



Council Supplement

Town Hall
Wallasey

10 February 2012

Dear Councillor

This supplement, for the Council meeting to be held at **6.15 pm or 10 minutes after the rising of the second extraordinary meeting, whichever is the later, on Monday, 13 February 2012** in the Council Chamber, within the Town Hall, Wallasey, should be read in conjunction with the Council Summons dated 3 February 2012.

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AGENDA

5. LEADER OF THE COUNCIL (Pages 1 - 4)

In accordance with Article 7.3 (iii) (d) of the Council's Constitution, the Council is requested to consider the attached two motions, together with an amendment pursuant to Standing Order 5(2)(n) and in accordance with Standing Order 5(4).

7. MATTERS REQUIRING APPROVAL BY THE COUNCIL (Pages 5 - 72)

To consider matters referred to the Council for determination. The relevant minutes will be attached to the supplementary agenda; copies of the related reports can be provided for Council members on request.

In accordance with Standing Order 7(1), these matters will be taken as approved except in respect of any to which objections or amendments are submitted in accordance with Standing Order 7(2).

Any matters referred to the Council by Cabinet at its meeting on 2 February, 2012, including:

- (i) Minute 274 - Draft Corporate Plan 2012/13 (minute and Draft Corporate Plan attached)
(See also Motion deferred from the Council meeting on 12 December, 2011 – attached to the original summons dated 3 February) (In accordance with the Council resolution (minute 76 refers) the minutes of the Overview and Scrutiny Committees on the Corporate Plan are also attached – attached to original summons dated 3 February)
- (ii) Minute 281 - Procurement Efficiencies
- (iii) Minute 283 - Enterprise Zone – Business Rates Discounts
- (iv) Minute 284 - Local Development Framework for Wirral – Evidence Base
- (v) Minute 285 - Housing Market Renewal Transitional Funding Bid Including Proposed Exit Plan and Suggested Amended Housing Investment Programme for 2011/12
- (vi) Minute 287 - Appointment of Chief Inspector of Weights and Measures
- (vii) Minute 289 - Local Transport Settlement – Additional Funding: Integrated Transport Block (ITB) 2011/12
- (viii) Minute 290 - Joint Recycling and Waste Management Strategy

Any matters referred to Council by the Improvement Board at its inaugural meeting on 3 February, 2012.

8. MATTERS FOR NOTING (Pages 73 - 74)

The following matters, determined by the Cabinet, are drawn to the Council's attention in accordance with the Constitution (copies of the related reports can be provided for Council members on request).

- (i) Minute 259 (12/1/12) – Report on Visit to China – September / October 2011 (minute and report attached to the original summons dated 3 February).
- (ii) Minute 301 (Cabinet – 2/2/12) – Urgent Business Approved by the Chair (Part 1) – Leasowe Millennium Centre (minute attached) [Reason – waiving of call-in]

11. MATTERS FOR DEBATE (Pages 75 - 88)

Pursuant to Standing Order 5(2)(n), and in accordance with Standing Order 5(4), to consider written comments, objections or amendments to minutes submitted under Standing Order 7(2), together with those motions, submitted under item 11 above, that the Council agrees to debate at this meeting and any minority reports submitted in accordance with Standing Order 35(4).

The order for debates will be as follows:

1. Motion: Freemasonry
2. Motion: Benefits Cap
3. Motion: Improving Transparency and Accountability of Severance Deals
4. Motion: Council Tax
5. Motion: Failure to Act
6. Motion: National Cuts
7. Motion: Libraries Pay the Price for Parks
8. Motion: National Citizens Service

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Director of Law, HR and Asset Management

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LEADER OF THE COUNCIL

Motion moved in accordance with Article 7.3 (iii) (d) of the Constitution

Proposed by Councillor Tom Harney (7 minutes)

Seconded by Councillor Dave Mitchell (3 minutes)

- (1) Now that the Council has received the AKA Ltd Final Report Independent Review of Wirral Metropolitan Borough Council's Response to Claims Raised by Mr Martin Morton (and Others), we can all see the extent of the alleged mismanagement, incompetence, cover-up and negligence over a long period of time. These are extremely serious allegations relating to the care and safeguarding of some of the most vulnerable people in society. People to whom the Council owes a duty of care.
- (2) Although the report documents the failure of Council Officers, Council believes that it is incumbent upon all Councillors to ask themselves whether they could have asked more, or different, questions and uncovered or prevented some of these failings at a much earlier stage. In view of the apparent scale of wrong-doing and the length of time over which this happened, Council believes the Leader of the Council should explain whether he knew what was going on, and if not, why not.
- (3) Council believes that, despite all the advice and support available, the current Leader's approach has not been as inclusive as was promised. In practice, the Leader's approach has been to say publicly that he wants to work with all Parties, but then to carry on as before. Council is not convinced that the current Leader is committed to finding an all-party solution to the many questions raised in the Report. It is of considerable concern that this behaviour has contributed to the serious danger of collapse that this Council now finds itself in. It clearly isn't working and we need a fresh approach and a true commitment to put aside political differences and work together in an All-Party Cabinet to concentrate exclusively on putting right the many wrongs identified. Council believes that Councillor Foulkes is not the right person to lead such an All-Party approach.
- (4) Therefore, Council resolves, in accordance with Article 7.3(iii) (d) of the Constitution, that Councillor Foulkes be removed from the Office of Leader of the Council with immediate effect.
- (5) That Council elect a new Leader in accordance with Council Procedure Rule 5B.

Motion moved in accordance with Article 7.3 (iii) (d) of the Constitution

Proposed by Councillor Jeff Green (7 minutes)

Seconded by Councillor Lesley Rennie (3 minutes)

(1) Wirral Council is in crisis:

- We stand publicly accused of mismanagement, incompetence, negligence and cover up.
- We have been found guilty of failing to listen or believe Martin Morton and allowing him to be bullied, belittled, browbeaten and driven from a job he loved.
- We have shown ourselves to be incapable or unwilling to apply basic controls on the expenditure of Council Taxpayers money or of being able to provide protection from abuse, compassion & care to some of the most vulnerable members of our society and their families.
- Not one senior officer or politician has been held accountable by the Council for the failings identified in the AKA Limited report.

(2) Council believes the nature of the crisis the Council now finds itself in is so grave, the imminence of collapse so real, that all Members must come together, under fresh leadership, to work together on behalf of our residents & communities, as equals and in genuine partnership.

(3) Council resolves:

- (i).** That, In accordance with Article 7.3 (iii) (d) of the Constitution, Cllr Foulkes be removed from the office of Leader of the Council with immediate effect.
- (ii).** That Council elect a new Leader in accordance with Council Procedure Rule 5B

(4) The next Leader of the Council is recommended to:

- Establish an all party 'emergency Cabinet' of 4 Conservative, 4 Labour and 2 Liberal Democrat Members to be reviewed at Annual Council 2012.
- Provide opportunities for all Council Members to question and share any ideas or concerns they may have.
- Review current officer delegations to ensure openness, transparency and effective democratic oversight of decision making.

AMENDMENT TO CONSERVATIVE AND LIBERAL DEMOCRAT MOTIONS MOVED IN ACCORDANCE WITH ARTICLE 7.3 (iii) (d) OF THE COUNCIL'S CONSTITUTION

Proposed by Cllr Phil Davies (7 minutes)

Seconded by Cllr George Davies (3 minutes)

Delete all. Replace with:

This Council recognises the gravity of the contents of the AKA report and the importance of taking action to put right what is wrong and of learning the lessons from the past so events like these cannot occur again.

Council accepts that one of the issues raised as part of the Corporate Governance Review is that Wirral's intensely adversarial local politics in a frequently hung Council have not been helpful in creating a climate where problems can be raised and discussed at an early stage and dealt with by all parties in a constructive and co-operative manner before those problems become damaging and intractable.

Council believes that it was the expressed wish of all members to change this and move to a more constructive style of working, with opportunities for members of every party to find better ways of working together for the good of the people of Wirral.

Council therefore welcomes the setting up of the new all party Improvement Board, with an independent chair, under the auspices of the LGA, with representatives from the LGA, an external Chief Executive, the District Auditor and Anna Klonowski, the author of the AKA report in addition to the three party leaders.

Council further welcomes the fact that this board will draw on best practice to oversee the improvement of Wirral Council, and will closely monitor progress against the Action plan drawn up as a result of this comprehensive and damning report.

Council also recognises that both opposition Party Leaders were invited to participate in the Corporate Governance Committee, that all members were invited to contribute to the Key Lines of Enquiry decided on by the Corporate Governance Committee, that a seminar was organised for all members on the Corporate Governance Report, and that a Special Council has been called specifically to allow all members to debate the second AKA report.

In the light of the above, Council therefore expresses its very real disappointment that a report which should be used as a catalyst for creating positive change and building new ways of working together is instead being used once more as a weapon in a political battle, in a way which risks destabilising the Council and destroying the very opportunities for improvement which the authors of the motions say they want.

Council notes that these motions are being proposed just a week before Budget Cabinet, giving any new incoming administration little chance to set a well researched and responsible budget which takes into account the need to provide stability for the Council and to take it forward in line with the Draft Corporate Plan.

Council further notes that this is a classic case of the “abnormal being seen as normal” on Wirral because there are very few Councils which would even consider changing an administration this close to setting a budget, with only two months left to run until the local elections.

Council notes that in the period covered in this report there have been three different Council Leaders, two Chief Executives and three Directors of Social Services, and a variety of different political administrations ranging from majority control, to minority control to Liberal Democrat Coalitions with both Labour and Conservatives, all of which may have missed vital opportunities to intervene, or to ask the right questions, which could have prevented matters reaching this point. Council therefore believes that there is some collective responsibility for events, as well as individual accountability.

Council also recognises that a failure of officers to keep members sufficiently informed of key events, possibly because of fears engendered by Wirral’s style of politics, is a theme that runs through critical reports received by this Council.

Council therefore opposes the Motions of No Confidence and expresses its clear belief that the way forward lies in maintaining a stable administration, allowing all three parties to play a full part in the Improvement Board, and creating an environment that encourages members to work together for the good of the Council and of Wirral residents.

To that end, Council condemns the cynical move made by the Conservative Group to use these serious matters as an excuse to lure Liberal Democrats back into a de facto Coalition just before the elections by promising a three party Cabinet which they know cannot be delivered, and which can only leave the Conservatives and Liberal Democrats once more in alliance with each other, mirroring the situation of their national parties.

Right of Reply: Councillor T Harney (7 minutes)
Councillor J Green (7 minutes)

WIRRAL COUNCIL

COUNCIL

13TH FEBRUARY 2012

SUBJECT:	DRAFT 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 details 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 the draft Corporate Plan. Council 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 were transparently evaluated by Cabinet and a more robust plan containing SMART objectives to be resubmitted to a future Council meeting.
- 1.2 The comments and feedback generated through this process and a series of targets linked to the draft Corporate Plan were considered by Cabinet on the 2nd February 2012 in line with the Council resolution of the 12th December 2011. A motion was agreed by Cabinet at that meeting as follows:

Cabinet welcomes the comments of Partners and the Overview and Scrutiny Committees on the draft Corporate Plan and thanks everyone who responded.

Cabinet further welcomes the fact that the vision set out in the plan has widespread approval and many of the comments are concerned with the details of achieving that Vision, and with the targets necessary to monitor progress against the Vision.

Cabinet also recognises that the detailed targets now set out in Appendix 5 to the report were not available at the time of consultation and that some proposals put forward have cost implications which have not yet been assessed.

Cabinet believes that proper consideration should be given to the comments made and amendments made as necessary.

Cabinet therefore further resolves that:

- (1) **subject to any amendments made pursuant to paragraph (2) below, the draft Corporate Plan set out at Appendix 1 to the report be recommended to Council for approval at its meeting on 13 February 2012;**
- (2) **the Chief Executive, in consultation with the Leader of the Council, be authorised to make amendments to the draft Corporate Plan as are considered appropriate and necessary; and**
- (3) **the Leader will submit a draft final version of the plan in good time to the other Party Leaders for comment with a view to gaining all Party support at the Council meeting on the 13 February 2012.**

1.3 This report therefore presents an amended draft Corporate Plan for 2012-13 at **Appendix 1**, with associated targets at **Appendix 2**. It also transparently sets out how these amendments respond to the consultation with partners and Overview and Scrutiny Committees requested by Council.

2.0 RECOMMENDATIONS

2.1 It is recommended that Council:

- Approves the amended Corporate Plan and associated targets at **Appendices 1 and 2**.

3.0 REASON FOR RECOMMENDATIONS

3.1 The Council's Corporate Plan is a three year plan which is refreshed on an annual basis.

3.2 Further to addressing the resolutions agreed by Council on the 12th December 2011, this report makes a recommendation to put in place a refreshed Corporate Plan for 2012-13. The 2012-13 plans sets out on pages 9 – 11 that key priorities for the Council will be improving the health and wellbeing of Wirral residents, tackling child poverty and delivering the Council's neighbourhood plans and investment strategy. The Corporate Plan will be delivered through a series of departmental plans which will be reported to Cabinet.

4.0 BACKGROUND AND KEY ISSUES

4.1 Comments from Partners

4.1.1 Further to agreement by Council on the 12th February 2012, the draft Corporate Plan was circulated to a range of partners for comments. A total of 16 responses were received and presented as an appendix to the report considered by Cabinet on the 2nd February 2012.

4.1.2 As indicated in 1.2 above, Cabinet welcomed the comments of partners and the Overview and Scrutiny Committees on the draft Corporate Plan and

thanked everyone who responded. Cabinet further welcomed the fact that the vision set out in the plan has widespread approval and many of the comments are concerned with the details of achieving that Vision, and with the targets necessary to monitor progress against the Vision. Given that many of the comments were concerned with the detail of the delivering the Vision by departments, these will be taken forward through service planning as appropriate and a detailed response will be made to each partner setting out how their suggestions will be addressed. A number of comments were made in relation to the need for targets to support the delivery of the objectives in the Corporate Plan, which are addressed through the inclusion of these in the final draft document.

4.1.3 A number of specific amendments have been made in response to comments by partners, some of which were also raised as issues by Overview and Scrutiny Committees:

- A specific reference to working with groups representing carers in 'Your Family: Adults' (also identified by Health and Well Being Overview and Scrutiny Committee);
- A more detailed statement about the local authority's new duties in relation to Public Health in 'The Journey' and in 'Health and Well Being', with a specific reference the Director of Public Health and the role of Health and Wellbeing Board in supporting strategic health planning (also identified by Health and Well Being Overview and Scrutiny Committee);
- A commitment to working with transport partners to address issues of access to services and opportunities in 'Child Poverty';
- An additional commitment to partnership working in 'The Journey';
- A clear reference to equality considerations in 'Our Values';
- An additional objective in 'Our Vision for Wirral' relating to a healthy society;
- A reference to the role of volunteers in 'Neighbourhood Plans'.

4.2 Feedback from Overview and Scrutiny Committees

4.2.1 The draft Corporate Plan was 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

Appendix 3 to this report sets out full the resolutions of each Overview and Scrutiny Committee in relation to the draft Corporate Plan and responses, including where this has been taken forward as amendments to the plan.

4.3 Corporate Plan Targets

4.1 The proposed targets for inclusion in the Corporate Plan 2012-13 are attached at **Appendix 3**. These targets have been developed through a

process of consultation with departments to establish a robust series of measures for the Corporate Plan which will drive improvement in relation to the specific focuses included in the document. The delivery of these targets will be addressed through individual departmental service plans.

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.
- 7.3 Consultation on the draft document has been undertaken with Overview and Scrutiny Committees as set out in this report.

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 The potential impact of the draft Corporate Plan has been reviewed in relation to equality with an Equality Impact Assessment relating to the draft Corporate Plan attached to the report to Cabinet on the 8th December 2011.

11.1 This has been reviewed subject to any amendments arising from the consideration of feedback from partners and Overview and Scrutiny Committees. No changes were necessary in light of the findings of the initial assessment which were to ensure that a process is put in place to ensure that Equality Impact Assessments are in place where appropriate for all actions in the Corporate Plan.

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 Amended Corporate Plan 2012-2013
Appendix 2: Corporate Plan 2012-13 Targets
Appendix 3: Response to Feedback from Overview and Scrutiny Committees

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
	Cabinet – 2nd February 2012

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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, community and faith 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 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.

We have received two critical independent reports which highlight both weaknesses in the Council's Corporate Governance arrangements and significant failings in services for vulnerable adults. We have fully accepted the recommendations of these reports and have put in place action plans to ensure that these recommendations are delivered.

All of this means the organisation must change.

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

The Journey

The route map we need to follow.

- We will focus on the new Public Health role given to Local Authorities, and ensure that the Council plays its part in developing health strategies which are built on strong evidence through the work of the Health and Well Being Board.
- 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, and we will ensure that the Director of Public Health has the support to embed the necessary expertise to do this.
- 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 also carry out regular consultation with local residents on issues affecting the Council's budget.
- We will work in partnership to deliver better outcomes for local people.
- We will ensure that we maintain a continuous focus on providing high quality, efficient services which are value for money, supported by a strategic change programme which demonstrates how we are achieving this.
- 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.

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 equality considerations and 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, and ensure that the Council plays its part in developing health strategies which are built on strong evidence through the work of the Health and Well Being Board.
- 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, and we will ensure that the Director of Public Health has the support to embed the necessary expertise to do this.
- We will work in partnership to develop clear priorities and joined up services for improving the health and wellbeing of Wirral residents in key areas such as tackling alcohol and drug harm.
- 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.
- Wirral has an ageing population. 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.**
- **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.**
- **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

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, including through the Council’s eleven area forums.**
- **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, including through supporting and recognising the role that volunteers in improving people’s lives.**

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.**
- **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, including those available locally. 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> <p>Ensuring that our young people have excellent skills and opportunities into employment, including through Wirral's Apprenticeship programme. There should be an emphasis on Level 3 attainment in Apprenticeship schemes where appropriate.</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, affordable and accessible transport opportunities to access centres of employment.</p>
Position Wirral as a leading, vibrant global location for businesses and visitors	<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>Ensure that any new retail development proposals complement the existing retail offer in and around Birkenhead</p> <p>Continue our strategic activity with Liverpool City Region partners and The Local Enterprise Partnership</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>Wirral currently has a high proportion of public sector employment, and we are working hard to rebalance our local economy through attracting new private sector investment</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> <p>Building on existing activity to tackle empty shops, and support local retail centres, businesses and traders</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 will ensure that children in care and care leavers have appropriate support which best suits their needs, including fostering and adoption.**
- **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 multi agency approaches 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.**

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, including fostering and adoption</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</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 to improve 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>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</p> <p>Implementing the national Children's Centre payment by results research pilot to further improve the quality of targeted provision</p> <p>Working towards 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>

<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 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.**
- **We will deliver an action plan to address the recommendations of an independent report which highlighted significant failings in services for vulnerable adults.**
- **Wirral has an ageing population which will mean future challenges in delivering universal and targeted services which meet their needs.**
- **The way the Council delivers social care services is changing to meet these challenges. 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 and consult with 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 and groups, including those representing carers, 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 and are empowered to make these choices.**
- **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 and retain that independence.**
- **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...
Enhance the quality of life of the people of Wirral who have care and support needs	<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>
Delay and reduce the need for care and support	<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>
Ensure that the people of Wirral who use services have a positive experience of care and support	<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>
Safeguard people in Wirral whose circumstances make them vulnerable and protect them from avoidable harm	<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>

Tackle alcohol and drug harm	Deliver the Drugs and Alcohol Substance Misuse Plan, which address issues around drugs and alcohol
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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, including through exploring innovative approaches such as community justice initiatives. 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 deliver a strategy which ensures the best use of Wirral's libraries.
- 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.

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	Reduce the amount of household waste sent to landfill through the provision and marketing of accessible recycling services and waste prevention initiatives
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, including the introduction of 20mph speed reduction measures in residential roads
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 Implementing and evaluating the effectiveness of Wirral's Library Services Strategy 2012-15

<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>
<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>
<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 to provide an appropriate mix of housing stock</p> <p>Exploring alternative funding and delivery mechanisms to provide high quality new and affordable homes, including the development of a mortgage assistance scheme to help first time buyers</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>
Improve the efficiency and value for money of Council services	<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>
<p>Ensure that the Council is able to respond to and recover effectively from incidents and emergencies</p>	<p>Developing methods to increase awareness of emergency planning issues amongst the communities of Wirral through consultation and engagement</p> <p>Working in partnership to ensure that Council business continuity arrangements are maintained and improved</p>

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Appendix 2: 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...
<p>Improve access to employment and skills and tackle barriers to work</p>	<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. There should be an emphasis on Level 3 attainment in Apprenticeship schemes where appropriate.</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, affordable and</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 30 apprenticeship opportunities ensuring they attain level three in the programme.

	accessible transport opportunities to access centres of employment.	
Position Wirral as a leading, vibrant global location for businesses and visitors	<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>Ensure that any new retail development proposals complement the existing retail offer in and around Birkenhead</p> <p>Continue our strategic activity with Liverpool City Region partners and The Local Enterprise Partnership</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>Wirral currently has a high proportion of public sector employment, and we are working hard to rebalance our local economy through attracting new private sector investment</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 • Increase Wirral's visitor economy spend by 3% to £284 million 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> <p>Building on existing activity to tackle empty shops, & support local retail centres, businesses and traders</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 • Work in partnership with traders to complete up to 12 town centre action plans as part of the Town Centre & Local District Study and Delivery Framework
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<p>Your FAMILY: CHILDREN AND YOUNG PEOPLE</p>		
<p>Our goals for the next three years are to...</p>	<p>This year, we will focus on...</p>	<p>Our targets are to...</p>
<p>Protect children and young people from harm and improve the lives of the children and young people already in our care</p>	<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, including fostering and adoption</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 . • Ensure at least 15% of Looked After

	<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"> • Children are adopted during the year • 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 November 2012.
<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>	<p>Implementing and evaluating the new School Improvement Strategy; ensuring we meet our statutory duties</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>	<ul style="list-style-type: none"> • Improve achievement at Level 4 and above in both English and Maths at Key Stage 2 to 80% of pupils. • 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

	<p>Reviewing the provision of behaviour support and reducing school exclusion</p>	<p>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%.</p> <ul style="list-style-type: none"> • 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 to improve 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>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</p> <p>Implementing the national Children's Centre payment by results research pilot to further improve the quality of targeted provision</p> <p>Working towards ensuring every child is school ready</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%. • 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

	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>from disadvantaged backgrounds to 80%.</p> <ul style="list-style-type: none"> • 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.
Ensure children and young people have opportunities to participate in activities which will help them achieve their potential	<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 opportunities available and, as part of this, implement the strategy for raising the participation age to 18 by 2015</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%. • 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	Effectively implementing the Child Health Strategy and so reducing inequalities in the physical and mental health of children and young people	<ul style="list-style-type: none"> • Reduce the under 18 conception rate per 1,000 15-17 year olds. • Decrease the number of emergency

<p>people, maintaining a clear focus on tackling health inequalities</p>	<p>Encouraging and supporting all children and families to achieve and maintain a healthy weight and lifestyle</p>	<p>hospital admissions caused by unintentional and deliberate injuries in 0-4 year old children by 5%.</p> <ul style="list-style-type: none"> • Reduce the obesity rate to 9.4% for 4-5 year olds and 18.6% for 10 – 11 year olds.
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<p>Your FAMILY: ADULTS</p>		
<p>Our goals for the next three years are to...</p>	<p>This year, we will focus on...</p>	<p>Our targets are to...</p>

<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 through direct payments or personal budgets. • 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
<p>Tackle alcohol and drug harm</p>	<p>Deliver the Drugs and Alcohol Substance Misuse Plan, which address issues around drugs and alcohol</p>	<ul style="list-style-type: none"> • No more than 3113 alcohol harm related hospital admissions per 100,000 population.

Your NEIGHBOURHOOD		
Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
Reduce anti-social behaviour and ensure that people feel safe in their neighbourhoods	<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.
Reduce Wirral's carbon footprint	<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 Solar Photovoltaic arrays will be installed on the roofs of 30 council-owned buildings in order to generate renewable energy by March 2013 Install 8,000 cavity wall and loft insulation measures in private sector properties in 2012/13.

<p>Minimise waste by encouraging waste reduction and recycling</p>	<p>Reduce the amount of household waste sent to landfill through the provision and marketing of accessible recycling services and waste prevention initiatives</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, including the introduction of 20mph speed reduction measures in residential roads.</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> <p>Implementing and evaluating the effectiveness of Wirral's Library Services Strategy 2012-15.</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 600 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"> • To review 23 services to inform contract negotiations due for renewal by the end of the year • 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 to provide an appropriate mix of housing stock</p> <p>Exploring alternative funding and delivery mechanisms to provide high quality new and affordable homes, including the development of a mortgage assistance scheme to help first time buyers</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. • To develop a proposal to provide a Council Mortgage Assistance scheme, aimed at First Time Buyers, for consideration by members by September 2012 • 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...
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>	Be developed following the review of key themes under the Corporate Governance improvement framework.
Improve the efficiency and value for money of Council services	<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>	Be developed following the review of key themes under the Corporate Governance improvement framework.

<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>

<p>Ensure that the Council is able to respond to and recover effectively from incidents and emergencies</p>	<p>Developing methods to increase awareness of emergency planning issues amongst the communities of Wirral through consultation and engagement.</p> <p>Working in partnership to ensure that Council business continuity arrangements are maintained and improved.</p>	<p>Engaging with communities via Area Forums and by undertaking presentations on an annual basis.</p> <p>Develop a Wirral Emergency Volunteer Scheme (WEVS).</p> <p>Develop assurance measures to ensure partners have agreed business continuity arrangements in place.</p>
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OVERVIEW AND SCRUTINY COMMENTS – DRAFT CORPORATE PLAN

Overview and Scrutiny Committee	OSC Comments and Resolution	Response
<p>Economy and Regeneration</p>	<ol style="list-style-type: none"> 1. 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. 2. Housing – Make one of the targets around the issue of affordable housing and mortgage support schemes for first time buyers. 3. ‘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. 4. ‘Position Wirral as a leading, vibrant global location....’ – need to refer to being committed to the Liverpool City Region and Local Enterprise Partnerships. 5. 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 	<ol style="list-style-type: none"> 1. Child Poverty is identified as a key priority within the Corporate Plan (see page 9). Arrangements will be put in place to regularly report progress of Wirral’s Child Poverty Strategy to Cabinet and the appropriate scrutiny committees. 2. Focus revised in the Corporate Plan (see page 23): <ul style="list-style-type: none"> • Exploring alternative funding and delivery mechanisms to provide high quality new and affordable homes, including the development of a mortgage assistance scheme to help first time buyers 3. Focus revised in the corporate plan to reference level 3 attainment as follows (see page 13): <ul style="list-style-type: none"> • Ensuring that our young people have the best qualifications for whatever employment they want to go into including through Wirral’s Apprenticeship programme. There should be an emphasis on Level 3 attainment in Apprenticeship schemes where appropriate. 4. New focus included in the Corporate Plan (see page 13): <ul style="list-style-type: none"> • Continue our strategic activity with Liverpool City Region partners and The Local Enterprise Partnership 5. New focus included in the Corporate Plan (see page 13): <ul style="list-style-type: none"> • Ensure that any new retail development proposals complement the existing retail offer in and around

Overview and Scrutiny Committee	OSC Comments and Resolution	Response
	<p>Waters developments and make sure these areas benefit too.</p> <p>6. Retail – some centres are under stress and there was a need to plan ahead for interventions.</p> <p>7. 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.</p> <p>8. 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...'</p> <p>9. 'Continuing to improve our relationships with the private sector....' – could these sectors be listed?</p> <p>10. Need for a measure of those co-ordinated resources for all business support services through Invest Wirral.</p> <p>11. 'An increasing role for social enterprises in Wirral's economy' should be shown as a percentage.</p> <p>12. Wirral was over-dependent on the public sector for employment opportunities and there was a need for a re-balancing of this.</p>	<p>Birkenhead</p> <p>6. New focus included in the Corporate Plan (see page 14):</p> <ul style="list-style-type: none"> • Building on existing activity to tackle empty shops, & support local retail centres, businesses and traders <p>7. 2011/12 Corporate Plan continues to be delivered with quarterly reports provided to Cabinet and OSC. An end of year report will be prepared for the current Corporate Plan in May / June 2012. Targets have been set on the basis of previous year's performance.</p> <p>8. Focus revised as outlined in 3.</p> <p>9. Engagement with the private sector will be through the Business Forum which is comprised of sectoral networks and some spatial networks. It is therefore not appropriate to list all specific sectors.</p> <p>10. Specific targets included within the Corporate Plan for Invest Wirral which focus on business engagement, jobs safeguarded / created and value of inward investment.</p> <p>11. Target included in the Corporate Plan to support 5 new social enterprises to set up.</p> <p>12. New focus included in the Corporate Plan (see page 11):</p> <ul style="list-style-type: none"> • Wirral currently has a high proportion of public sector employment, and we are working hard to rebalance our local economy through attracting new private

Overview and Scrutiny Committee	OSC Comments and Resolution	Response
	<p>13. There was a need to refer to the growth in the elderly population and the impact of this on every sector.</p> <p>14. Too many units of a certain type of housing stock.</p> <p>15. No sense of which priority was the driving force for the Council.</p> <p>16. No mention of the Council's public health role, where it would sit within the Council structure and how it would be scrutinised.</p> <p>17. The Chair suggested that it was also difficult to view the document in isolation without seeing any budget proposals or the Departmental Plan.</p> <p>Resolved – That the comments of the Committee be referred to the Cabinet.</p>	<p>sector investment.</p> <p>13. Please refer to Health and Wellbeing OSC comments below.</p> <p>14. Focus revised in the Corporate Plan (see page 23):</p> <ul style="list-style-type: none"> • Responding to housing market failure and restructuring housing market with partner organisations to provide an appropriate mix of housing stock <p>15. The Corporate Plan is a three year plan which is refreshed on an annual basis. The 2012-13 plans sets out on pages 9 – 11 that key priorities for the Council will be improving the health and wellbeing of Wirral residents, tackling child poverty and delivering the Council's neighbourhood plans and investment strategy.</p> <p>16. Consideration of the Council's new public health role is included in the Journey section (page 5) and the Health and Wellbeing section (page 9).</p> <p>17. Draft Corporate Plan has been approved at Cabinet and will be referred to Council for approval on 13.02.12. Departmental plans are being developed based on the revised Corporate Plan and will be reported to budget Cabinet on 20.02.12.</p>
Health & Wellbeing	<p>1. 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.</p> <p>2. Need to mention work carried out with Carers' Associations.</p>	<p>1. Perception targets have been included within the Corporate Plan to measure this focus.</p> <p>2. Narrative revised to reference local groups representing carers (see page 18):</p>

Overview and Scrutiny Committee	OSC Comments and Resolution	Response
	<p>3. 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.</p> <p>4. There was a need to see where the Department was currently and how it was going to move on.</p> <p>5. There was a need to refer to the Alcohol Scrutiny Review as a reduction in alcohol harm needed to be a target.</p> <p>6. There was a need to refer to the duties that the Council would have under Public Health.</p> <p>7. There was no mention of:</p> <ul style="list-style-type: none"> • Affordability of social care • An increasing elderly population • Personal Budgets • Empowerment 	<ul style="list-style-type: none"> ▪ 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 <i>and groups including those representing carers</i>, 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. <p>3. The Travelling Safely section (page 7) of the Corporate Plan sets out how the Council will improve its Corporate Governance with further detailed actions set out within the Your Council section of the document. Reference to the independent reports has now been made in the Leader's foreword (page 2) and Your Family: Adults (p.18) introduction section.</p> <p>4. Reference to the independent reports and subsequent action plans have been referenced as above.</p> <p>5. A specific focus is now included in relation to alcohol harm within the Your Family: Adults section (page 20).</p> <p>6. The Journey section (page 5) and Health and Wellbeing section (page 9) now include an expanded statement about the Council's new duties and the role of the Director of Public Health.</p> <p>7. <u>Affordability of social care</u> – it is considered that this is a national issue that the Department of Adult Social Services should address through service planning.</p> <p><u>An increasing elderly population</u> – Reference is now included within the Health & Wellbeing (page 9) and</p>

Overview and Scrutiny Committee	OSC Comments and Resolution	Response
	<ul style="list-style-type: none"> • Continuing public consultation <p>8. One reference to regaining independence but no reference to retaining independence.</p> <p>Resolved – That the comments of the Committee be referred to the Cabinet.</p>	<p>Your Family: Adults sections (page 18) to Wirral's increasing elderly population.</p> <p><u>Personal Budgets</u> – Personal budgets is referenced in the narrative to Your Family: Adults section and a specific target is included against the following focus (page 19):</p> <ul style="list-style-type: none"> • 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><u>Empowerment</u> – Reference to empowerment is now included in the narrative to Your Family: Adults section (page 18).</p> <p><u>Continuing public consultation</u> – Reference to consultation is now included in the narrative to Your Family: Adults section (page 18) to reinforce the Council's commitment to consulting with local residents and users of services.</p> <p>8. The following focus sets out the Council's commitment to help people retain their independence:</p> <ul style="list-style-type: none"> • 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>An additional statement has also been included in the Your Family: Adults section (page 18)</p>
Children and Young People	<p>1. 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.</p> <p>Members made the following comments on the Corporate</p>	<p>1. Targets have been included in the Corporate Plan and reported to Cabinet.</p>

Overview and Scrutiny Committee	OSC Comments and Resolution	Response
	<p>Plan:</p> <ol style="list-style-type: none"> 2. There needed to be references to foster care and adoption. 3. There was no reference to deprivation. 4. There was a need to know how things would be measured. 5. No reference to further education or higher education. 6. There was a vague reference to Sure Start but no mention of enhancement as there had been in the previous year. <p>Resolved - 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.</p>	<ol style="list-style-type: none"> 2. Focus revised to reference foster care and adoption and appropriate targets included in the Your Family: Children and Young People section (page 16) as follows: <ul style="list-style-type: none"> • Ensuring that children in care and care leavers have appropriate support which best meets their needs, including fostering and adoption 3. The Corporate Plan sets out a clear commitment that tackling child poverty (page 9) is a priority for the Council. 4. Targets have been included in the Corporate Plan and reported to Cabinet. 5. The following focus is included in the Corporate Plan (page 17) to ensure young people are supported into further education, employment or training: <ul style="list-style-type: none"> • 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 6. An additional focus has now been included to specifically reference Sure Start (page 16): <ul style="list-style-type: none"> • 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

Overview and Scrutiny Committee	OSC Comments and Resolution	Response
Sustainable Communities	<p>General Points</p> <ol style="list-style-type: none"> 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. 	<p>General Points</p> <ol style="list-style-type: none"> 1. The Corporate Plan is a three year plan which is refreshed on an annual basis. The 2012-13 plans sets out on pages 9 – 11 that key priorities for the Council will be improving the health and wellbeing of Wirral residents, tackling child poverty and delivering the Council's neighbourhood plans and investment strategy 2. The Corporate Plan sets out a commitment to consultation within the Journey section of the Corporate Plan on page 5. 3. Reference to consultation on budget issues is now included in the Journey section of the Corporate Plan on page 5. 4. Reference to the Strategic Change Programme is now included in the Journey section of the Corporate Plan on page 5. 5. The following focuses are already included within the Your Council section of the Corporate Plan (page 24): <ul style="list-style-type: none"> • Improving the delivery of services within available resources • Ensuring the information provided for all service delivery decisions includes value for money considerations A further statement that the Council will seek to provide high quality and efficient services is now included in the Journey section of the Corporate Plan on page 5. 6. This is considered to be a constitutional matter. 7. The Area Forums will be a key mechanism for developing neighbourhood plans as set out on page 10

Overview and Scrutiny Committee	OSC Comments and Resolution	Response
	<p>8. There is no mention of the Voluntary and Community Sector, or of grants.</p> <p>Some Key Issues Relevant to this Committee</p> <ol style="list-style-type: none"> 1. There is no mention of Libraries 2. There is no mention of 20mph zones 3. 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 (<i>Tackling Alcohol Harm</i>) be picked up in the Corporate Plan). 4. 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. 5. There is no mention of Community Justice. 	<p>of the Corporate Plan. This section has been updated to include a specific reference to area forums.</p> <p>8. There is reference to all partner organisations, including voluntary, community and faith sector, within the foreword on page 1).</p> <p>Some Key Issues Relevant to this Committee</p> <ol style="list-style-type: none"> 1. A specific focus is now included relating to libraries in the Your Neighbourhood section on page 22. 2. The following focus has been amended to include a specific reference to 20 mph zones on page 22: <ul style="list-style-type: none"> • Maintaining and improving Wirral’s roads through a programme of highway maintenance and road safety improvements, including the introduction of 20mph speed reduction measures in residential roads. 3. Please refer to Health and Wellbeing OSC comments. Alcohol Harm is now included within the Corporate Plan (page 20). 4. The following focuses are included within the Corporate Plan on page 22: <ul style="list-style-type: none"> • Delivering the Council’s carbon budget • Working with local residents, partners and the private sector to improve energy efficiency An additional target has been included regarding the use of solar energy in Council buildings. 5. Reference to using exploring innovative approaches including Community Justice is now included in the

Overview and Scrutiny Committee	OSC Comments and Resolution	Response
	<p>6. That the Plan contains no detail in relation to targets</p>	<p>introduction section to Your Neighbourhood on page 21</p> <p>6. Targets have been included in the Corporate Plan and reported to Cabinet.</p>
Council Excellence	<p>1. That although it is a very important document, it should be more concise.</p> <p>2. That if it does not contain clear and quantifiable targets, it will do nothing to improve performance.</p> <p>3. That the Plan is aspirational and lacks clear targets.</p> <p>4. That the Plan contains no reference to the Strategic Change Programme.</p> <p>5. 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.</p> <p>6. 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.</p> <p>7. That, being a 3 Year Plan, it should contain goals for the</p>	<p>1. The Corporate Plan is a three year plan which is refreshed on an annual basis. The 2012-13 plans sets out that key priorities for the Council will be improving the health and wellbeing of Wirral residents, tackling child poverty and delivery of the Council's neighbourhood plans and investment strategy.</p> <p>2. Targets have been included in the Corporate Plan and reported to Cabinet.</p> <p>3. Targets have been included in the Corporate Plan and reported to Cabinet.</p> <p>4. Reference to the Strategic Change Programme is now included in the Your Journey section of the Corporate Plan.</p> <p>5. No response required.</p> <p>6. Targets have been included in the Corporate Plan and reported to Cabinet.</p> <p>7. Targets have been included in the Corporate Plan and</p>

Overview and Scrutiny Committee	OSC Comments and Resolution	Response
	<p>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.</p> <p>8. That the need for change is clearly set out in the introduction to the Plan</p> <p>Resolved –</p> <p>(1) That the comments of the Committee be referred to the Cabinet.</p> <p>(2) That the Council Excellence O&S Committee welcomes the principal of the Corporate Plan as a Statement of the Council’s Priorities.</p> <p>(3) That Committee looks forward to the Plan being produced in a more accessible format.</p> <p>(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.</p> <p>(5) That the Committee welcomes the comments contained within the Corporate Plan in relation to poverty.</p>	<p>reported to Cabinet.</p> <p>8. No response required.</p>

REFERRALS TO COUNCIL

CABINET – 2 FEBRUARY 2012

MINUTE 274 - DRAFT CORPORATE PLAN 2012/2013

A report by the Chief Executive presented the Council's draft Corporate Plan for 2012 – 13 at Appendix 1 (previously agreed by the Cabinet at its meeting on 8 December 2011 and considered by the Council on 12 December 2011).

The report further set out the steps that had been taken to deliver the resolutions agreed by Council on 12 December 2011 (Minute Nos. 77 and 78 refer) in respect of the 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. The Council furthermore requested that any comments received were transparently evaluated by the Cabinet and more robust plan containing SMART objectives be resubmitted to a future Council meeting.

Finally, the report requested that the Cabinet make recommendations to refer an appropriate amended draft Corporate Plan to the Council for consideration at its meeting on 13 February 2012.

RESOLVED: That

Cabinet welcomes the comments of Partners and the Overview and Scrutiny Committees on the draft Corporate Plan and thanks everyone who responded.

Cabinet further welcomes the fact that the vision set out in the plan has widespread approval and many of the comments are concerned with the details of achieving that Vision, and with the targets necessary to monitor progress against the Vision.

Cabinet also recognises that the detailed targets now set out in Appendix 5 to the report were not available at the time of consultation and that some proposals put forward have cost implications which have not yet been assessed.

Cabinet believes that proper consideration should be given to the comments made and amendments made as necessary.

Cabinet therefore further resolves that:

- (1) subject to any amendments made pursuant to paragraph (2) below, the draft Corporate Plan set out at Appendix 1 to the report be recommended to Council for approval at its meeting on 13 February 2012;**

- (2) the Chief Executive, in consultation with the Leader of the Council, be authorised to make amendments to the draft Corporate Plan as are considered appropriate and necessary; and**
- (3) the Leader will submit a draft final version of the plan in good time to the other Party Leaders for comment with a view to gaining all Party support at the Council meeting on the 13 February 2012.**

MINUTE 281 - PROCUREMENT EFFICIENCIES

A report by the Deputy Chief Executive/Director of Finance detailed procurement activity undertaken in 2011-12. The aim was to deliver £2m procurement efficiency savings per annum. A further policy option had been agreed in the 2011-12 budget; to achieve £0.5m through a review of the top-50 contracts, progress which was reported elsewhere on the agenda (Minute No. 280 refers). The report identified progress against the combined target of £2.5m and identified possible procurement savings for 2012-13.

RESOLVED: That

- (1) the procurement activity undertaken in 2011-12 be noted;**
- (2) a procurement saving of £140,000 in Regeneration, Housing and Planning delivered in 2011-12 be replaced by the release of reserves and provisions;**
- (3) estimated procurement savings of £1.2m for 2012-13 be agreed; and**
- (4) estimated savings of £1.6m from the alternative commissioning of services in Adult Social Services be agreed.**

MINUTE 283 - ENTERPRISE ZONE - BUSINESS RATES DISCOUNTS

A report by the Deputy Chief Executive/Director of Finance set out the details of issues that had arisen from the Localism Act 2011 which gave local authorities the power to award discounts, including Enterprise Zone discounts, from 1 April 2012.

Members were informed that discounts awarded under the new powers would be funded by the Council awarding them. However for discounts awarded in Enterprise Zones the Government had agreed to fund up to 100% of the discounts awarded during the period 1 April 2012 to 31 March 2015. They would be funded for five years from the date they were granted. Therefore, a business that entered the zone in a designated area on 31 March 2015 would be entitled to the discount until 31 March 2020, funded by the Government.

These discounts were covered by the European Union De Minimis Aid rules on state aid funding and were currently subject to 200,000 Euros limit over a three year period. This had the effect of limiting the award to £55,000 per annum to an

individual business. The maximum discount amount over a five year period could be £275,000. The maximum discounted Rateable Value would be £122,000.

RESOLVED:

That a Business Rate discount of 100% be granted for properties designated within specified areas of the Mersey Waters Enterprise Zone (Wirral site) to be awarded from 1 April 2012.

MINUTE 284 - LOCAL DEVELOPMENT FRAMEWORK – WORK PROGRAMME AND EVIDENCE BASE

A report by the Acting Director of Regeneration, Housing and Planning informed the Cabinet of the future programme for the preparation of the Council's Local Development Framework; the findings of the latest study of the Borough's housing land supply; and reports on progress on the remaining technical evidence base studies. The report recommended that the Local Development Scheme appended to the report was approved for formal adoption by Council and that the findings of the Strategic Housing Land Availability Assessment (SHLAA) Update be made available for consultation before being included in the Proposed Submission Draft Core Strategy.

The Acting Director of Regeneration, Housing and Planning indicated that figures had now been provided by Peel for Wirral Waters and stated that up to 1,100 dwellings could be delivered in the first five years (2011-2016), 2,800 in years 6 to 10 (2016-2021) and 2,700 in years 11 to 15 (2021-2026). This meant that a five year supply could be demonstrated under the RSS requirement, when taking into account Wirral Waters and an even longer term supply when based upon the DCLG Household Projection figures. This would also help the supply over the 10 and 15 year periods to 2026.

RESOLVED: That

- (1) it be recommended to Council that the Local Development Scheme appended to the report be approved and that Council resolves to bring the Scheme into legal effect on the Monday following the date the resolution of Council is passed;**
- (2) findings of the SHLAA Update be published for consultation, prior to their inclusion in the Proposed Submission Draft Core Strategy Development Plan Document and their approval as a material consideration for use by Planning Committee in the determination of planning applications; and**
- (3) the 2008-based household projections be used as the basis for calculating the Borough's five-year housing land supply in the period between the abolition of the Regional Spatial Strategy and the adoption of the Core Strategy.**

MINUTE 285 - OUTCOME OF WIRRAL'S HOUSING MARKET RENEWAL TRANSITIONAL FUNDING BID INCLUDING PROPOSED EXIT PLAN AND SUGGESTED AMENDED HOUSING INVESTMENT PROGRAMME FOR 2011/12

A report by the Acting Director of Regeneration, Housing and Planning provide an update for Members on the outcome of the Housing Market Renewal Initiative Transitional Funding bid and outlined amendments to the Council's Housing Investment Programme for 2011/12 to incorporate the Housing Market Renewal Transitional Funding.

The report also advised Members on proposals to prepare the exit plan for Wirral's Housing Market Renewal Programme.

The Cabinet noted that it had been announced in November 2011 that the HMRI Transitional bid had been successful and that Wirral would receive £2.7m additional capital funding. Although slightly less than anticipated, this funding, when combined with match funding, would enable the completion of most of the existing clearance commitments throughout the former HMRI area. It may be possible to make up the shortfall with New Homes Bonus to complete the programme. This would be subject to a separate report to the Cabinet in due course.

The table at Appendix 1 to the report provided the detail of Wirral's revised HMR Transitional Funding bid and showed how the resources would be used. It should be noted that since the bid had been submitted in July, work had been continuing on committed acquisitions, using some of the match funding resources. As such, a proportion of the units identified in Appendix 1 had already been acquired. It should also be noted that there was no compulsion to utilise all of the Transitional Funding in the current financial year. This would allow both negotiations with property owners to continue and support any future CPO action, should this be necessary to acquire the remaining interests.

RESOLVED: That

- (1) the contents of this report be noted; and**
- (2) the proposed changes to the Housing Investment Programme for 2011/12 be reported to Cabinet.**

MINUTE 287 - APPOINTMENT OF CHIEF INSPECTOR OF WEIGHTS AND MEASURES

A report by the Director of Law, HR and Asset Management recommended that, following the retirement of John Malone, then Chief Inspector of Weights and Measures, Gillian Vicary be appointed to the position of 'Chief Inspector of Weights' and Measures' concomitant with her designated post of Trading Standards Operations Manager. The Cabinet noted that the appointment of this position was required under the provisions of the Weights and Measures Act 1985.

RESOLVED:

That the Cabinet recommends to Council that the Trading Standards Operations Manager, Gillian Vicary, be appointed to the position of Chief Inspector of Weights and Measures for the Metropolitan Borough of Wirral.

MINUTE 289 - LOCAL TRANSPORT SETTLEMENT - ADDITIONAL FUNDING: INTEGRATED TRANSPORT 2011/2012

A report by the Director of Technical Services directed the Cabinet's attention to a recent letter, dated 14 December 2011, announcing an extra £50 million allocated nationally to the Integrated Transport Block (ITB) of the Local Transport Settlement 2011/12, resulting in an additional £1.915 million being allocated to Merseyside. At its meeting on 9 January 2012, the Merseytravel 'Local Transport Plan Delivery, Bus & Merseytram Committee' had recommended approval for an allocation for Wirral of £193,000 for this financial year.

The additional funding had presented an opportunity to enhance the 2011/12 Transport Capital Programme that was approved by the Cabinet on 17 March 2011 (Minute No. 352 refers).

A copy of the letter received by Merseytravel from the Department for Transport (DfT) was attached to the report as Appendix 'A'.

RESOLVED: That

- (1) the provision of the additional funding from Merseytravel be accepted and the proposed projects and schemes identified within the report be approved, subject to final approval by the Merseyside Integrated Transport Authority (MITA) at its meeting on 9 February 2012; and**
- (2) authority be delegated to the Director of Technical Services in conjunction with the Cabinet Member for Streetscene and Transport Services and Group Spokespersons, to make necessary adjustments to the priorities identified within the proposed projects should the need arise.**

MINUTE 290 - JOINT RECYCLING AND WASTE MANAGEMENT STRATEGY

A report by the Director of Technical Services provided the Cabinet with information relating to the Joint Recycling and Waste Management Strategy for Merseyside (JRWMS), formerly the Joint Municipal Waste Management Strategy (JMWMS) and associated complementary Wirral District Council Action Plan (DCAP). The Merseyside and Halton Waste Partnership, with the Merseyside Recycling and Waste Authority MRWA being the lead authority, had developed the Strategy. The MRWA Board Members had ratified the Strategy on 18 November 2011 and were now seeking ratification from the Merseyside Councils. This report represented part of the Council's formal process for the ratification of the Strategy.

The JRWMS and Wirral Council's DCAP would become the Council's strategic documents to support the delivery of the corporate goal "Minimising Waste by Encouraging Waste Reduction and Recycling".

Members of the Sustainable Communities Overview and Scrutiny Committee had been kept up to date with the progress of the Strategy and the supporting public consultation exercise and had recently endorsed that the Strategy be referred to the Cabinet.

The report detailed the resolutions of the 26h September 2011 Sustainable Communities Overview and Scrutiny Committee and also provided Members with information relating to the context of the Strategy review, updating on national policy as well as the outcomes that resulted in the Strategy's key commitments, which would be delivered through Wirral Council's District Action Plan.

RESOLVED: That

- (1) the process that has been undertaken to develop the new Joint Municipal Waste Management Strategy be endorsed;**
- (2) subject to any comments they wish to submit on its contents, the Strategy and associated District Council Action Plan (DCAP) as it currently stands be approved and referred to Council for ratification;**
- (3) the current work being carried out on the Environmental Streetscene Services Contract Review described in section 10.0 of the report be noted;**
- (4) the further work that will be undertaken to update the DCAP in preparation for the European Waste Framework Directive requirement for Member States to produce a Waste Prevention Programme by 2013 be noted; and**
- (5) it be requested that, following the ratification of the JRWMS, the Merseyside Waste Levy Payment Mechanism review be undertaken as soon as possible and the progress of this work be reported to an appropriate Cabinet meeting.**

MATTERS FOR NOTING

CABINET – 2 FEBRUARY 2012

MINUTE 301 - URGENT BUSINESS APPROVED BY THE CHAIR (PART 1) - LEASOWE MILLENNIUM CENTRE

A report by the Director of Law, HR and Asset Management informed the Cabinet of the difficulties affecting the operation of the Leasowe Millennium Centre and the actions being taken to maintain services to the community in Leasowe.

The report sought approval to accept a surrender of the interest held by the Trust and for the provision of temporary funding to allow the operation of the Centre to be stabilised and a long term solution for its future to be developed.

RESOLVED: That

- (1) the Director of Law, HR and Asset Management be authorised to accept a surrender of the current interest held by Leasowe Development Trust in the Leasowe Millennium Centre;**
- (2) the running costs of the building from 3 February 2012 to 31 March 2012 be met within General Fund Balances for 2011/12;**
- (3) a one year provision be made in the budget for 2012/13 of £160,000 to allow time for options for the future management of the building to be evaluated;**
- (4) the Director of Law, HR and Asset Management be instructed to report to a future meeting of Cabinet on long term options for the operation and management of the Centre; and**
- (5) in view of the urgency call in be waived.**

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Council – 13 February 2012

MATTERS FOR DEBATE

The Council is asked to consider the following motions, submitted in accordance with the notice required by Standing Order 8(1) and objections and amendments submitted in accordance with Standing Order 7(2).

The order of business is as determined by the party groups in accordance with Standing Order 5(4) and the times for speeches by Standing Order 12(8). All other speakers have 3 minutes.

1. MOTION: FREEMASONRY

Proposed by Councillor Phil Davies (7 minutes)

Seconded by Councillor Anne McArdle (3 minutes)

This Council believes that, in the interest of free and open government, and in order to avoid any accusations of a failure to be open and transparent in their dealings with the Council and the public, that any member of the Freemasons be obliged to declare their interest, and to this end:

- (i) Instructs the Chief Executive to make urgent arrangements so that all Council Members who are Freemasons declare the membership in the register of interest immediately.
- (ii) Instructs the Chief Executive to establish an employees' register of interest in which all who are Freemasons declare their membership immediately.

AMENDMENT

Proposed by Councillor Pat Williams (7 minutes)

Seconded by Councillor Mark Johnston (3 minutes)

After 'and the public,' delete all and replace with:

that any Members who are Freemasons are obliged to declare their interest (along with membership of e.g. sports clubs, political parties, trades unions and charitable organisations) as part of the current Member's Code of Conduct (Part 2: Interests: 8(1)(a)(ii)(bb))

Council notes that Part 2, Section 2 of the NJC for Local Government Services National Agreement on Pay & Conditions of Service requires Employees to give notice in writing of any private interest which is likely to give them an opportunity, during the course of their employment with the Council, to confer an advantage at any time upon themselves or their relatives or may weaken public confidence in their impartiality.

Council recognises that these safeguards exist to protect the reputation of the Council, its Members and Employees and encourages the enforcement of these existing rules.

Council requests the Standards Committee to review the Code of Conduct for Members, and Employment and Appointments Committee to review the Code of Conduct for Officers to ensure that these Codes are fit for purpose and are being adhered to.

Right of Reply: Councillor Phil Davies (7 minutes)

2. MOTION: BENEFITS CAP

Proposed by Councillor Andrew Hodson (7 minutes)

Seconded by Councillor Les Rowlands (3 minutes)

- (1) Council notes that some people are receiving more in benefits than those who work and with average earnings of £26,000 per annum.
- (2) While Council believes that support and help must be protected and improved for those who cannot work due to age or illness, Council does not believe it is right that the earnings of those who do work is sometimes less than the incomes of those who do not work.
- (3) Council welcomes the introduction by the Coalition Government of a 'Benefits Cap'.
- (4) Council, however, is concerned that proposals by the Shadow Work and Pensions Secretary for a lower cap for claimants in the North West and other regions outside of London and the South East, are going too far and too fast.

AMENDMENT

Proposed by Councillor Ann McArdle (7 minutes)

Seconded by Councillor George Davies (3 minutes)

Delete everything and replace with the following:

Council notes that:

- (1) There is a need for a benefit cap. A cap is important because it can help ensure everyone has confidence that work pays and there is fairness in the benefits system.
- (2) The Tory led Coalition Government's current proposals will lead to 20,000 people becoming homeless nationally. The Department for Communities and Local Government said this in a letter to Prime Minister's Office. The DCLG also said that the cost of this could help to wipe out the £270 million the government said their benefit cap would save per annum and even end up costing more than it saves for council taxpayers.
- (3) Council believes there are alternatives in setting a benefit cap that are fairer for working people, do not have the same risk of homelessness, and save more money. This could be achieved by introducing a cap set in line with local differences in circumstances such as work incentives, earnings, house prices, and the consequent impact on homelessness.

- (4) Council accepts there is a strong case for local differences. Most of the benefits paid out under the cap will go towards housing costs and private sector landlords, but when these vary so much, it is simply not fair on working people to set the cap nationally. For example, £500 a week might buy a one bedroom apartment in central London, but in Wirral a similar sum would enable someone to buy a decent house in most areas.
- (5) One cap set nationally is not be fair for working people across the country. The levels of the cap should be set by an independent body of experts, just as the Low Pay Commission determines the minimum wage. This would not be going too far or too fast and the process might actually command cross-party support. The tests should be: fairness for working people, ensuring work pays, avoiding homelessness, and saving taxpayers money.

AMENDMENT

Proposed by Councillor Stuart Kelly (7 minutes)

Seconded by Councillor Phil Gilchrist (3 minutes)

Add to end of paragraph (3):

Council recognises that considerable work is in hand as the Welfare Reform Bill progresses, to ease the transition for families and to provide assistance in hardship cases, exempt households that are entitled to working tax credit from the cap, provide transitional support to help manage families into more appropriate accommodation, and introduce further discretionary housing benefit of up to £80 million in 2013-14, and a further £50 million in 2014-15.

Insert new paragraph (4):

- (4) Council is anxious that those who require long-term support, have serious and uncontrollable life-threatening conditions, or whose condition deteriorates, should be placed in the Support Group for receipt of Employment Support Allowance. Further, it remains important to make sure that people get the benefit that they are entitled to, and that the work capability assessment process is right and takes particular account of fluctuating conditions. In addition, Council recognises that many people will receive six months' statutory sick pay before they start to receive ESA, so they will be receiving benefits for 18 months. It is important that the Government continue the work that is being done to help employers to support employees when they become disabled or fall sick, and to help them stay in work where possible.

Renumber existing paragraph (4) as paragraph (5)

Right of Reply: Councillor Andrew Hodson (7 minutes)

3. MOTION: IMPROVING TRANSPARENCY AND ACCOUNTABILITY OF SEVERANCE DEALS

Proposed by Councillor Mark Johnston (7 minutes)

Seconded by Councillor Tom Harney (3 minutes)

- (1) Council believes that “compromise deals” can help release employees from the work force, can be an effective tool and have a part to play in Human Resources management.
- (2) However, Council also believes that “compromise deals” should be used only in exceptional circumstances and as a last resort, not a routine tool, and that any process should be democratically accountable, open and transparent.
- (3) Currently, under the Scheme of Delegation of Functions to Officers (part 3, schedule 4, page 111, paragraph 28), Chief Officers have the right to make compromise deals with staff to end their employment. Such deals only have to be reported to the Employment and Appointments Committee and Members can only have a vote on the matter if there is a pensions cost.
- (4) Council notes that current use of “compromise deals” can lead to the perception that deals are being done behind closed doors without the oversight of the Employment and Appointments Committee or Elected Member scrutiny.
- (5) Council strongly believes that “compromise deals” that offer financial or other types of incentive, should not be used to remove poorly performing staff from the Council work force. Training, support and, ultimately, the disciplinary procedure are the correct tools to be used in relation to poorly performing staff.
- (6) Council also believes that “compromise deals” should not be used to cover up underlying problems, situations of concern or to remove staff quietly and quickly. To do so has the potential to put the Council’s reputation at risk.
- (7) Therefore, Council insists that all future “compromise deals”, that include an element of financial or other incentive, are subject to a full democratically accountable process. Council asks that the Employment & Appointments Committee are tasked with forming a Sub-Committee to assess and sign off any compromise deals before any such offer is made to employees. The process and scope of reporting to be agreed by this Sub-Committee. Members for this Sub- Committee are to be co-opted from the list of Members available for the Appeals Sub-Committee with a proportionality of 1:1:1. The Chair for any such meeting can be decided by agreement of the Sub-Committee.
- (8) Council would also ask that all such “compromise deals”, once agreed by the Sub-Committee, are reported to the next meeting of the Employment and Appointments Committee, under exempt items if the details are of a sensitive nature.

AMENDMENT

Proposed by Councillor Ann McLachlan (7 minutes)

Seconded by Councillor Adrian Jones (3 minutes)

Delete everything and replace with the following:

Council welcomes any proposals which improve transparency and accountability across all Council decision-making processes, but believes that Compromise Agreements are an effective protection for the Authority against post-employment claims of unfair or other forms of dismissal from former employees.

Council further believes that the delegation of powers to Chief Officers to enter into such agreements should not be undermined as they can be an effective management measure to deal with a range of employment situations. To require such agreements to be signed off by elected members would create a layer of bureaucracy unnecessary in an organisation which has confidence in its senior managers to manage the workforce effectively.

Council recognises that a Compromise Agreement should not be used in circumstances where it would be more appropriate to use the Authority Capability procedure or its Disciplinary procedure.

Right of Reply: Councillor Mark Johnston (7 minutes)

4. MOTION: COUNCIL TAX

Proposed by Councillor Jeff Green (7 minutes)

Seconded by Councillor Lesley Rennie (3 minutes)

Council:

- (1) Notes that, between 1997 and 2010, Council Tax more than doubled, hitting pensioners and those on low incomes particularly hard.
- (2) Therefore welcomes the offer from the Coalition Government to make an additional £3.3million available to freeze Council Tax in Wirral for a second year.
- (3) Disagrees with the Shadow Local Government Minister in his remarks that the freeze is 'a gimmick'.
- (4) Also welcomes the decision to replace capping of Council Tax by the Government with the opportunity of a local referendum on Council Tax rises exceeding 3.5%.
- (5) Recommends that any of its Members on precepting and levying Boards vote against any increase above 0%.

AMENDMENT

Proposed by Councillor Steve Foulkes (7 minutes)

Seconded by Councillor Phil Davies (3 minutes)

Remove everything and replace with the following:-

Council:

- (1) Notes that between 1997 and 2010, Wirral moved down the Council Tax league table from being the authority with the fourth highest level of Council Tax in the country to just under 200.
- (2) In the context of the draconian cuts being inflicted on local government by the Tory/LibDem coalition government, the Labour administration does not believe that it is reasonable to inflict any increase in Council Tax on Wirral residents in 2012/13.
- (3) Condemns the government for reneging on its previous commitment to provide sufficient funding to those authorities who agreed a zero Council Tax increase in their base budgets on an ongoing basis. This means that Wirral will have to find more cuts next year to fund this freeze.
- (4) Recognises that in reaching decisions on their budgets for next year, members on precepting and levying Boards will have to balance the need to provide sufficient funding to deliver acceptable standards of services while minimising the cost to Council Tax payers.

Right of Reply: Councillor Jeff Green (7 minutes)

5. MOTION: FAILURE TO ACT

Proposed by Councillor Tom Harney (7 minutes)

Seconded by Councillor Dave Mitchell (3 minutes)

- (1) Council is extremely concerned that many actions approved by Council as part of the current year's (2011-12) Budget Resolution, many of which also form part of the current (2011-14) Corporate Plan, have not been carried out.
- (2) These failures to implement include (Council Minute 104, 1/03/2011 refers):
 - (a) "Wirral's Future consultation identified anti-social behaviour as a key concern to Wirral residents and it is vital that we provide the most effective action possible. We will conduct a full review of the Council's and partner organisation approach, including the implementation of our commitment to community justice in this vital area. Therefore we will provide funding to the ASB team for a further twelve months to enable this review to take place: £290,000"
 - (b) "A thorough evaluation of the results and economic impact of our 'Keeping It Local Initiative' will be reported to an appropriate meeting of Cabinet."

- (c) "Wirral's Future be a part of it' has been a huge success enabling Wirral people to get involved in reshaping Council services and deciding what is after all, their Council's priorities. We therefore request that the interim Chief Executive takes all necessary steps, within current resources, to initiate the next phase of 'Wirral's Future' consultation programme for 2011/12 to further embed our Administration's approach of listening, engaging and consulting with our residents."
- (d) "We are committed to making our roads safer in residential areas and outside our schools by implementing statutory 20 mph speed restrictions in non-major routes in residential areas throughout Wirral. Any of the £275,000 committed to this project last year and still not spent will be rolled forward and added to a further £275,000 in 2011-12.
- (e) "Our employees are the Council's most valuable resource as it is they who oversee or deliver services to the people we serve. It is therefore vital that we continue to improve the way we communicate with each other. We will therefore ensure all staff have an e-mail address and access to a computer. It is noted that this can be achieved at no additional cost to the Council"
- (3) Council believes that failure to carry out these actions (or failure to seek elected member approval for alternative courses of action) represents examples of current and continuing failures of corporate governance.
- (4) Council recognises that any change of Council Administration is likely to result in a change of priorities and of policies. However, Council believes that it is incumbent on the incoming Administration to seek the support of Full Council for changes to the Budget and Policy framework of the Council and notes that this has not been done.
- (5) Council condemns the current Administration for their failures to act on the current Budget and Policy Framework.
- (6) Council also condemns the lack of transparency by the current Administration for failing to set out or seek approval for their policies and spending priorities.
- (7) Council believes that this shows a cavalier disregard by the current Administration for good corporate governance and the principles of transparency and accountability.
- (8) Therefore, it is the view of Council that the Labour Party has learnt nothing from the issues reported to Cabinet in September on Corporate Governance.

AMENDMENT

Proposed by Councillor Brian Kenny (7 minutes)

Seconded by Councillor Jean Stapleton (3 minutes)

Remove everything and replace with the following:-

Council recognises that:

- (1) The Neighbourhood Planning initiative, championed by the Labour administration and involving Area Forums, local residents and community groups, has identified anti-social behaviour as a key priority. The outcomes from neighbour planning will inform the forthcoming budget.
- (2) The previous administration failed to earmark resources to undertake an evaluation of the 'Keeping it local initiative'. Consideration therefore needs to be given as to how such an evaluation can be funded so that continuation of this initiative is based on clear evidence of any benefits.
- (3) Last year's 'Wirral's Future – be part of it' exercise was fundamentally flawed in a number of aspects, notably, its failure to involve elected members via the scrutiny process in discussions about the future provision of Council services, and the failure to establish a mechanism to require members of the various Task Forces which were set up to register an interest if the organisation which employed them was likely to benefit from any recommendations.
- (4) The failure of the Conservative/LibDem coalition government to publish the necessary regulations has prevented the Council from introducing 20 mph speed restrictions across Wirral. The Labour administration is however determined to make progress on this and will be making an announcement shortly.
- (5) It is hypocritical for the Liberal Democrats to criticise the current administration for lack of transparency when they were part of an administration which during the last municipal year suspended the Council's constitution to prevent scrutiny committees from questioning their budget proposals.
- (6) This administration will also take no lessons from the Liberal Democrats about good corporate governance when they were part of an administration with the Conservatives which agreed to nearly 1200 posts being deleted from the Council without any reorganisation plans being published and no analysis of the impact of such a massive reduction in posts on Council services.
- (7) This administration supported all of the recommendations put forward by Anna Klonowski in her report on improving corporate governance and has developed an improvement plan to deliver ten key lines of enquiry based on the five work streams set out in the AKA report. All members of the Council have been invited to contribute to this work. Council thanks those members who have engaged.

Right of Reply: Councillor Tom Harney (7 minutes)

6. MOTION: NATIONAL CUTS

Proposed by Councillor David Elderton (7 minutes)

Seconded by Councillor John Hale (3 minutes)

Council:

- (1) Notes the failure of the previous Government to end 'boom and bust' and that increases in public sector spending were outstripping economic growth in the rest of the economy.
- (2) Believes that we are all in this together and that all parties must recognise the scale of the debt crisis facing the economy if urgent and necessary action to restore public finances is to succeed.
- (3) Therefore welcomes the decision by Ed Miliband and Ed Balls to accept the reductions in public spending being made by the Coalition Government and calls on Labour politicians in Wirral to accept the need for reductions in public spending.
- (4) Also notes that the Leader of the Opposition and the Shadow Chancellor have also committed to support the limits on public sector pay and wishes them success in persuading their paymasters in the trade unions to also accept this pay restraint.

AMENDMENT

Proposed by Councillor Bernie Mooney (7 minutes)

Seconded by Councillor Paul Doughty (3 minutes)

Delete everything and replace with the following:-

This Council:-

- (1) Supports the actions of the previous Labour government to invest public money in improving schools, hospitals, and other vital public services.
- (2) Recognises that the UK's economic problems were the result of irresponsible bankers and a global recession;
- (3) Believes that the Tory/LibDem coalition government is cutting too far and too fast and, as a consequence, is presiding over record levels of borrowing and appalling levels of unemployment.
- (4) Rejects the government's argument that 'we are all in this together' when they cut benefits for the poorest members of society and refuse to deal effectively with bank bonuses.
- (5) Supports Labour's plan for jobs and growth:
 - (a) A £2 billion tax on bank bonuses to fund 100,000 jobs
 - (b) Bringing forward long-term investment projects
 - (c) Reversing January's damaging VAT rise

- (d) A one year cut in VAT to 5% on home improvements
- (e) A one year national insurance break

AMENDMENT

Proposed by Councillor Dave Mitchell (7 minutes)

Seconded by Councillor Pat Williams (3 minutes)

Add additional paragraph:

- (5) Finally, Council notes that, despite the economic difficulties faced by the country, the Liberal Democrats in Government have been working hard to deliver real benefits to the British people, working hard to ensure that the burden of the country's economic difficulties are shared fairly and to protect the most vulnerable in our society:
- Income Tax - Nearly 900,000 of the lowest earners were lifted out of paying tax altogether in 2011 and a further 23 million people received a £200 tax cut. This will happen again this April, and again the April after that, until no one pays any income tax on the first £10,000 they earn.
 - Pupil Premium - 2011 saw the Pupil Premium take effect, giving schools extra money for the most disadvantaged children. The Pupil Premium will double to £1.25 billion in 2012 and rise every year until 2015, when it will be worth £2.5 billion. Liberal Democrats also extended free early years education to the 140,000 poorest two-year-olds and have announced the doubling of provision for next year.
 - Apprenticeships - More than 440,000 new apprenticeships started in 2010/11, a 50% increase on the previous year. Lib Dems have now announced a £1 billion 'Youth Contract' to help every young person who wants it to get work or training, including 410,000 new work places for 18-24 year-olds over three years.
 - Pensions - Thanks to the Lib Dem 'triple lock', the Basic State Pension was raised by £4.50 per week in 2011 and will rise again by a record £5.30 per week from April this year. Under Labour in 2000, pensioners only received a 75p per week rise.
 - Banks - In 2011, the £2.5 billion bank levy was introduced and the Coalition Government has accepted in full, proposals championed by the Lib Dems to separate high street and casino-style investment banking.

Right of Reply: Councillor David Elderton (7 minutes)

7. MOTION: LIBRARIES PAY THE PRICE FOR PARKS

Proposed by Councillor Dave Mitchell (7 minutes)

Seconded by Councillor Alan Brighthouse (3 minutes)

- (1) Council expresses its concern at the lack of transparency over the use of £500,000 of money, part of a capital allocation previously set aside for essential works to libraries and sports centres, for gardening equipment.
- (2) Council strongly believes that, if additional money was required for the purchase of new grass-cutting equipment to meet the shortfall in funding arising from the Labour Cabinet's decision to keep park maintenance 'in house', the Capital Programme should have been increased by an appropriate sum.
- (3) Council is dismayed that re-designating £500,000 from the cultural services capital allocation for gardening equipment will deprive other cultural assets of much needed investment.
- (4) Council is reminded that, when Labour came back into office, the Leader promised that libraries would be 'safe in their hands'. Council is outraged that, by the evidence so far, the Administration's management of the council's assets means Wirral's library buildings, sports centres and museums may now be in danger of neglect and decline.
- (5) Council is also reminded that, in 2009, when previously in office, Labour started the process to transfer the Council's Parks maintenance to a private contractor to improve and modernise the service and save money. Yet, when they came back into office in 2011, they did a u-turn on this policy - after around £250,000 had already been spent in preparation work.
- (6) The effect of this mismanagement has been to place the Council in a position where it has to incur additional costs or risk not being able to cut the grass in our parks and roadsides.
- (7) Finally, Council notes that, had park maintenance been assigned to an external contractor, this half a million pounds of additional costs for equipment would have been built into the contract price as part of a contract and still saved money on the overall cost of providing the service.
- (8) Council, therefore, denounces this shocking waste of money by the Labour Administration (already £750,000 on this matter alone and still counting), and their actions, which are putting much loved libraries and sports centres at risk of decline and decay.

AMENDMENT

Proposed by Councillor Chris Meaden (7 minutes)

Seconded by Councillor Phil Davies (3 minutes)

Delete all and replace with:

Council notes that the Capital Programme agreed in December 2009 contained an allocation for Cultural Services Assets which clearly stipulated that Parks formed part of that allocation.

Capital spend on the purchase of equipment for the proper maintenance of parks and open spaces is a perfectly acceptable use of such capital and it is absurd to suggest that this money, allocated to parks, has in some way been taken away from money to be spent on libraries or sports centres, which will also receive their own allocation, or will lead to the risk of decline and decay of libraries and sports centres.

Council rejects such blatant and distorted electioneering propaganda and condemns an attack on measures needed to ensure the proper protection and improvement of Wirral's parks and open spaces.

In the light of the criticisms raised by the District Auditor over the HESPE contract, Council recognises that the decision not to award a ten year contract privatising Wirral's Parks and Countryside Services was the correct decision and welcomes the progress made so far to provide an excellent in house service to the people of Wirral.

Right of Reply: Councillor Dave Mitchell (7 minutes)

8. MOTION: NATIONAL CITIZEN SERVICE

Proposed by Councillor Ian Lewis (7 minutes)

Seconded by Councillor Sheila Clarke (3 minutes)

Council:

- (1) Believes that younger people in Wirral have an important role to play in the life of the Borough and notes that many are already playing a part in community and voluntary organisations with people of all ages.
- (2) Notes the visit by the Minister for Civil Society, Nick Hurd MP to Leasowe Recreation Centre to meet participants in a pilot scheme for National Citizen Service during 2011 and congratulates those young people who took part, and those who organised it.
- (3) Therefore welcomes the decision by the Coalition Government to offer 30,000 places to young people from around the UK in the next stage of National Citizen Service.
- (4) Requests that all Council Departments be made aware of the programme and for those staff working with young people to promote the opportunities for 16 year olds to take part this year.

- (5) Instructs the Chief Executive of the Council to write to the Minister to express its support for National Citizen Service.

AMENDMENT

Proposed by Councillor Ann McLachlan (7 minutes)

Seconded by Councillor Tony Smith (3 minutes)

Council welcomes schemes to engage our young people and build their skills and encourage participation in the wider Community, but believes that the National Citizen Service is a costly pilot scheme, being introduced at a time when youth services are being slashed across the country.

Council believes that this scheme will not reach out to those disaffected and disadvantaged young people in a way that a fully funded and integrated Youth Service could do and calls on the Coalition Government to restore the £100million it is cutting from Youth Service Funding nationally.

Right of Reply: Councillor Ian Lewis (7 minutes)

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