing housing stock	<p>Responding to housing market failure and restructuring housing market with partner organisations</p> <p>Exploring alternative funding and delivery mechanisms to provide high quality new and affordable homes</p> <p>Improving housing standards in the existing stock to make a positive impact on people's health and wellbeing</p> <p>Bringing empty properties back into use</p> <p>Developing partnership working with landlords to respond to the impact of welfare reform</p>

YOUR COUNCIL

- We will complete the actions under the Corporate Governance Review, (outlined above under Travelling Safely.)
- We will subject the Council to an external peer review in the summer of 2012 in order to assess how effective those actions have been.
- We will make sure that we know what outcomes are being delivered for the level of investment in resources used, both within the Council and in the commissioning of external services.
- We will make sure that we collect and evaluate the appropriate information in order to allow sound judgements to be made on whether or not we are delivering Value for Money in house, and whether or not any planned external contracts would provide better Value for Money or not.
- In taking key decisions, or planning new initiatives, we will move away from the use of anecdotal based evidence to the use of well researched factual evidence which can be clearly used to demonstrate the benefits of a planned course of action.
- We will make sure that the democratic structures in place reflect the most effective way of delivering sound services.
- We will be a skilled, committed and flexible workforce that is willing to go the extra mile for our local residents.
- We will take into account the needs of all Wirral residents and communities and meet our statutory duties in relation to equalities.

Your COUNCIL	
Our goals for the next three years are to...	This year, we will focus on...
Ensure Wirral Council's Corporate Governance arrangements are robust, transparent and effective	<p>Ensuring members and officers continue to work together to build on the foundations put in place by the Corporate Governance Review</p> <p>Ensuring that the Council's policies and practices are fit for purpose, consistently applied and transparently used by everyone</p> <p>Implementing outcomes of peer review taking place in Summer 2012</p>

<p>Improve the efficiency and value for money of Council services</p>	<p>Improving the delivery of services within available resources</p> <p>Ensuring the information provided for all service delivery decisions includes value for money considerations</p>
<p>Ensure we have a well led, skilled, committed and flexible workforce working to deliver excellent services to Wirral's communities</p>	<p>Ensuring Council staff are engaged and supported through cultural change</p> <p>Ensuring Council staff have the skills, training and capacity to deliver the Council's priorities and policies</p> <p>Ensuring the effective integration of the public health workforce and function into the Council</p> <p>Embedding our approach to equalities to ensure the Council fully meets its statutory duties relating to employees</p>
<p>Ensure that Council services fairly and transparently takes into account the needs of vulnerable and marginalised groups when changes are made and that the Council is responsive to the diversity of Wirral's communities</p>	<p>Developing, consulting on and implementing the Council's Equality Scheme</p> <p>Ensuring that the Council publishes and uses information relating to customers who share protected characteristics to shape services.</p>

APPENDIX 2: SUMMARY RESPONSES FROM PARTNERS

Name	Role / Organisation	Response Reference	Summary of response
John Robinson	Chairman, Wirral Investment Network	A1	General support for plan, no specific amendments
Peter Naylor	Co-Chair, WHCC	A2	General support for plan, no specific amendments
Bruce Lister	Regeneration Manager, Lovell Partnerships Limited	A3	General support for plan, no specific amendments
Louise Reece Jones	Co-Chair, Wirral Family Forum	A4	General support for plan, with specific amendment requested to include reference / commitment to carers.
Neil Dutton	Development Manager, Federation of Small Businesses	A5	General support for plan, with specific amendment requested to include commitment to awarding contracts for council services and goods to Wirral businesses.
Kathy Doran & colleagues	NHS Cheshire, Warrington & Wirral	A6	Specific amendments identified as: <ul style="list-style-type: none"> • Reference to the NHS Operational Framework priorities, JSNA and Plan • Recognition of dementia sufferers and cares • Reference the Council's new responsibilities in respect of the Health and Wellbeing Board and the key partnership which needs to be established with Commissioning Consortia Groups as well as public health
Neil Scales	Chief Executive & Director General, Merseytravel	A7	General support for plan, with specific amendments proposed to reinforce the importance of good transport provision.
Chris Allen	Chief Executive, Forum Housing	A8	General support for the plan, with some specific positives highlighted. Suggests plan could be strengthened through additional focus on 'how' / inclusion of targets Specific amendments also identified as: <ul style="list-style-type: none"> • Consistent use of terminology for the voluntary, community, independent and faith sectors • Mention Director of Public Health role, particularly utilising advice, expertise and knowledge • Include full cost recovery when commissioning services

Name	Role / Organisation	Response Reference	Summary of response
			<ul style="list-style-type: none"> • Clarify what is meant by “increasing the competitiveness of our people, places and businesses” • Ensure Corporate Plan objectives relating to NEET is resourced through current contract negotiations in respect of Connexions
Kathy Dumbell	Riverside Housing	A9	General support for plan, no specific amendments
	Older People’s Parliament	A10	<p>General support for the Corporate Plan vision.</p> <p>Specific amendments identified as:</p> <ul style="list-style-type: none"> • Target of doubling the number of carer assessments over the three years of the plan • Refer to dignity in the way all individuals, particularly the vulnerable, are treated to ensure this is embedded within every council department • Residents involvement to inform the development of plans • Opportunities for people to learn something new without seeking a formal qualification and recognition that course fees are usually out of reach of a pensioner • Need for more lay input into safeguarding vulnerable adults, and a need for a publicly available report at least twice a year, about the work of the Safeguarding Board and the situation in the Wirral • Clarify the intention to ensure that services commissioned from the third sector are value for money and appropriately targeted • Consideration is given to expanding the Homewatch scheme following identification of neighbourhood plan priority • Request that services delivering the objective to provide every possible help and support for people to regain independence are more flexible in respect of individual needs.
Pauline Cocker	Trustee, Wirral Change	A11	<p>General support for the Corporate Plan vision.</p> <p>Suggest specific references to:</p> <ul style="list-style-type: none"> • Reflect Wirral’s commitment to equality, diversity and respect in the Corporate Plan vision

Name	Role / Organisation	Response Reference	Summary of response
			<ul style="list-style-type: none"> • Wirral's commitment to tackling hate crime and the impact on victims • Consultation on all policies with diversity strands • Establishment of an equality and diversity forum • Specialist Wirral wide nursery provision to all BME pre school children • Commitment to ensure the Council's workforce reflects Wirral's communities • System for consultation with all groups
Bob Mottram	Wirral Investment Network	A12	Raises concerns about the structure and presentation of the plan in respect of demonstrating how the Council will deliver its objectives
Ian Campbell		A13	Specific amendments identified to include reference within the draft plan of the recommendations contained in the Association of Directors of Public Health document "Take action on active travel".
Karen Livesey	Business Development Manager, VCAW	A14	<p>Specific amendments identified as:</p> <ul style="list-style-type: none"> • Reference to commitment to working in partnership with stakeholders to achieve better outcomes for local people and ensure they are value for money. • Reference to communicating with partners and the public. • Reference to volunteering and the benefits to neighbourhoods and local employment has not been referenced.
Stephen Johnson		A15	Specific request for consideration in respect of the following three themes - business friendly, promoting employment and quality of life for residents are promoted by the Council in a less competing way.
Mary Quigg	Arena Housing	A16	No specific amends

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Appendix 3: Detailed responses from partners

Name	Role / Organisation	Response Reference
John Robinson	Chairman, Wirral Investment Network	A1
Peter Naylor	Co-Chair, WHCC	A2
Bruce Lister	Regeneration Manager, Lovell Partnerships Limited	A3
Louise Reece Jones	Co-Chair, Wirral Family Forum	A4
Neil Dutton	Development Manager, Federation of Small Businesses	A5
Kathy Doran & colleagues	NHS Cheshire, Warrington & Wirral	A6
Neil Scales	Chief Executive & Director General, Merseytravel	A7
Chris Allen	Chief Executive, Forum Housing	A8
Kathy Dumbell	Riverside Housing	A9
	Older People's Parliament	A10
Pauline Cocker	Trustee, Wirral Change	A11
Bob Mottram	Wirral Investment Network	A12
Ian Campbell		A13
Karen Livesey	Business Development Manager, VCAW	A14
Stephen Johnson		A15
Mary Quigg	Arena Housing	A16

Response A1 – John Robinson, Wirral Investment Network

Thank you for the opportunity to review Wirral Council's Draft Corporate Plan.

Having read through the draft I feel it is very detailed and very comprehensive and I do not have any additional comments to make.

I wish you and the Council good luck in its implementation.

Regards

John Robinson
Chairman
Wirral Investment Network

Response A2 – Peter Naylor, Co-Chair WHCC

Hi Jim
Many thanks for this – It all seems very sensible and appropriate.

Kind regards
Pete
Co-Chair WHCC

Response A3 – Bruce Lister, Lovell Partnership Limited

I have reviewed the Council's draft Corporate Plan and there is not much I could add or would wish to change. Clearly, as one of the Council's preferred housebuilder/developer partners, there is much we can do to help deliver this Plan; particularly in respect of good quality, affordable homes, carbon reduction and obviously employment, training and skills - all of which we are already actively engaged with on the Wirral.

Kind regards.

Bruce

Bruce Lister
Regeneration Manager
Lovell Partnerships Limited,

Response A4 – Louise Reece Jones, Co-Chair – Wirral Family Forum

Overall the plan looks good but as a carer and co chair of the Wirral family forum and also an exec member of the Wirral carer's association it is disappointing that carer's have not been mentioned in their own right. We would like Wirral council to make a commitment to Wirral carer's to ensure carer's needs are assessed and identified and that carer's have a voice for them selves not just about the person they care for.

We would further more request that Wirral council make a commitment to the Wirral family forum for parent carer's and the Wirral carer's association for carer's. We have worked hard at representing carer's throughout the Wirral on many different issues and also playing an important role commissioning services for children with disabilities. We strive to continue to work in partnership and therefore should feature of the corporate plan Thank you for your time

Best wish's
Louise Reecejones
Co-chair the Wirral family forum
Chair small steps parental support.

Response A5 – Neil Dutton, Federation of Small Businesses

6 January 2012

James D Wilkie
Chief Executive
Town Hall
Brighton Street
Wallasey
Wirral
Merseyside CH44 8ED

Dear Jim,

Draft Corporate Plan

All best wishes for New Year, I hope you had a great Christmas.

Thank you for the opportunity to respond to the draft Corporate Plan.

The FSB broadly welcomes the corporate plan and is pleased to see the continuing commitment to business support and job creation.

We feel strongly that the various initiatives put in place since the start of the downturn, such as The Think Big Investment Fund, The Business Investment Grant and The Wirral Apprentice are to be applauded, and we have long been fully supportive of the work of the Invest Wirral team. We look forward to continuing our strong and important relationship with the Council and urge the Council to ensure the services and initiatives currently in place continue to be fully resourced to allow Wirral businesses to grow, employ and prosper.

If we were to make one suggestion, we would welcome inclusion in the Plan of a commitment to awarding contracts for council services and goods to Wirral businesses.

Thanks once again for the opportunity to respond.

Kind regards,



Neil Dutton
Development Manager, Federation of Small Businesses

Response A6 – Kathy Doran and colleagues, NHS

In the context of partnership working, it would be good to see some direct reference to the NHS Operational Framework priorities. There is also no mention of the JSN Assessment and Plan which has to be agreed towards the end of the summer..

As dementia (sufferers and carers) is a major focus in the OF, some specific recognition of this might be appropriate.

Best wishes
Gillian

Personally I think there is a missed opportunity in the Health and Well-being section on p 11 to reference the Council's new responsibilities in respect of the Health and Wellbeing Board and the key partnership which needs to be established with CCGs as well as public health

best wishes

Kathy Doran
Chief Executive

NHS Cheshire, Warrington & Wirral

Response A7 – Neil Scales, Merseytravel



24 Hatton Garden Liverpool L3 2AN
Tel: 0151-227 5181 Fax: 0151-236 2457
www.merseytravel.gov.uk

Your Ref:
Our Ref: NS/495/CAP*

Tel DL: 0151-330 1101
Fax DL: 0151-330 1368
Date: 05 January 2012

Jim Wilkie
Chief Executive
Wirral Council

By email: jimwilkie@wirral.gov.uk

Dear *Jim*

Wirral Corporate Plan

Thank you for your email of 22nd December with regards to your *draft* Corporate Plan.

I would broadly support the aims of the plan, and welcome the references to access to employment and skills but would suggest that the following would reinforce the importance of good transport provision:-

- *Foreword (page 5)*
In respect of the paragraph referencing poverty, I would add that poor access to opportunities; fresh food and services are also contributors to well-being.
- *The destination (page 7)*
"A thriving society, with plentiful accessible employment opportunities..."
- *Health and Wellbeing (page 11)*
I would suggest it would help to mention the pilot cycle scheme, and the linkages to road safety.
- *Child Poverty (page 11)*
An additional bullet – "We will work with transport partners to ensure that poor transport choices do not prevent people from accessing the services and opportunities they need".
- *Neighbourhood Plans (page 12)*
This section needs a direct reference to the third Merseyside Local Transport Plan, and other work around the LDF for identifying the transport needs of local communities.

Cont/.....



Merseyside Integrated Transport Authority and Passenger Transport Executive
Chief Executive & Director General - Neil Scales
Director of Resources - Jim Barclay • Director of Corporate Development - Liz Chandler
Director of Customer Services - Frank Rogers • Director of Integrated Transport - Alan Stilwell



- *Your economy – our goals (page 15)*
I welcome the inclusion of the requirement for the provision of sustainable transport, but would add that it should also be affordable and accessible. I would also suggest that where possible, the aim should be to create opportunities where transport provision is already adequate.
- *Your family (Adults) – our goals (page 19)*
A link to independent travel training would be appropriate, given that you (Wirral) have already invested much time in this area.

I hope that these comments are of use to you and should you need any clarification, please let me know.

In the meantime, all the very best for 2012, I am sure it is going to prove a challenging year.

Regards,

Yours sincerely



Neil Scales
Chief Executive & Director General

Response A8, Chris Allen, Forum Housing

caa-l beed-120105-aj.let



FORUM HOUSING
— it's all about you —

5th January 2012

Ms Lucy Beed, Corporate Performance Manager
Wirral Borough Council Corporate Services
Town Hall
Brighton Street
Wallasey
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CH44 8ED

2nd Floor
84 Market Street
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CH41 5HB
Telephone: 0151 649 5718
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E-mail: info@forumhousing.co.uk
www.forumhousing.co.uk

Dear Lucy

Re: Corporate Plan

Here are my comments on the above.

I think the layout is clear; the content is really positive and forward looking.

Specific Positives for me from the Leader of the Council's Foreword

(page 5)

We have a unique opportunity to make that change. The Public Health role is moving from the Health Service to Local Authorities which will allow us to work very closely together, using all our joint facilities and infrastructure, to tackle some of the most challenging problems which mean that gap stubbornly resists any attempt to narrow it.

(page 5/6)

But this is something we all have to agree on. Preventing things happening is usually not visible. If we are successful, and there are no problems to point at, people may well ask what we are spending the tax payers money on. If we change our priorities to release more money into early detection and prevention activities, there may be other areas that have to manage on less than before, which won't be popular.



INVESTOR IN PEOPLE



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POSITIVE ABOUT
DISABLED PEOPLE

Patron: Right Reverend Keith Sinclair, Bishop of Birkenhead Chairman: Mr. C. Diaké Chief Executive: Mrs. C.A. Allen

Birkenhead Forum Housing Association Ltd. A Charity incorporated as an Industrial and Provident Society under the reference number 19269R.
Registered with the Tenant Services Authority / TSA, the Regulator of Social Housing - L1289. Affiliated to NHF.
Registered office: 2nd Floor 84 Market Street, Birkenhead, Wirral, CH41 5HB

Members of: Housing Ombudsman Service Social Housing Pension Scheme



100
BEST PLACES TO
WORK IN THE
PUBLIC SECTOR
2011

2.

(page 6)

We will need to be absolutely clear what we are doing, and why, and we will need real, hard evidence to back up what we are doing. No more decisions based just on anecdotes! If we don't have the evidence, then we will need to set up pilot schemes which can be properly analysed and evaluated first, before we move into a larger arena.

(page 6)

This does not apply only to new initiatives. We have been criticised by the District Auditor for taking decisions to let contracts without having sufficient detailed information and costings in place about our own activities to allow us to prove that an external contract will provide better value for money. From now on we will make sure that the right information is collected and evaluated on all the Council services so we truly demonstrate we are providing value for money for the Council Tax Payer. At a time when resources are limited this is more important than ever.

(page 6)

Well right now everyone involved in driving Council activities forward is being put through the equivalent of an advanced driving course. The formal name is a Corporate Governance Review. The aim is to make sure that the basic rules and procedures which govern the way the Council runs, (a kind of Local Authority Highway Code), are brought up to date, and are understood and followed by everyone. That bad habits which have become standard over a period of time are eradicated and replaced with good habits, and that the whole process eventually becomes as automatic to staff and councillors as changing gears becomes to an experienced driver.

General Observations

I wouldn't go so far as to say the bullet points and tables are a wish list as I do believe the journey mapped out is one the Council genuinely want to embark on but...

3.

There is nothing in the 'How', where are the specifics? Do they exist in other supplementary documents within the Council? I would need to be assured of this before 'signing off' my support for the Corporate Plan. Is there a Performance Management Framework that picks up the goals and monitors delivery of them? Who else apart from Council staff can be involved in this?

In all the positive script written, especially for example 'Wirral is now amongst the best in the country for the numbers of eligible people using personal budgets.....' does the Council have real evidence of outcomes rather than inputs to prove these claims? My point is that we can all say 100 people are signed up but what are they getting that is different?

In some of the tables specific use is made of different sectors e.g. Voluntary, Community Faith/Independent when referring to actions to be taken. I think that where one sector is named it might just as easily be applied to the other as well and vice versa. Please will you look at this?

'High quality, cost effective', is frequently mentioned and I'm sure everyone would agree with this but a note of caution, sometimes there are tensions between quality and cost and if cost is a deciding factor in commissioning that may be to the detriment of quality.

The document is light on the words 'consultation' and 'collaboration', however you may believe this is implied. If these words were more liberally used throughout the document, I would be more content that this was not the Council doing things in isolation.

Specific Observations

1. I would have liked to have seen mention of the Director of Public Health role in the script, particularly the advice, expertise and knowledge held which would be called on and fully utilised.
2. I would have liked to have seen mention of how internal Council services 'bidding' to be commissioned included in their bids full cost recovery in order not to have an advantage over other non Council bidders.

4.

3. I don't understand (page 12), Investment Strategy, first bullet point in respect of 'increasing the competitiveness of our people, places and businesses', is this jargon? Can you say it more simply?

4. (page 16) Children and Young People sixth bullet point. In respect of 16-18 year old NEETS, how aware is Wirral Borough Council of the current contract negotiations in respect of the Connexions service? Given that Halton lead the negotiations on a Liverpool City region basis. Can Wirral Borough Council ensure that what they wish to see delivered to meet the Corporate Plan objectives are resourced?

Lucy these are my personal (?hard-hitting!) reflections and observations. I would be pleased to discuss them further if required. I would also be pleased to be part of a Community Task Force which helped the Council to 'keep on course'!

Kind regards



Chris Allen
CHIEF EXECUTIVE

Response A9 – Kathy Dumbell, Riverside Housing

We have read through the Corporate Plan and found objectives to be clear with an emphasis on current delivery for which we fully support.

Kind regards

Kathy

Response A10 – Older People’s Parliament

Response of Wirral Older People’s Parliament to the council’s draft Corporate Plan.

The aspirations voiced in the introductory letter of the Leader, Steve Foulkes, and the Vision of the council cannot be challenged. The Journey, in order to move towards achieving the vision is where doubts begin to arise. How can these laudable aims begin to be realised, when they have failed to be implemented systematically in the past? The existing council structures drew serious criticism from the CQC and the Klonowski Report, so we cannot rely on the old systems to implement the changes needed. What has changed, apart from the loss of a quarter of the workforce? We – the public – need to know, in order that we can have confidence in the future.

Part of the journey is stated as listening to local residents and communities, and one of the stated values is welcoming public involvement. Our response is to suggest that all council departments and policy working groups should automatically have residents involved. If the ideas of the public were incorporated from the start of a discussion, some of the serious problems of the past would be avoided. Examples which spring to mind are the asset reviews and the future of many in-house services. If resident involvement were to be “structured into the council” our organisation, which has hundreds of older residents with a wealth of experience and wisdom, (as well as time and energy) could recruit and train individuals to step into these roles. We recall the formation of the Task Forces in 2010 - groups of informed mainly lay people, often from third sector organisations. Variants of this idea could become part of the structure of the council. On the same theme of public involvement, we are very concerned that Area Forums are apparently being discontinued. At their best, these have been an excellent forum for involvement.

We are somewhat concerned that the “Peer Review”, apparently by another council, would in reality be part of a “bureaucratic brotherhood” or a

“concerned helpmate”. We need to know that what the council is implementing is working towards all the stated objectives in a way that provides best value for money for residents.

Members raised a number of specific issues in discussing the draft corporate plan; many of these may relate more directly to the departmental plans that will develop from it. However, as indicated above, we believe that there is little or no opportunity to comment in this way about these more detailed and specific plans and we have, therefore, taken this welcome opportunity to express our views on these issues here.

1. We are pleased with the reference to a “learning society” and older adults retraining or improving qualifications. What about people who want to learn something new without seeking a formal qualification? Fees for courses are usually out of reach of a pensioner.
2. We are concerned about safeguarding vulnerable adults. We feel there is a need for more lay input here, and a need for a publicly available report at least twice a year, about the work of the Safeguarding Board and the situation in the Wirral. (We assume that this also needs doing in the field of child abuse)
3. There are some excellent aims for improving services to the vulnerable and their “Carers”. Could we see a specific target of doubling the number of carer’s assessments over the three years of the plan?
4. There is too little reference to “Dignity” in the way all individuals, particularly the vulnerable, are treated. We would like this concept to be totally integrated within every council department at every level. Better involvement with the public would assist this.
5. We would particularly ask that the newly arrived Director of Adult Social Services leads the council in its determination to communicate better with residents. Over the five years of the existence of the Older People’s Parliament, we have worked with three Directors of DASS, and they have all been approachable. (Much more so than other departmental heads!) We hope that our new Director can lead his

colleagues in the concept of incorporating the voice of users and others in the policy making.

6. We note that you intend to ensure that services commissioned from the third sector are value for money and appropriately targeted. In the past we have many first hand accounts of unthinking year-on-year funding without monitoring or reassessment of need. How do you plan to do this with a smaller workforce and more out-sourced services?
7. The Neighbourhood plans focus a lot on helping people feel safe, and on reducing antisocial behaviour. Can we repeat our suggestion to Frank Field, that the existing, under-funded and under-staffed Homewatch scheme could be expanded to have the council working closely with the police force and each and every small neighbourhood in the borough to improve community safety and well-being.
8. A major plank of the care plan for adults is the wish to provide every possible help and support for people to regain independence. This ideal is not questioned. However, reports suggest that the HARTS service, and in recent months the STAR service which has replaced it is too rigid. The likely explanation is that staff training does not encourage sufficient flexibility and common sense. (eg users are regularly told by staff that such an action is not permitted for staff, and the user MUST perform the task himself. There appears to be no humanity or recognition that each client is at a different stage of recovery). Perhaps we are making a plea for more training, and more encouragement of initiative and common sense.
9. The ideas of no 8 above can be extended to all areas of direct service or commissioned service. How often do we see jobs – road maintenance, bin emptying, construction, gardening slowed down by ridiculous demarcation rules.

January 11th 2012.

Response A11 – Pauline Cocker, Wirral Change

We agree that we want a healthy and prosperous Wirral where the well being of every resident matters. Cllr Steve Foulkes mentions “ Prevention is better than cure that is the journey---“this can be seen as a Value for Money option as it is much more costly to pick up the pieces of unsafe neighbourhoods.

THE DESTINATION OUR VISION FOR WIRRAL is a good opportunity to publicise Wirral’s commitment to Equality, Diversity and Respect. Wirral’s commitment to recording all Hate Crimes and Incidents with their partners in the Hate MARAC (soon to be launched) and the effect that these can have on residents” living safely in their area” Wirral Change can work in partnership with WBC and other Organisations in EMPLOYMENT, LEARNING, CARING AND STRESS FREE LIVES.

THE JOURNEY under ASB include Hate Crimes and Incidents. Evidence is recorded on IAMF and can be verified by talking to Police CYPD and Community Safety Team as well as other partners.

Wirral Change can work in partnership with WBC and other organisations in PUBLIC HEALTH , HEALTH AND WELL BEING (Health Inequalities in Children and Young People) RESIDENT AND COMMUNITIES PRIORITIES AND ASB AND HATE CRIME AND INCIDENTS.

TRAVELLING SAFELY under “ set up a Council Policy Unit” perhaps representatives from all Diversity strands should be consulted on all policies. It could also be seen to be Best Practice in The Equality and Diversity Strategy.

Wirral Change can work in partnership with WBC and other organizations with this. OUR VALUES

Wirral Change can work in partnership with WBC and other organizations to help with “ BEST INTEREST OF RESIDENTS, SUGGESTIONS ON IMPROVEMENT, PUBLIC INVOLVMENT, EFFECTIVE CONSULTATION AND REACHING MARGINALISED AND VULNERABLE GROUPS”

HEALTH AND WELL BEING under HEALTH AND WELL BEING OF CHILDREN AND YOUNG PEOPLE TACKLING HEALTH INEQUALITIES - - Looking at the impact of Hate Crimes and Incidents, particularly in schools , on the Mental health of victims who are often very isolated in their schools.

Wirral Change can work in partnership with WBC and other organizations with this.

NEIGHBOURHOOD PLANS----under “ we will listen to what local residents and communities --- “ We suggest an additional forum to the Area Forums--- An Equality and Diversity Forum with a budget, top sliced from all the Area Forums . All the representatives and residents of all the Diversity strands could come together and decide how they want the funding to be spent. This will re balance the in equalities that currently exist in Area Forum funding and could be seen as Best Practice.

Wirral Change can work in partnership with WBC and other organizations with this. INVESTMENT STRATEGY

Wirral Change can work in partnership with WBC and other organizations in getting BME and other marginalised and disadvantaged residents into employment (we have a good track record in this and have usually exceeded our targets). Encourage these residents into Social Enterprises therefore increasing the number of BME businesses in Wirral

YOUR ECONOMY WBC recognizing and supporting local BME businesses and the part they play in the local economy. Supporting victims of Hate crime and incidents that regularly occur in this sector.

YOUR FAMILY: CHILDREN AND YOUNG PEOPLE. Under “ We promise to deliver services to give children best possible start in life”---- Early Intervention Grant, through Birkenhead Sure Start, could provide Specialist Wirral wide nursery provision(already free to parents)to all BME pre school children to ensure that they could speak and understand English and therefore ensuring that they were “school ready”.This will prevent the need for limited English Lanuage support to individual pupils when they start school.Look at providing through ,Wirral Change a “ Homework Club” for children and parents(particularly those with no or very limited English). Support school victims of Hate Crimes and Incidents to prevent Mental Health problems in later life.All these measures could be seen as Best Practice in Equality and Diversity.

Wirral Change in partnership with WBC and other organizations can put these ideas into practice.

YOUR NEIGHBOURHOOD; Under----“ reducing ASB and ensuring that people feel safe in their neighbourhoods --“-- Hate Crime and Hate incidents under all the diversity strands need to be taken more seriously. Wherever the victims are moved to in the Borough they are still likely to suffer from these distressing occurrences. If we are serious about residents “ feeling safe” we must all work together , with WBC taking the lead and being a Borough that positively promotes Equality, Diversity and Respect.

YOUR COUNCIL ; Under----“ Well skilled workforce”-----There should be a commitment to ensure the workforce reflects the community in all the Diversity strands with a clear strategy as to how this will be implemented.There also needs to be a system where Councillors could consult all the groups that represent the Diversity strands, in order for them to understand what it is like to be “different” . perhaps the Council can take up the old Community Relations mantra of “Different but Equal”!Under ---- “Council services fairly and transparently”---- Developing, consulting on and implementing the Council’s Equality Scheme, must be more meaning ful to all those groups that share protected characteristics in order to truly shape services and to be part of the monitoring process. Again this could be seen to be Best Practice in Equality and Diversity.

Wirral Change in partnership with WBC and other organizations can put these ideas into practice.

After the recent sentencing of two of the people responsible for the Racist murder of Stephen Lawrence the Prime Minister is reported as saying that Racism still exists in this country, let Wirral be a beacon in making Equality and Diversity and Respect part of it’s Corporate Plan.

Wirral Change is willing to meet with your representatives to discuss these issues further.

Response A12 – Bob Mottram, Wirral Investment Network

jim

i don't really recognise this as a corporate plan - its more of a series of slogans and exhortations grouped together in a reasonably coherent fashion. tellingly there are no numbers apart from dates, ages and page numbers!

it would not pass muster within a corporate environment and fails to follow the traditional model of 'where are we now, where do we want to be and how do we get there'.

given the proper regard for peer review i suggest that you look at the tameside version which is a much more competent piece of work in every way - content and presentation.

see <http://www.tameside.gov.uk/corporateplan>

where part one does at least quantify some of the strategic objectives and part 2 covers 'where we are now' in an open fashion.

hope this helps

best regards

bob

Response A13 – Ian Campbell

Dear Mr Wilkie,

I am responding with comments on Wirral Council's draft Corporate Plan.

I am impressed by the scope of the Plan and very pleased to see the emphasis on public health, on the need to reduce health inequalities, and on the basing of decisions on clear evidence.

I would like to suggest that the draft Plan is amended in order to adopt the recommendations contained in the document "Take action on active travel" which was written by the Association of Directors of Public Health (ADPH), and endorsed by 110 other organisations (see http://www.adph.org.uk/files/ourwork/policies/Take_action_on_active_travel_2010.pdf). The main message of this is

"We call on ministers, civil servants, local authorities and all involved to make a big shift now: invest heavily in walking and cycling, and recreate an environment where children can play in the street and adults lead an active life" (page 2).

In particular, I would suggest the following changes to the draft Plan.

(1) Page 7, headed "Our Vision for Wirral": I suggest adding a further bullet point:

"A healthy society where daily physical activity is the norm, and where children and adults can walk or cycle safely to schools, to work and to reach leisure activities."

(2) Page 11, headed "Health and Wellbeing": I suggest adding a further bullet point.

"We will act to bring about a population-wide shift from sedentary travel to walking and cycling". This is the recommendation (top of page 3) of the ADPH and other organisations in the document mentioned above.

(3) Page 16, headed "Your Family: children and Young People": 7th bullet point (on activities for children and young people): I suggest adding:

"and make walking and cycling safer and more attractive".

(4) Page 18, last right hand box. I suggest adding:

"through better diet, and increases in walking and cycling".

(5) Page 22, second right-hand box (on carbon footprint): I suggest adding:

"and promote a switch from cars to walking and cycling".

(6) Page 22, 5th right-hand box (on highway network): I suggest adding:

"and 20mph or lower speed limits" (fourth ADPH recommendation on page 3).

Thank you for the opportunity to comment.

Yours sincerely,

Ian Campbell

Response A14 – Karen Livesey, Voluntary and Community Action Wirral

VCA Wirral comments on the Corporate Plan consultation are as follows:

- Within the journey section it would be good to see a reference to their commitment to working in partnership with stakeholders to achieve better outcomes for local people and ensure they are value for money. In light of the LSP review and recommendation to keep some structure around this, should this be referenced?
- Having some sort of reference to communicating with partners and the public. This is a fundamental task that is always brought into question and seems to cause the most problems during times of change.
- Volunteering and the benefits to neighbourhoods and local employment has not been referenced. The infrastructure contract provides an element of volunteering support of which Wirral Council will be funding for the next three years so it would be beneficial to

highlight this as an important activity and be endorsed. Would Wirral Council be willing to lead the way with employee volunteering and set an example by allowing staff to participate for a set amount of time per month; which would improve staff skills and understanding (Your Council)

I hope they are helpful.

Kind Regards

Karen Livesey

**Karen Livesey
Business Development Manager
Voluntary & Community Action Wirral**

Response A15 – Stephen Johnson

Dear Mr Wilkie,
I write having read the draft of the corporate plan with great interest.

Themes that stand out in my mind are business friendly, promoting employment and quality of life for residents.

I hope that in future the council can promote these three in a less competing way. Particularly I would like to see the presumption in favour of the residents where the night time economy is concerned.

I say this as a resident who has directly suffered from the councils planning and licensing processes which have lead to our family home being made virtually uninhabitable because of the "not our job" attitude to "prevention is better than cure"

My family now has five bars (the last licensed only a few weeks ago) within 40 meters of our property where there were none only five years ago. In each case any responsibility to protect residents through planning and licensing guidelines have been ignored because the living conditions for residents have always been over ridden by the needs of local "business" and in any case we are also always told that our rights are "protected" by someone else such as Environmental Health who themselves have a list of excuses as to why they can not act.

I spend all of my income locally on goods and services so I personally improve the employment prospects of local residents. I also commute to manage a business employing 40 people in a highly skilled environment in the knowledge industry. I have two autistic spectrum children at home and look after my farther who has had a series of strokes and I accept that life isn't fair. But I find that frequently I can't even get regular

sleep because the bars near my family home keep me awake at night so I'm too tired to drive to work. Wirral has traditionally been a place to live, commuting to work and bringing back wealth. That doesn't work if one can't sleep and frankly we can't all work in bars as I was told to do by the Jobcentre recently. Someone needs to add value to something not just re-sell alcohol.

Obviously I am focusing on one localised issue but that issue effects my daily life.

What I would like to see as a change in the councils practises is accountability. Each employee needs to actively ensure that they do not pass on or create potential problems for other departments to deal with. The current culture allows council officers to hide behind layers of processes where no individual will take responsibility.

I work in a world of design for six sigma process improvement where everyone works to drive out issues at source. In every dealing that I have with the council I see waste and creation of issues rather than prevention. It would be nice to think that your administration could change this by empowering staff to make a difference and really drive the "prevention is better than cure" ethos as you suggest.

Yours faithfully

Stephen Johnson

PS well done on supporting Wirral Waters, good infrastructure is what businesses look for after the tax breaks and well educated local workforce, I just hope that the national grid can handle the load.

Response A16 – Mary Quigg, Arena Housing

Thank you for sending the draft corporate strategy.

I was pleased to note how closely it fits in with our business plan and would be interested to work with WBC in a number of areas.

I also believe that with the merge of Arena and Harvest groups the new company (Your Housing Group) there is an opportunity to use the resources of both LCH and the new parent company to address the challenges in Wirral.

My recent discussion with Brian (Chief Executive for Arena and the designate CEO for the new company) has been about our aspirations for growth in Wirral and he is keen to offer support to LCH. - we have been discussing an elderly village and training centre project in Wirral, jointly funded by both organisations. We are keen to take the good practice and successes within Leasowe into the areas we now manage on behalf of the group. Both organisations are financial strong and are keen to strengthen our asset base in Wirral.

I would be keen to work with the local authority to assist in the delivery of the objectives within the draft corporate strategy and would be happy to talk to Jim (with the parent CEO and LCH Board) to look at opportunities and projects which would mutually benefit all parties.

The new parent company is currently developing community governance structures and are keen to work with stakeholders and residents at a neighbourhood level. LCH will be the group lead for Wirral.

As you know I have been liaising with the local authority and other agencies over the past two years under our "Unity in our Community" brand to move towards neighbourhood planning which would see a reduction in revenue costs for the local authority and promote community cohesion - LCH have a strong community base - recently shown with the National Grid incident - we are flexible and have a very good relationship with the local authority - and have the support of the ward councillors - I would be happy to develop this relationship further and believe that this draft corporate strategy could be a great opportunity for Leasowe Community Homes, our new parent company (which will have over 30,000 units across the North) and the local authority.

As a registered charity our commitment in Leasowe has been wider than providing good quality housing; we are committed to training and creating job opportunities, working with social enterprise companies. We have always promoted local employment, using local contractors, WBC asb team and work with our partner Wirral-based RSLs to provide the best possible services for Wirral residents. Our objectives mirror the draft corporate strategy.

Perhaps we could arrange a meeting with Brian, Jim and LCH Board to discuss how we could assist the local authority in delivering the corporate objectives.

Speak to you soon

Mary

Mary Quigg
Managing Director
Leasowe Community Homes

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DRAFT CORPORATE PLAN – RESPONSES FROM OVERVIEW AND SCRUTINY COMMITTEES

ECONOMY AND REGENERATION O&S COMMITTEE – 16 JANUARY 2012

MINUTE 39. CORPORATE PLAN 2012/13

In accordance with Council minutes 77 and 78 (12 December, 2011), the Committee considered those parts of the Corporate Plan within its remit. The Committee had also had sight of a motion which had been referred to all Overview and Scrutiny Committees by the Council at its meeting on 12 December, 2011 (minute 76 refers) and which was considered in connection with the Corporate Plan.

The Draft Corporate Plan and report of the Chief Executive which had been considered by Cabinet at its meeting on 8 December were considered by the Committee and the Chair invited comments from the Committee.

Responding to comments from Members, the Acting Director of Regeneration, Housing and Planning stated that the Corporate Plan would have targets and these would be expanded on in more detail in the Departmental Plan. There would be measures in place for ongoing monitoring.

Members made the following suggestions for inclusion in the Corporate Plan:

- Addressing child poverty needs to be one of the main priorities. The Chair confirmed that the Working Group on Child Poverty would report to this Committee as well as to the Children and Young People O&S Committee.
- Housing – Make one of the targets around the issue of affordable housing and mortgage support schemes for first time buyers.
- ‘Improve access to employment and skills....’ - there was a need to be more specific with an emphasis on level 3 attainment in apprenticeship schemes and at least a level 2 in functional skills regarding employment readiness.
- ‘Position Wirral as a leading, vibrant global location....’ – need to refer to being committed to the Liverpool City Region and Local Enterprise Partnerships.
- Wirral Waters – there was a need to plan for the effects on existing retail and industrial areas of activity in the peripheral parts of Birkenhead which could suffer rather than just rely on a ‘trickle down’ effect from the Wirral Waters developments and make sure these areas benefit too.
- Retail – some centres are under stress and there was a need to plan ahead for interventions.
- The current draft plan gave no indication of the targets reached from the previous years’ plan and there was a need for headline priorities with start and end dates through a three year cycle with budgeting year on year.
- Looking at the phraseology used such as, ‘Ensuring that our young people have excellent skills and opportunities into employment,’ this could be phrased, ‘Ensuring that our young people have the best qualifications for whatever employment they want to go into...’

- ‘Continuing to improve our relationships with the private sector....’ – could these sectors be listed?
- Need for a measure of those co-ordinated resources for all business support services through Invest Wirral.
- ‘An increasing role for social enterprises in Wirral’s economy’ should be shown as a percentage.
- Wirral was over-dependent on the public sector for employment opportunities and there was a need for a re-balancing of this.
- There was a need to refer to the growth in the elderly population and the impact of this on every sector.
- Too many units of a certain type of housing stock.
- No sense of which priority was the driving force for the Council.
- No mention of the Council’s public health role, where it would sit within the Council structure and how it would be scrutinised.

The Chair suggested that it was also difficult to view the document in isolation without seeing any budget proposals or the Departmental Plan.

Resolved – That the comments of the Committee be referred to the Cabinet.

HEALTH AND WELL BEING O & S COMMITTEE – 19 JANUARY 2012

MINUTE 44. CORPORATE PLAN 2012/13

In accordance with Council minutes 77 and 78 (12 December, 2011), the Committee considered those parts of the Corporate Plan within its remit. The Committee had also had sight of a motion which had been referred to all Overview and Scrutiny Committees by the Council at its meeting on 12 December, 2011 (minute 76 refers) and which was considered in connection with the Corporate Plan.

The Draft Corporate Plan and report of the Chief Executive which had been considered by Cabinet at its meeting on 8 December were considered by the Committee and the Chair invited comments from the Committee.

Responding to comments from Members the Director of Adult Social Services stated that more detail would be provided in a Departmental Plan which would include targets and indicators along with the Joint Strategic Needs Assessment. The Corporate Plan’s aim was to provide a holistic picture of how the Council would meet the needs of its residents in a strategic manner. With regard to criticism of poor quality reports, the Director assured the Committee that this would be addressed and there would be adequate opportunity for the Committee to drill down into issues at whatever level of detail was required.

A Member suggested that if the Plan provided too much detail it would become unwieldy and would be less likely to engage the public.

Members made the following suggestions for inclusion in the Corporate Plan:

- In the goal, 'Enhance the quality of life of the people of Wirral who have care and support needs', the sentence, 'Providing integrated, high quality services.....' should state how this would be measured and therefore how it could be scrutinised.
- Need to mention work carried out with Carers' Associations.
- In the goal on 'safeguarding' there was no mention of the AKA Report, this could be incorporated as an addendum with the actions arising from it.
- There was a need to see where the Department was currently and how it was going to move on.
- There was a need to refer to the Alcohol Scrutiny Review as a reduction in alcohol harm needed to be a target.
- There was a need to refer to the duties that the Council would have under Public Health.
- There was no mention of:
 - Affordability of social care
 - An increasing elderly population
 - Personal Budgets
 - Empowerment
 - Continuing public consultation
- One reference to regaining independence but no reference to retaining independence.

Resolved – That the comments of the Committee be referred to the Cabinet.

CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY COMMITTEE – 26 JANUARY 2012

MINUTE 49. CORPORATE PLAN 2012/13

In accordance with Council minutes 77 and 78 (12 December, 2011), the Committee considered those parts of the Corporate Plan within its remit. The Committee had also had sight of a motion which had been referred to all Overview and Scrutiny Committees by the Council at its meeting on 12 December, 2011 (minute 76 refers) and which was considered in connection with the Corporate Plan.

The Draft Corporate Plan and report of the Chief Executive which had been considered by Cabinet at its meeting on 8 December were considered by the Committee and the Chair invited comments from the Committee.

Responding to comments from Members the Acting Director stated that a full draft of the Children and Young People's Departmental Plan and the Children and Young People's Plan for the Children's Trust Board was also being developed and the Corporate Plan was to a template which had been issued across the Council from the Corporate Policy team. Referring to the section, 'Provide early intervention and support for vulnerable children and families', he said he had requested that the sentence, 'Ensuring every child is school ready', should read, 'Working towards ensuring....'

The Chair suggested that there needed to be a section after 'goals' showing measurable targets. One of the strengths of the Corporate Plan was that Child Poverty had its own section to highlight the importance of addressing this issue.

Members made the following comments on the Corporate Plan:

- There needed to be references to foster care and adoption.
- There was no reference to deprivation.
- There was a need to know how things would be measured.
- No reference to further education or higher education.
- There was a vague reference to Sure Start but no mention of enhancement as there had been in the previous year.

It was then moved by Councillor Hayes, seconded by Councillor Povall that –

“This Committee believes that the draft Corporate Plan contains many well meaning sentiments but few tangible targets by which the people of Wirral can scrutinise the progress of their council.”

It was then moved as an amendment by Councillor Dodd, seconded by Councillor W Smith that –

“Cabinet be asked to provide and identify some measurable targets within the Corporate Plan.”

Councillor Hayes agreed to accept this as a friendly amendment and it was –

Resolved (unanimously) – This Committee believes that the draft Corporate Plan contains many well meaning sentiments but few tangible targets by which the people of Wirral can scrutinise the progress of their council. Cabinet be asked to provide and identify some measurable targets within the Corporate Plan.

SUSTAINABLE COMMUNITIES O&S COMMITTEE – 30 JANUARY 2012

MINUTE 62 CORPORATE PLAN 2012/2013

In accordance with Council minutes 77 and 78 (12 December, 2011), the Committee considered those parts of the Corporate Plan within its remit. The Committee had also had sight of a motion which had been referred to all Overview and Scrutiny Committees by the Council at its meeting on 12 December, 2011 (minute 76 refers) and which was considered in connection with the Corporate Plan.

The Draft Corporate Plan and report of the Chief Executive which had been considered by Cabinet at its meeting on 8 December were considered by the Committee and the Chair sought comments from Members.

A Member made a number of general points in relation to the Corporate Plan and some specific issues that were relevant to the work of the Sustainable Communities

O&S Committee. The Chair also commented that the Corporate Plan lacked detail in relation to specific targets.

On a Motion by Councillor Wilkins and seconded by Councillor Hale, it was –

Resolved (10:0) – That the following comments form the basis of this Committees response to the Corporate Plan –

A. General Points

- (1) There are dozens of priorities that have been either omitted from the current corporate plan or so severely watered down as to be meaningless.
- (2) It shows a loss of commitment to engagement, consultation and involvement – these are scarcely mentioned.
- (3) In particular there is no mention of any annual budget consultation.
- (4) There is no mention of the Strategic Change Programme, or of the need for the Council to change.
- (5) There is no reference to reducing the costs of running the council / bureaucracy.
- (6) There is no reference to delegation or devolved decision making or budgets.
- (7) There is no mention of Area Forums.
- (8) There is no mention of the Voluntary and Community Sector, or of grants.

B. Some Key Issues Relevant to this Committee

- (9) There is no mention of Libraries
- (10) There is no mention of 20mph zones
- (11) There is no mention of Alcohol Harm, despite recent public health reports saying how bad Wirral is for alcohol related hospital admissions and conditions. (Cabinet agreed on 17 March that the recommendation of the Alcohol Scrutiny Review (*Tackling Alcohol Harm*) be picked up in the Corporate Plan).
- (12) There is no mention of Green Technology / Solar Energy. The pledge in the current plan “we will make sure all future Council projects incorporate green technology and sustainable products and urge private developers to do the same” has been deleted.
- (13) There is no mention of Community Justice.

That the Plan contains no detail in relation to targets

COUNCIL EXCELLENCE O&S COMMITTEE – 31 JANUARY 2012

MINUTE 76 CORPORATE PLAN 2012/2013

In accordance with Council minutes 77 and 78 (12 December, 2011), the Committee considered those parts of the Corporate Plan within its remit. The Committee had also had sight of a motion which had been referred to all Overview and Scrutiny Committees by the Council at its meeting on 12 December, 2011 (minute 76 refers) and which was considered in connection with the Corporate Plan.

The Draft Corporate Plan and report of the Chief Executive which had been considered by Cabinet at its meeting on 8 December were considered by the Committee and the Chair sought the views of Members. He commented also that the Council Excellence O&S Committee had a coordinating role in relation to the overall production of the Corporate Plan and he had requested that the views of the other themed O&S Committees were presented for Members' consideration. The Director of Law, HR and Asset Management submitted the following minutes –

- Minute 39 – Economy and Regeneration O&S (16 January 2012)
- Minute 44 – Health and Well Being O&S (19 January 2012)
- Minute 49 – Children and Young People O&S (26 January 2012)
- Minute 62 – Sustainable Communities O&S (30 January 2012)

The Chair referred to an email he had circulated to Members of the Committee, which contained extracts of the Audit Commission's Corporate Assessments of Wirral from December 2002 and from December 2005, both of which contained comments in relation to the development of the Corporate Plan.

Members expressed a diverse range of views in relation to the Corporate Plan, including –

- That although it is a very important document, it should be more concise.
- That if it does not contain clear and quantifiable targets, it will do nothing to improve performance.
- That the Plan is aspirational and lacks clear targets.
- That the Plan contains no reference to the Strategic Change Programme.

Members commented also –

- That the Corporate Plan is all-encompassing and detailed enough for members of the public to engage with and that there is clear indication of where to access specific more detailed information.
- The Plan should not contain specific targets or high levels of detail, but should give an indication as to the general direction of the Council.
- That, being a 3 Year Plan, it should contain goals for the life of the Plan, rather than targets. Future reports from officers will then include specific targets for the achievement of the goals set out in the Plan.
- That the need for change is clearly set out in the introduction to the Plan

On a motion by Councillor Gilchrist and seconded by Councillor Brighthouse, it was –

Resolved –

- (1) That the comments of the Committee be referred to the Cabinet.**
- (2) That the Council Excellence O&S Committee welcomes the principal of the Corporate Plan as a Statement of the Council's Priorities.**
- (3) That Committee looks forward to the Plan being produced in a more accessible format.**
- (4) That Committee looks forward to targets being provided, in order for the Plan to become a more meaningful document and to allow progress to be measured.**
- (5) That the Committee welcomes the comments contained within the Corporate Plan in relation to poverty.**

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Appendix 5: Corporate Plan Targets 2012/13

Your ECONOMY		
Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
Improve access to employment and skills and tackle barriers to work	<p>Increasing the number of jobs and employment opportunities for Wirral residents</p> <p>Ensuring that new investment, economic and business growth is linked to tackling worklessness</p> <p>Tackling barriers to work and low skills in parts of Wirral and within disadvantaged groups, working with partners to ensure that pathways for skills and employment provide the best route out of poverty for local people and families</p> <p>Ensuring that our young people have excellent skills and opportunities into employment, including through Wirral's Apprenticeship programme</p> <p>Ensuring that young people not in education, employment and training are effectively supported to access the opportunities available</p> <p>Working with our partners to provide sustainable transport opportunities to access centres of employment.</p>	<ul style="list-style-type: none"> • Increase GVA Per head by 2.4% to £12,102 • Reduce the number of people claiming out of work benefits to 17.2%. • Reduce the number of people claiming out of work benefits in deprived areas to 33.0%. • Directly support 40 apprenticeship opportunities

<p>Position Wirral as a leading, vibrant global location for businesses and visitors</p>	<p>Promoting and expanding our portfolio of high quality opportunity employment sites through the facilitation of priority projects</p> <p>Supporting the start up and development of key sectors by facilitating investment into specific key projects such as the infrastructure for renewable energy opportunities.</p> <p>Continuing to improve our relationships with the private sector to increase levels of inward investment and increase jobs</p> <p>Developing and implementing the Wirral Waters Enterprise Zone to support the Wirral Waters proposals</p> <p>Market Wirral as a business and visitor location through supporting Wirral's Tourism Business Network and delivery of successful visitor attractions including the 2012 Women's Golf Open</p>	<ul style="list-style-type: none"> • Develop 15,000sqm of business floor space in 2012/13 • Realise £16m total Investment value via Invest Wirral • 5 successful inward investment enquiries • Exceed £260 million in visitor economy spend in 2012/13
<p>Make Wirral Council one of the most business friendly and supportive Councils in the country</p>	<p>Maximising available resources by co-ordinating all business support services through Invest Wirral</p> <p>Supporting the development of successful businesses, particularly those in key growth sectors</p> <p>Enabling an increasing role for social enterprises in Wirral's economy</p> <p>Adopting a more targeted approach to promoting Wirral as an investment location on an international stage and supporting Wirral businesses to access new markets and opportunities</p>	<ul style="list-style-type: none"> • Create /safeguard 925 jobs via Invest Wirral • Engage with 800 businesses • Increase membership of Wirral Business Forum by 500 • 5 Social Enterprises supported

Your FAMILY: CHILDREN AND YOUNG PEOPLE		
Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
Protect children and young people from harm and improve the lives of the children and young people already in our care	<p>Safeguarding children and young people in need of protection</p> <p>Ensuring that children in care and care leavers have appropriate support which best meets their needs</p> <p>Commencing the delivery of Munro reforms to ensure that systems are centred on the needs of children and young people</p>	<ul style="list-style-type: none"> • Ensure 100% of child protection cases are reviewed within the required timescales. • Safely reduce the numbers of looked after children to 615 • Improve the stability of placements of looked after children by reducing the percentage of looked after children with three or more placements during the year to 9% and by improving the percentage of children to 70% who have had continuity of care in terms of where they are placed for at least two years. • Recruit an additional 35 new foster carers this year. • Munro review stakeholder consultation undertaken and recommendations report provided to Overview and Scrutiny Committee by October 2012.
Support schools and other settings to	Implementing and evaluating the new School Improvement Strategy; ensuring we meet our statutory	<ul style="list-style-type: none"> • Improve achievement at Level 4 and above in both English and Maths at

<p>improve educational provision and attainment, maintaining a clear focus on outcomes for those children and young people affected by poverty and disadvantage</p>	<p>duties and meet the needs of schools, including Academies, through effective traded services</p> <p>Improving educational outcomes for children and young people affected by poverty and disadvantage</p> <p>Improving the educational attainment of children in care</p> <p>Improving provision, choice and outcomes for children and young people with Special Educational Needs and/or disabilities</p> <p>Reviewing the provision of behaviour support and reducing school exclusion</p>	<p>Key Stage 2 to 80% of pupils.</p> <ul style="list-style-type: none"> • Improve attainment of 5+ GCSE A*-C (including English and Maths) to 64% of pupils. • Reduce the achievement gap between pupils eligible for free school meals and their peers to 17% at Key Stage 2 and to 29% at Key Stage 4. • Increase the numbers of looked after children achieving Level 4 at Key Stage 2 to 50% in English and to 50% in Maths and those achieving 5+ GCSE A*-C (including English and Maths) to 20%. • Increase the attainment of children with Special Educational Needs statements at Level 4 and above in both English and Maths at Key stage 2 to 18% of pupils and those achieving 5+ GCSE A*-C (including English and Maths) to 10% of pupils. • Reduce the rate of permanent exclusions from school to 0.0%.
<p>Provide early intervention and support for vulnerable children and families</p>	<p>Commissioning effective support and intervention services, for example Sure Start, improving outcomes for vulnerable children and families through parenting programmes, children and young people with disabilities and tackling harmful behaviour in children, young people and families</p>	<ul style="list-style-type: none"> • Improve Early Years foundation stage profile achievement to 60% and reduce the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest to 27%.

	<p>Implementing the national Children's Centre payment by results research pilot to further improve the quality of targeted provision</p> <p>Ensuring every child is school ready</p> <p>Further developing effective partnership working to deliver joined up services for vulnerable families with complex needs through the delivery of the Community Budget pilot</p>	<ul style="list-style-type: none"> • Increase the number of Early Years Settings delivering flexibility in relation to the 15 hour free entitlement to 45%. • Increase the percentage of 0-5 year olds registered at Children's Centre to 80%. • Increase the percentage of 0-5 year olds registered at Children's Centre from disadvantaged backgrounds to 80%. • Increase the percentage of parents who rate the parenting intervention service as successful to 90%. • Target activity with 50 families resulting in improved or stabilised family functioning in 50% of families.
<p>Ensure children and young people have opportunities to participate in activities which will help them achieve their potential</p>	<p>Providing children and young people with access to a range of appropriate developmental activities which meet their needs and encourage take up by making activities easily accessible</p> <p>Providing opportunities for children and young people to be actively engaged in community and democratic decision making processes</p> <p>Ensuring that all young people aged 16-18 particularly those in vulnerable groups are effectively supported to access the education, employment and training</p>	<ul style="list-style-type: none"> • Participation in and outcomes from youth work: Participation =28% • Ensure 100% of children in care aged 8 plus are aware of the function of the Children in Care Council. • Increase the number of secondary schools engaged with the Youth Parliament to 20. • Decrease the numbers of young people not education, employment and training of those aged 16-18 to 9%.

	opportunities available and, as part of this, implement the strategy for raising the participation age to 18 by 2015	<ul style="list-style-type: none"> • Increase the numbers of care leavers in education, employment and training to 65%. • Narrow the gap in attainment of age 19 at Level 3 to 29%.
Improve the health and wellbeing of children and young people, maintaining a clear focus on tackling health inequalities	<p>Effectively implementing the Child Health Strategy and so reducing inequalities in the physical and mental health of children and young people</p> <p>Encouraging and supporting all children and families to achieve and maintain a healthy weight and lifestyle</p>	<ul style="list-style-type: none"> • Reduce the under 18 conception rate per 1,000 15-17 year olds. • Decrease the number of emergency hospital admissions caused by unintentional and deliberate injuries in 0-4 year old children by 5%. • Reduce the obesity rate to 9.4% for 4-5 year olds and 18.6% for 10 – 11 year olds.

Your FAMILY: ADULTS		
Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...

<p>Enhance the quality of life of the people of Wirral who have care and support needs</p>	<p>Transforming in-house day services through engagement with local communities, residents and carers</p> <p>Providing integrated, high quality services in local settings</p> <p>Ensuring that people can manage their own support as much as they wish so that they are in control of what, how and when support is delivered to match their needs</p> <p>Provide support for people with learning disabilities and mental health needs to access training and employment opportunities</p>	<ul style="list-style-type: none"> • 77% of people responding to the 2012/13 Adult Social Care Survey report feeling in control • 90% of all those who approach the Department for support in 2012/13 are self-directing their support • 84% of Carers responding to the 2012/13 Carers Survey reported 'alright' or 'better' quality of life as a result of services • 90% of people responding to the 2012/13 Adult Social Care Survey report satisfaction with their services • 5% of those people with a learning disability known to the department in 2012/13 are intended to be in paid employment • 10% of those people with mental health issues known to the department in 2012/13 are intended to be in paid employment • 60% of those people with a learning disability known to the department in 2012/13 are intended to be in settled accommodation • 80% of those people with mental health issues known to the department in 2012/13 are intended to be in settled accommodation
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<p>Delay and reduce the need for care and support</p>	<p>Ensuring that when people develop care needs the support they receive enables them to recover and regain their independence</p> <p>Reduce the need for formal care by increasing the use of high quality cost effective preventions services</p> <p>Ensuring that services commissioned from the voluntary, community and faith sector are cost effective and appropriately targeted</p>	<ul style="list-style-type: none"> • The proportion of people who are admitted into residential and nursing homes in 2012/13 is intended to be 1.5 per 1,000 people • 92% of people discharged from hospital into re-ablement/rehabilitation in 2012/13 are intended to still be at home after 91 days • The proportion of people who are admitted into residential and nursing homes in 2012/13 is intended to be 1.9 per 100,000 people in 2012/13 • 40% of Carers responding to the 2012/13 Carers Survey report finding it 'fairly' or 'very' easy to find information about services
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<p>Ensure that the people of Wirral who use services have a positive experience of care and support</p>	<p>Ensuring that children with disabilities are effectively supported with the transition into adulthood</p> <p>Providing universally accessible information and support to people and their carers so that they are able to make choices about the care that they need to remain independent</p> <p>Ensuring that people who use social care and their carers are involved in the planning and evaluation of services, and are satisfied with their experience of care and support services</p>	<ul style="list-style-type: none"> • 100% of young adults transition plans are put in place during 2012/13 • 55% of people responding to the 2012/13 Adult Social Care Survey find it very or fairly easy to find information • 55% of carers responding to the 2012/13 Carers Survey report being included or consulted in discussions • 55% of people responding to the 2012/13 Adult Social Care Survey report being included in arranging their care. • 93% of people responding to the 2012/13 Adult Social Care Survey report being 'quite', 'extremely' or 'very' satisfied with their services • 58% % of carers responding to the 2012/13 Carers Survey report being 'fairly', 'very' or 'extremely' satisfied with social services
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<p>Safeguard people in Wirral whose circumstances make them vulnerable and protect them from avoidable harm</p>	<p>Ensuring that there are robust arrangements and procedures in place and followed in order that vulnerable people are kept safe and protected</p> <p>Ensuring that the provision of support and care in the independent sector is of the highest possible quality</p>	<ul style="list-style-type: none"> • 93% of people responding to the 2012/13 Adult Social Care Survey report their services make them feel safe and secure • 100% of Safeguarding Alerts reported in 2012/13 are completed within 24 Hours • 80% of Safeguarding Referrals in 2012/13 are completed within 28 Days • 75% of scheduled reviews for residential homes in 2012/13 are completed
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Your NEIGHBOURHOOD		
Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p>Reduce anti-social behaviour and ensure that people feel safe in their neighbourhoods</p>	<p>Working in partnership to ensure that preventative measures to reduce anti-social behaviour are in place and that there is a quick response when incidents occur</p> <p>Engaging with the community to ensure that Community Safety interventions are effective</p>	<ul style="list-style-type: none"> • Indicator to be agreed and base lined during 2012/13.

<p>Reduce Wirral's carbon footprint</p>	<p>Delivering the Council's carbon budget</p> <p>Working with local residents, partners and the private sector to improve energy efficiency</p>	<ul style="list-style-type: none"> • Reduce the Council's carbon footprint by the corporate commitment of 5% year on year (a total of 60% by 2025) with planned initiatives in 2012/13 projected to save 2,030 tonnes CO₂ • Install 16,000 cavity wall and loft insulation measures in private sector properties in 2012/13.
<p>Minimise waste by encouraging waste reduction and recycling</p>	<p>Educating and raising awareness to reduce the amount of household waste being sent to landfill and improving recycling rates</p>	<ul style="list-style-type: none"> • Increase the proportion of household waste recycled to 40% during 2012/13 (increase of 2%) to work towards the draft National Target of 50% recycling by 2020. • Reduce the tonnage of residual household waste to 510 during 2012/13 in line with Joint Municipal Waste Management Strategy targets currently under review.
<p>Have high standards of environmental quality in all of Wirral's neighbourhoods</p>	<p>Delivering a reliable street cleansing service to keep Wirral's streets clean and tidy</p>	<ul style="list-style-type: none"> • Maintain low levels of streets that fail to meet environmental quality standards during routine inspections so that levels do not exceed 8%.

<p>Have a safe and well-maintained highway network for all users</p>	<p>Maintaining and improving Wirral's roads through a programme of highway maintenance and road safety improvements.</p>	<ul style="list-style-type: none"> • By 2020, reduce the total number of people killed or seriously injured (KSI) road traffic casualties by 50%, compared with the average for 2004-8; Target for 2012/13 : reduce to 104 • Prevent any increase (0%) in the length of principal classified roads requiring maintenance treatment during 2012/13 • Prevent any increase (0%) in the length of non-principal Classified roads requiring maintenance treatment during 2012-13 • Prevent any increase (0%) in the length of unclassified roads requiring maintenance treatment during 2012-13.
<p>Provide and maintain high quality parks and countryside in partnership with local communities</p>	<p>Delivering an improved in-house parks and countryside service that is value for money</p> <p>Working with local communities to maximise the use and benefits of Wirral's neighbourhood parks and open spaces</p>	<ul style="list-style-type: none"> • Increase the number of parks attaining a green flag standard from 12 to 13 by 2012/13. • Achieve 100% of the 9 key outcomes of the delivery action plan by March 2013.

<p>Provide high quality, value for money leisure and cultural facilities for Wirral residents</p>	<p>Promoting the leisure opportunities available within Wirral to impact positively on health and well being</p>	<ul style="list-style-type: none"> • Increase the number of Wirral residents participating in sport and physical activity during 2012/13 by 1%.
<p>Prevent and alleviate homelessness</p>	<p>Providing a range of interventions to assist people who are at risk of homelessness</p> <p>Ensuring a co-ordinated partnership approach in response to welfare reform, including providing benefits advice</p> <p>Improving access to privately rented accommodation</p>	<ul style="list-style-type: none"> • Support 800 people with advice and support to prevent homelessness.
<p>Support for people, including those who are vulnerable, to access suitable housing options</p>	<p>Reviewing housing services for vulnerable people in order to deliver efficiencies and improved outcomes</p> <p>Developing a plan to address the housing needs of vulnerable children and young people, incorporating the review of housing services for at risk young people and young people in care</p>	<ul style="list-style-type: none"> • Complete the Children and Young Persons' Housing Plan by December 2013. • Increase the percentage of care leavers in suitable accommodation to 95%.

<p>Provide high quality and affordable homes and make the best use of the existing housing stock</p>	<p>Responding to housing market failure and restructuring housing market with partner organisations</p> <p>Exploring alternative funding and delivery mechanisms to provide high quality new and affordable homes</p> <p>Improving housing standards in the existing stock to make a positive impact on people's health and wellbeing</p> <p>Bringing empty properties back into use</p> <p>Developing partnership working with landlords to respond to the impact of welfare reform</p>	<ul style="list-style-type: none"> • Assemble and release 2.9 hectares of land for new-build housing and development • Deliver 216 affordable homes in 2012/13. • 200 private landlord properties accredited in 2012/13. • Bring 250 empty properties back into use in 2012/13.
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Your COUNCIL		
Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p>Ensure Wirral Council's Corporate Governance arrangements are robust, transparent and effective</p>	<p>Ensuring members and officers continue to work together to build on the foundations put in place by the Corporate Governance Review</p> <p>Ensuring that the Council's policies and practices are fit for purpose, consistently applied and transparently used by everyone</p> <p>Implementing outcomes of peer review taking place in Summer 2012</p>	<p>Be developed following the review of key themes under the Corporate Governance improvement framework.</p>

<p>Improve the efficiency and value for money of Council services</p>	<p>Improving the delivery of services within available resources</p> <p>Ensuring the information provided for all service delivery decisions includes value for money considerations</p>	<p>Be developed following the review of key themes under the Corporate Governance improvement framework.</p>
<p>Ensure we have a well led, skilled, committed and flexible workforce working to deliver excellent services to Wirral's communities</p>	<p>Ensuring Council staff are engaged and supported through cultural change</p> <p>Ensuring Council staff have the skills, training and capacity to deliver the Council's priorities and policies</p> <p>Ensuring the effective integration of the public health workforce and function into the Council</p> <p>Embedding our approach to equalities to ensure the Council fully meets its statutory duties relating to employees</p>	<p>Be developed following the review of key themes under the Corporate Governance improvement framework.</p>

<p>Ensure that Council services fairly and transparently takes into account the needs of vulnerable and marginalised groups when changes are made and that the Council is responsive to the diversity of Wirral's communities</p>	<p>Developing, consulting on and implementing the Council's Equality Scheme</p> <p>Ensuring that the Council publishes and uses information relating to customers who share protected characteristics to shape services.</p>	<p>Be developed following the review of key themes under the Corporate Governance improvement framework.</p>
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