



Local Strategic Partnership Executive Board (not a public meeting)

Date:	Wednesday, 19 May 2010
Time:	5.00 pm
Venue:	Mersey Maritime, Monks Ferry, Birkenhead

Contact Officer: Lucy Beed
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AGENDA

1. **APPOINTMENT OF A PERSON TO CHAIR THE MEETING - THERE BEING NO LEADER OF THE COUNCIL CURRENTLY IN POST**
2. **WELCOME, APOLOGIES, INTRODUCTIONS**
3. **MINUTES FROM PREVIOUS MEETINGS (Pages 1 - 6)**
4. **DECLARATIONS OF INTEREST**

Business items

5. **LSP IMPROVEMENT PROJECTS (Pages 7 - 14)**
Knowledge Management Report & Presentation - Carolyn Curr (Wirral Council), Kate Julian (Centre for Local Governance, Researcher) and John Curtis (Merseyside Fire & Rescue Service)
6. **LAA PERFORMANCE & RISK - REVIEW & REPORT - FULL YEAR 2009/10 - JIM WILKIE (Pages 15 - 40)**
7. **AUDIT COMMISSION - CAA UPDATE - VAL EDMONDS (CAA LEAD)**
8. **WIRRAL LSP - ECONOMIC RECOVERY PLAN - UPDATE REPORT - JIM WILKIE (Pages 41 - 78)**

**9. NOT IN EDUCATION, EMPLOYMENT OR TRAINING (NI 117) -
UPDATE ON PERFORMANCE - HOWARD COOPER AND SHEILA
LYNCH (Pages 79 - 84)**

10. ANY OTHER BUSINESS

11. DATE OF NEXT MEETINGS: VENUE MERSEY MARITIME

Wednesday 30 June 2010, 5.00 – 7.00pm
Wednesday 11 August 2010, 5.00 – 7.00pm
Wednesday 29 September 2010, 5.00 – 7.00pm
Wednesday 10 November 2010, 5.00 – 7.00pm
Wednesday 19 January 2011, 5.00 – 7.00pm
Wednesday 16 February 2011, 5.00 – 7.00pm
Wednesday 30 March 2011, 5.00 – 7.00pm

Agenda Item 3

Minutes - Local Strategic Partnership - Executive Board

(Not a public meeting)

Wednesday 31st March 2010

Present	
Chair	Cllr Steve Foulkes (Leader, Wirral Council)
Public Sector	Cllr Simon Holbrook (Deputy Leader, Wirral Council and Leader of Liberal Democrat Group) Cllr Jeff Green (Leader, Conservative Group, Wirral Council), Steve Maddox (Chief Executive, Wirral Council), John Davies (Merseyside Fire and Rescue Service), Jon Ward (Merseyside Police) Sue Allen (Job Centre Plus) Pat Higgins (Wirral University Teaching Hospital), Ian Davidson (Cheshire and Wirral Partnership Trust)
Voluntary Sector	Myrtle Lacey (Wirral Voluntary and Community Sector Network), Linda Roberts (Voluntary and Community Action Wirral)
Private Sector	Neil Dutton (Federation of Small Businesses)
Advisors	Val Edmonds (Audit Commission)
Secretariat	Wirral Council - Jim Wilkie (Deputy Chief Executive), Lucy Beed (Corporate Performance Manager), Kevin Adderley (Head of Strategic Development), Marie Armitage (Joint Director of Public Health, Wirral PCT & Wirral Council), Alan Stennard (Director of Regeneration), Rick O'Brien (Director of Adult Social Services), Pete Molyneux (Chief Accountant), Brian Simpson (Wirral Partnership Homes), Howard Cooper (Director of Children's Services)
Other	
Apologies	Len Richards (Wirral University Teaching Hospital NHS Foundation Trust), Alberto Bertali (Private Sector), Ken Davies (Wirral Chamber of Commerce) Clint Agard (Wirral Voluntary and Community Sector Network), Kathy Doran (Chief Executive, NHS Wirral), Mike Hagen (Merseyside Fire and Rescue Service), Sheena Cumiskey (Cheshire and Wirral Partnership Trust), Richard Perry (GONW), Carolyn Curr (Wirral Council)

Index to Minutes

Minute 203 - WELCOME, APOLOGIES, INTRODUCTIONS

Minute 204 - ACTIONS AND AGREEMENTS FROM PREVIOUS MEETING

Minute 205 - DECLARATIONS OF INTEREST

Minute 206 – MID LIFE PLANNING: PREPARING FOR RETIREMENT

Minute 207 – STRATEGIC APPROACH TO SAFEGUARDING ADULTS

Minute 208 – LOCAL AREA AGREEMENT PERFORMANCE REWARD GRANT REPORT

Minute 209 – THIRD SECTOR REPRESENTATION WITHIN THE LSP STRUCTURE: NETWORK UPDATE

Minute 210 – MASTERS IN BUSINESS ADMINISTRATION (MBA) LEADERSHIP

PROGRAMME, WIRRAL COUNCIL AND NHS WIRRAL
Minute 211 - ANY OTHER BUSINESS
Minute 212 - DATE AND TIME OF FUTURE MEETINGS

Apologies received as stated above.

The Chair welcomed Val Edmonds, John Davies, Ian Davidson and Rick O'Brien to the meeting.

Minute 204 - ACTIONS AND AGREEMENTS FROM PREVIOUS MEETINGS

- Morpeth Dock is identified as a priority location under “Stronger Communities” with the aim of “narrowing the gap” between this SOA and other SOAs within the Borough.
- Services and partners begin discussions to identify a lead person for the locality who will identify activity already taking place and work together to agree; success criteria, how the Stronger initiative should be coordinated, and gaps that need to be addressed in order to narrow the gap with other parts of Wirral.
- Wirral CDRP to take the lead in developing an action plan, and making recommendations for the coordination of the initiative and any resource implications, for future consideration of the LSP Executive Board.

- Endorse the Recovery Plan, subject to it being amended to incorporate the comments outlined above
- Quarterly updates be brought back to LSP Executive in order to:
 - Continue to understand changing economic conditions
 - Assess the impact of the proposed Recovery Plan interventions
 - Continue to develop appropriate and effective responses in the short, medium and long term

- Accept the third quarter performance and risk report and identify any further action that partners could take to improve performance, particularly in those areas that are red.

- Note the increase in funding limits for thermal efficiency measures for individual homes, but also that there had been no corresponding increase in total funding available to support the Warm Front scheme
- Receive a further report setting out the results of discussions with Government Office and with EAGA along with any suggested variation to the target for PI 4266
- Note the latest negotiation position for the refresh of the LAA improvement targets and request that lead officers continue negotiation discussions with GONW
- Authorise the council's Chief Executive in consultation with the Leader of the Council / Chair of the Board to agree the final refreshed LAA, subject to any outstanding negotiation discussions following this evening's meeting.

- Receive a presentation on Total Place / the potential of shared services and the implications for Wirral at a future meeting.

Minute Decision :
Resolved that -

- 1) The minutes of the last meeting be accepted as a true record

Minute 205 - DECLARATIONS OF INTEREST

M Lacey declared an interest in item 4; Mid Life Planning: Preparing for Retirement and item 6; Local Area Agreement Performance Reward Grant report

Minute 206 – MID LIFE PLANNING: PREPARING FOR RETIREMENT

M Lacey presented this report and advised that at a recent LSP Executive it was suggested that LSP members would benefit from access to a training and support course for their workforce, particularly those in the statutory sector facing worklessness resulting from the financial constraints of the current economic climate.

Cllr Foulkes welcomed the report as an opportunity to further encourage volunteering and consider how we develop this approach further.

Cllr Green commented that this was an opportunity to think more widely in the current economic climate and think about flexible working arrangements within the public sector to enable volunteering opportunities.

S Maddox also welcomed this opportunity and advised that organisations need to check whether there is any potential duplication with internal courses currently provided.

Cllr Foulkes suggested that a guide could be produced by the Network regarding voluntary opportunities that could be used by organisations in their internally run courses.

Minute Decision:
Resolved that -

- 1) Executive Board members agreed that:
 - The report should be noted
 - A volunteering guide be produced for use by organisations

Minute 207 – STRATEGIC APPROACH TO SAFEGUARDING ADULTS

R O'Brien presented the report which provided Wirral LSP Executive board members with a draft strategic approach for safeguarding adults in Wirral. This strategic approach had been widely circulated for comments across a range of agencies and was being presented to Wirral LSP Executive Board for agreement.

LSP Executive board members were also asked to consider that the Safeguarding Adults Partnership Board report directly to the LSP.

S Maddox advised that this presents the LSP with an opportunity to ensure that safeguarding adults is everybody's responsibility, however there is a need to clarify and define accountability.

Cllr Green agreed that further work needs to take place on the governance issues emerging from this report.

The board agreed that this would be reported through own organisations.

Minute Decision:

Resolved that -

1) Executive Board members agreed to:

- report the draft strategy for safeguarding adults in Wirral to the individual organisations
- requested that further consideration be given to the governance issues emerging from this report

Minute 208 – LOCAL AREA AGREEMENT PERFORMANCE REWARD GRANT REPORT

J Wilkie presented this report to advise LSP Executive Board members of the final position on the actual Performance Reward Grant (PRG) that will be received. The amount of **£7.933m** will be claimed as performance reward grant which equates to **80.76%** of the **£9.824m** available. The claim for the first instalment of the PRG has been submitted in December 2009 and we await those funds from the Department of Communities & Local Government.

Cllr Foulkes suggested that the £5,240 allocation to the Council's Welfare Rights Unit be allocated on a pro rata basis to the third sector organisations that had contributed to the attendance allowance stretch target. This was agreed by the LSP Executive Board and requested that the Welfare Rights Unit be thanked for their contribution.

Minute Decision :

Resolved that -

1) Executive Board members agreed to:

- Note the final amount of performance reward grant achieved for the stretch targets
- Agree to the proposed allocation of the remaining £26,200 Performance Reward Grant monies as outlined in section 4.3, with the provision that the allocation to the Council's Welfare Rights Unit be re-distributed on a pro rata basis to the third sector organisations that had contributed towards the achievement of the stretch target.

Minute 209 – THIRD SECTOR REPRESENTATION WITHIN THE LSP STRUCTURE: NETWORK UPDATE

Linda Roberts presented this report to the board to present an update for Executive Board members on the representative function within Voluntary and Community Action Wirral (VCAW) to be known as Wirral 3rd Sector Assembly (3SA) formerly 'The Network'.

The report presented an alternative structure and examined this as an improved mechanism for engaging the voluntary and community sector in LSP structures.

Minute Decision :
Resolved that -

Executive Board members endorsed the change of name and new approach of Wirral 3SA.

Minute 210 – MASTERS IN BUSINESS ADMINISTRATION (MBA) LEADERSHIP PROGRAMME, WIRRAL COUNCIL AND NHS WIRRAL

J Wilkie report provided Wirral LSP Executive board members with information on the Masters in Business Administration (MBA) Leadership Programme that is delivered through the University of Chester and in which the Council and NHS Wirral currently participate. The report also considered opportunities for the programme to be extended to partner organisations in the future.

Minute Decision :
Resolved that -

- 1) Executive Board members agreed to consider, with their organisational development teams, the scope for partner organisations to participate in the Leadership Programme in the next intake which is likely to be September 2010.

Venue Mersey Maritime

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WIRRAL LOCAL STRATEGIC PARTNERSHIP - EXECUTIVE BOARD

WEDNESDAY 19th MAY 2010

REPORT OF THE DEPUTY CHIEF EXECUTIVE / DIRECTOR OF CORPORATE SERVICES

KNOWLEDGE MANAGEMENT

1. EXECUTIVE SUMMARY

- 1.1. Good knowledge management (KM) is necessary to achieve success in service delivery and improve outcomes for our local communities. Organisations are increasingly recognising its importance.
- 1.2. Comprehensive Area Assessment demands that not only organisations develop their approach to KM, but that partnerships also consider how knowledge is used in order to inform, and then to deliver their priorities.
- 1.3. In the North West there is an opportunity through the North West Improvement and Efficiency Partnership (NWIEP) to test out a KM framework developed by Manchester University (2007). The framework is attached to the report.
- 1.4. The following working definition of knowledge management is offered for the purposes of the project:
 - *Knowledge management is about enabling people to improve how they work. It involves capturing, creating, distilling, sharing and using know-how in order to help individuals, teams and organisations improve performance. It goes beyond passive provision of information to active engagement with knowledge held by people working within and with the organisation.*

2. BACKGROUND

- 2.1. The model identifies a number of generic, organisational KM themes, i.e. categories under which KM activities are grouped:

- Knowledge procedures and infrastructure
- Capturing and sharing knowledge
- People management

It then goes on to identify different levels of maturity at which organisations / partnerships operate and the various activities that characterise these different levels. The model offers opportunity to identify good practice that already exists across the Partnership that promotes knowledge transfer and learning, what factors are necessary to create these conditions, and any barriers that may exist.

3. PROJECT OVERVIEW

- 3.1. The project would evaluate, for the first time, the KM model that has been developed by the University in collaboration with NWIEP and IDeA and with a number of local authorities throughout the North West. The project would determine the potential usefulness of the model to Local Strategic Partnerships.
- 3.2. There would be no monetary cost to the Partnership however the project would need to be agreed by June 2010 in order to be certain of securing funding from NWIEP. The project team from the University would include a project director / researcher and administrative support. A commitment would be required from partners to:
 - Participate in an initial self assessment questionnaire
 - Feedback to each collaborating partner
 - A facilitated meeting of the partnership to share findings and agree next steps

The timescale for the project would be July – December 2010.

- 3.3. The focus of the work will be inequalities. The KM framework will be tested by collaborating with Partnership staff who are at the forefront of knowledge transfer between the partners *and* who are specifically involved in initiatives that address inequalities.

4. PROJECT BENEFITS

- 4.1. Testing the model would help the Partnership, and organisations, to answer a number of questions which provide the framework for the project:
 - How might the partnership use knowledge to best effect?
 - How does KM inform the decision making process?
 - What are the critical success factors for managing knowledge efficiently and effectively?
 - What barriers exist to effective KM?
 - Do conditions already exist for knowledge transfer and learning, i.e. where is the Partnership operating at high levels of maturity? How might these conditions then be adapted across the Partnership?
 - How might Joint Strategic Needs Assessment be integrated into a KM framework for the Partnership?
- 4.2. The project would also link to Wirral LSP Self Evaluation conducted during 2009 (Part 2, *How the LSP goes about achieving its objectives*) which made reference to:
 - Learning and whether the Partnership was incorporating all its knowledge into the performance management cycle and,
 - Research and data and how a more joined up approach using local intelligence from all sources should be incorporated into the Community Engagement Strategy.

5. INTELLIGENT NETWORKS

- 5.1. There is another piece of research underway currently that links to this proposal and was commissioned by the Liverpool City Region Directors of Public Health during 2009. This project is being led by Manchester Business School in collaboration with Sefton; Dr Stephen Brookes is the Project Lead and Dr Adrian Nelson the Project and Research Coordinator.
- 5.2. This research is exploring the roles of collective leadership, social networks and effective intelligence in partnership working in the area of health inequalities and will focus on three themes:
- Leadership in a collaborative environment
 - Intelligent networks through partnership activity
 - Effective use of intelligence in the application of knowledge and skills for joint working

The project will take the form of:

- Part 1 – an overarching online survey which asks questions about 'collective leadership' and will provide an overview for the partnership. This should take about 15 minutes to complete.
- Part 2 - a 'networking' online survey which basically asks who talks to who regarding health inequalities and should give an assessment of different organisations and teams and how involved they are in health inequalities. This survey will take approx. 30 minutes.

6. WHY UNDERTAKE BOTH PROJECTS?

- 6.1. The two projects are complementary. The Intelligent Networks approach will allow us to benchmark our leadership capacity against Sefton and other City Region authorities and compare *how information about health inequalities flows around ours and other Partnerships*.
- 6.2. The KM project examines in greater depth the organisational strengths and weaknesses in relation to the management of knowledge, and assesses our level of maturity in respect of:
- Capturing and sharing knowledge
 - The people management aspects of KM
 - Knowledge procedures and infrastructure
- 6.3. Some of the partners completing the intelligent networking questionnaires will also be asked to fill in the KM questionnaire, but the lengths of time required for these activities is relatively modest in comparison to the potential benefits for the partnership.

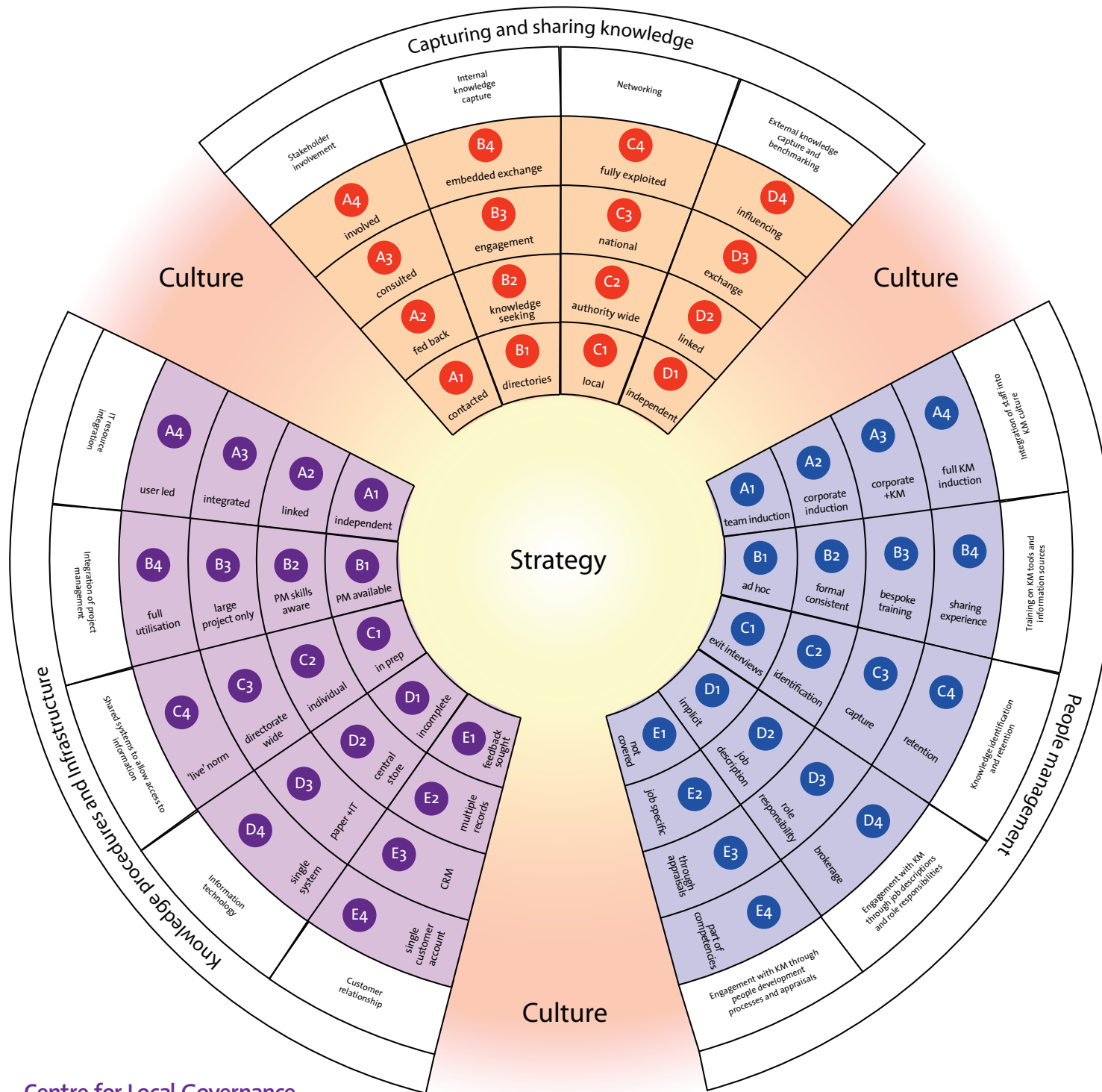
7. RECOMMENDATIONS

- 7.1. To consider the proposal with particular reference to the questions outlined in 4.1 and their relevance to the Partnership.
- 7.2. To agree the time commitment that will be necessary to support the project such as self assessment outlined in 3.2.

Jim Wilkie

Deputy Chief Executive / Director of Corporate Services

















This report was prepared by Carolyn Curr, Head of Policy, who can be contacted on 0151 691 8152























People management

	Integration of staff into KM culture		Training on KM tools and information sources		Knowledge identification and retention		Engagement with KM through job descriptions and role responsibilities		Engagement with KM through people development processes and appraisals	
Level 4	Comprehensive corporate induction programme is provided. Chief Exec and Leader of the Council introduce the induction programme showing commitment from the top. The culture of capturing and sharing organisational knowledge and the resources to do that are key part of the induction.	Full KM induction A4	Staff share experiences of tools and their experiences drive overall training provision. Individual training needs on basic and sophisticated tools is identified at regular performance review meetings and is linked to competencies and individual work objectives.	Sharing experience B4	Capturing and retaining employee knowledge centrally is planned and carried out proactively as part of a Council-wide succession planning process.	Retention C4	There are knowledge brokers with specific remit to review and enable knowledge flow at the operational and strategic level. Job descriptions of all staff refer to the need to capture and share the latest developments in their professional or Service area.	Brokerage D4	180 and/or 360 degree feedback tools are used to provide feedback for individuals against competencies including KM behaviours. Forms part of staff appraisal & informs personal development plans (PDPs) Leaders at all levels reinforce KM behaviour and act as role models.	Part of Competencies E4
Level 3	All employees have a comprehensive corporate & service induction. Throughout the process the expectation that employees will contact colleagues, line managers and other Services staff and access appropriate information in order to do their job is made clear.	Corporate +KM A3	KM tool training is bespoke and linked to individual Service needs. In house training supports staff learning from others. Guidance documentation and self-help learning tools are readily available.	Bespoke training B3	Human resource procedures promote identification of new skills coming into the organisation and knowledge capture when people leave. This knowledge is centrally stored and readily available.	Capture C3	A number of officers have responsibility for KM in their job description. Role that individuals need to take in capturing and sharing knowledge is pointed out clearly in all job descriptions (e.g. contribution to intranets etc).	Role responsibility D3	Appraisals specifically include questions around an individual's engagement with knowledge and the use of knowledge to improve service delivery. KM behaviours are included in competency frameworks.	Through appraisals E3
Level 2	Effective corporate and Service induction is provided for all staff. The culture of working together within Services to improve service delivery to the customer is made clear at induction. Employees are shown sources of relevant information.	Corporate induction A2	Ongoing peer to peer support for basic KM tools happens as part of the culture. Training for more sophisticated KM tools is delivered formally & consistently.	Formal consistent B2	Skills or new employees are identified during the recruitment, selection and induction processes. 'Exit' interviews to capture key job knowledge are standard practise. Output is available at Service level.	Identification C2	Reference to behaviours relevant to KM is made in job requirements or through skills/competency frameworks, e.g. the need for effective communication.	Job description D2	Depends on the job role: Certain individuals' appraisals include a focus on knowledge sharing and knowledge management.	Job specific E2
Level 1	All employees have a corporate induction and a Service induction delivered by their team/manager.	Team induction A1	Training in use of basic KM tools (eg intranet) is peer to peer and ad hoc, usually on induction	Ad hoc B1	Exit interviews are conducted on an ad hoc basis by line managers-primarily only capturing reason for leaving. New skills (beyond meeting job description)coming in to the Service are not identified.	Exit interviews C1	Knowledge management expectations are implicit, rarely explicit, in job descriptions.	Implicit D1	Appraisal system concentrates on performance management rather than knowledge sharing and knowledge management.	Not covered E1

Capturing and Sharing knowledge

	Stakeholder involvement		Internal knowledge capture		Networking		External knowledge capture and benchmarking	
Level 4	Stakeholders are involved and consulted on an ongoing basis to enhance engagement and policy focus. Stakeholders' views inform agreed standards (targets) of service.	Involved 	There are senior managers with specific roles in capturing and sharing knowledge and a recognised Km champion. Extensive use of shared systems (organisation-wide) to routinely seek out pre-existing knowledge and lessons learned to inform the next project or business activity. People to people exchange of knowledge is embedded in culture through mentoring, exchange, workshops and peer reviews. Information on 'who knows what', 'who knows who knows what' and the employees with whom people collaborate regularly to resolve specific issues is regularly monitored and contributes to the KM strategy.	Embedded exchange 	Team meetings both vertically within the organisation and horizontally across key theme areas are a regular feature of the approach to networking. Internal and external networks are formally monitored through the shared information systems. Professional groups, joint working initiatives, networks and CoPs have a clear purpose, with clear deliverables where appropriate. Learning from them is captured and used to develop capability in the organisation.	Fully exploited 	Extensive use made of varied external resources, eg other LAs, Universities, HFE's, preferred suppliers, audit commission, independent web research, EU best practice, IDeA. This is proactive to identify emerging external issues and best practice as well as reactive i.e. part of data capture at the start of a project. Teams and groups have a range of external sources with whom they interact with regularly. Influence works both ways and the LA has a voice in directly external research etc. Benchmarking is used extensively particularly with statistical neighbours to look at performance indicators and softer measures such as customer experience.	Influencing 
Level 3	Stakeholders are regularly consulted through annual surveys and other consultation exercises – this happens across all services. Results inform service delivery and improvement.	Consulted 	Groups and teams engage with the know-how held within other parts of the organisation through the use of tools, such as expert directories, project histories and joint workshops, available at Service level. Peer reviews and 'lessons learned' events are routinely held and attendance is high.	Engagement 	Team meetings and Council-wide briefings are held regularly There is a comprehensive structure of external professional groups which allow sharing of knowledge and resources. Networking and collaboration well established at local, sub-regional, regional and national basis. Communities of Practice occur around particular issues but are not used extensively.	National 	External assessment and advice from a wide range of sources is regularly sought. These tends to be on a reactive basis when needs arise. Groups and teams will be aware of the most appropriate external sources of information although they will not be in regular dialogue. Benchmarking typically undertaken around KPI's for service delivery as measured by specific service areas or CPA process	Exchange 
Level 2	Stakeholders consultation is strong in most departments and feedback is used to improve departmental performance.	Fed back 	A knowledge base of projects is maintained at service level. Lessons learned are not routinely recorded. The 'right' individuals for new projects can be found via 'yellow pages' type of information on the intranet. Workshops are run periodically on key subject areas.	Knowledge seeking 	Employees typically network and exchange information through Authority-wide business planning groups. Professional networks established. Best practice is most often shared this way but not formalised and stored to maximise leverage.	Authority wide 	External knowledge is sought more proactively. Officers attend Beacon days, conferences etc. There is no monitoring of external contacts and it tends to be ad hoc. Authority uses regional and national benchmarking clubs but not across every service area	National 
Level 1 (available)	A few departments have established methods for contacting some stakeholders but there is little commonality or sharing of information	Contacted 	Patchy use of the intranet for 'yellow pages' type of activity, containing the type of service/knowledge provided by a department. 'Who knows what' at an individual level is known by relatively few staff within the council. Finding the 'right' person for a new project is hit-and-miss.	Directories 	Groups and teams are generally only aware of the know-how held in other parts of the LA by networking/word of mouth. Managers and specialist staff are encouraged to learn from other organisations	Local 	There is good communication between Partners to share local information. Officers regularly contact network of similar or specialists officers in other LAs to 'see what they do'. But contact with other external sources is ad hoc.	local 

Knowledge Procedures and Infrastructure

	IT resource integration		Integration of project management		Shared Systems to allow access to information		Information technology		Customer relationship	
Level 4	KM is objectives led. User and customer driven approach to identify KM needs and work with ITC to find the most appropriate solution. There is full integration of all IT solutions. All employees have access to a computer (personal or through internet café) and full training on KM tools.	User led 	Project management procedures and training are embedded within the Council's framework to enable everyone as learners to share good practice across the Council. Project proposal, interim and end of project reports are fully available using shared systems. Peer assist and lessons learned are available to all through workshops and intranet	Full utilisation 	Each Directorate and department maintains 'live' shared documents detailing their on-going business activities, projects and reviews including specific targets and achievements. This also includes knowledge repository of lessons learned, research and foresight. This is available to all as default.	'live' norm 	A single system is available to all e.g. intranet, Sharepoint. Based around work related themes. Service level business processes are mapped and held in the public domain.	Single system 	CRM is fully embedded into the contact centre with an outward customer focus. It provides an on-going record for each citizen allowing proactive identification of benefits and services. GPS software is integrated to achieve a locality perspective. It is often in-house designed. For the customer there is no boundary between departments and a 'one-stop' shop exists from their perspective either in person, by phone or through the website. Full customer feedback/consultation is obtained, reviewed and acted upon in the development of services	Single customer account 
Level 3	Specific cross Directorate integration teams exist to marry up systems and identify user needs. Most employees have access to a computer and training in use of intranet as well as specific task related software	Integrated 	Project management skills are used extensively for larger projects and there is whole Council sharing of these outputs. Training is available to all but not fully used. Project outputs are shared through workshops and project proposals are shared cross Directorate for constructive feedback. Peer assist is common at project development stage within Directorates.	Large project only 	All business activity documentation and policy documents are available on the intranet including those relating to research. This is searchable and up to date providing current status. Currently Directorate wide there are teams working on integration across Directorates and partners.	Directorate wide 	Paper records are well managed and archived. IT systems such as Sharepoint are starting to be used to share 'unstructured' electronic data Directorate wide.	Paper +IT 	There are extensive customer relation management systems in place for some Directorates. There are plans for fully integration through a single customer account system. Feedback and consultation with customers forms part of development process. The web site is proactively developed as part of the customer interface and specific services can be access through it.	CRM 
Level 2	At times ICT is the driver and information is forced to fit in with existing formats. There is established Directorate wide integration of systems. Computer provision is established but can be patchy in terms of accessibility	Linked 	Project management skills are established within all areas but not fully utilised. There is sharing of project outputs within departments but no formalised method of retrieving lessons learned.	PM Skills aware 	Individual Departments and teams use shared systems to store project documentation, activity reports, research and lessons earned. Projects are in place to identify appropriate formats and file plan.	Individual 	There is a tendency to operate in silos so duplication of information is likely. Some is stored centrally and easily accessible but this is patchy. Plans are in place to manage storage and access for paper records.	Central store 	CRM system is established but has multiply entry points and is reactive to customer needs. Customer feedback is collected and reviewed but does not fully integrate with service development. The web site is actively maintained and considered as part of customer relationship management	Multiple records 
Level 1	Information systems are considered a driver for KM. Individual departments within Directorates have their own systems and development is not based on Directorate need but section or group need.	Independent 	Project management processes (e.g. PRINCE2) are used in some areas but there is currently no procedure for cross project sharing.	PM available 	In the process of developing a searchable repository of information. Performance management data is available.	In prep 	Good use is made of the intranet for 'yellow pages' type activity but information is generally not complete, up to date or easy to find. Work is planned on development.	Incomplete 	CRM system is available but not fully implemented. There are plans to develop a 'one stop' shop for customers. Customer feedback is sought for specific functions. A website is available providing static information to the customer	Feedback sought 

WIRRAL LOCAL STRATEGIC PARTNERSHIP – EXECUTIVE BOARD

WEDNESDAY 19TH MAY 2010

LOCAL AREA AGREEMENT YEAR END PERFORMANCE AND RISK REPORT

1. Report Purpose

This report provides the LSP Executive Board with an overview of performance against the 2008-2011 LAA at the year end. The report identifies overall achievements for the partnership as a whole and outlines what's working well for specific areas of delivery. It then identifies future challenges to delivery for the partnership as a whole. The report goes on to provide a summary of performance against the LAA improvement targets and a summary of risks and performance for each of the six LAA themes.

Part 2 of the report gives an overview of performance headlines, detailing the areas of good performance, for each LAA theme and then identifies those indicators which are currently not meeting their performance targets. The report then provides details of any associated high risks to these areas of improvement.

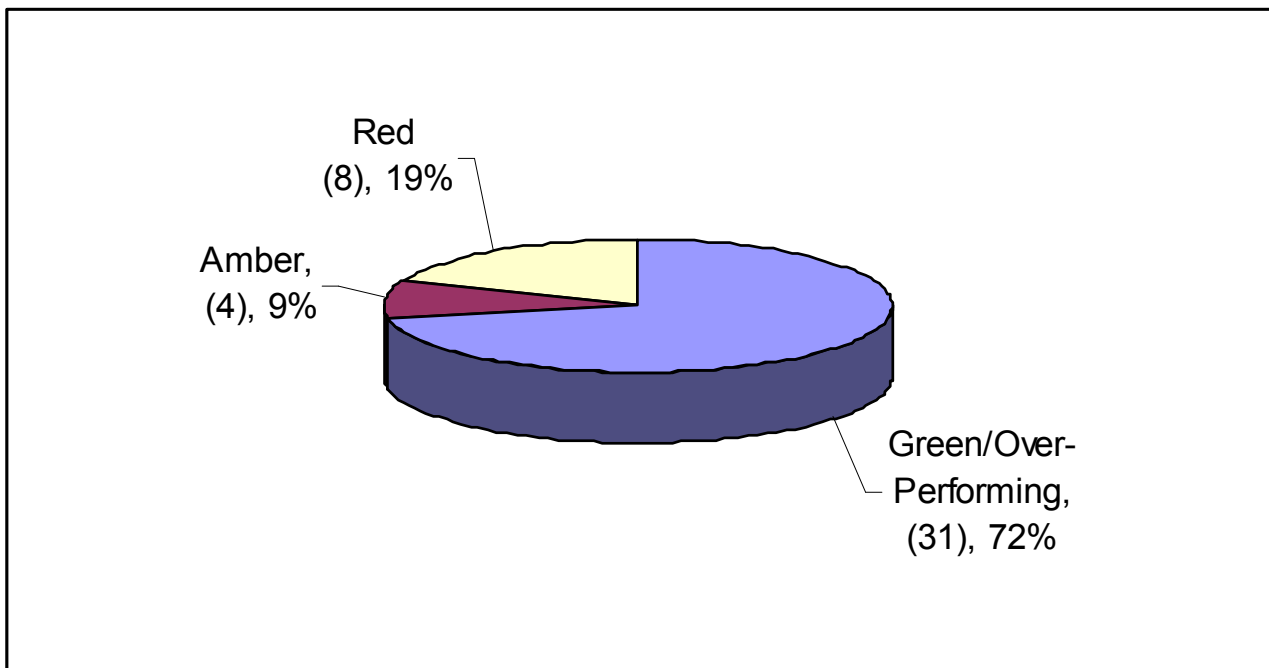
2. Achievements

What's Working Well

1.1. Some examples of what's worked well:

- Wirral Council has secured almost £1.5 million for new, affordable rented homes in three areas of the borough.
- Crime is falling more rapidly in Wirral than in other parts of the region and the borough has the lowest rate of recorded crime in Merseyside
- Wirral Council has committed funding for over 200 subsidised apprenticeship places with local businesses via its highly successful programme The Wirral Apprentice.
- Business engagement has increased the number of Wirral businesses accessing support
- Number of new business start-ups and number of businesses supported through the Council's Business Start Programme continues to improve
- Number of affordable homes delivered has improved considerably
- Number of reported incidents of anti-social behaviour has fallen again this year
- Wirral has seen a reduction in teenage conceptions in Wirral.
- Mortality rate from all circulatory diseases has again reduced.
- There are less unscheduled acute hospital bed days occupied by people admitted through fractured neck of femur this year.
- Secondary school persistent absence rate continues to fall.

3. Performance Summary



3.3 LAA Theme Summary

LAA Theme	Performance Indicators which can be reported			
	Green / Over performing	Amber	Red	Total
Health & Wellbeing	9	0	1	10
Life Chances for children & young people	11	2	3	16
Strong local economy	0	1	0	1
Safer Communities	6	0	0	6
Living & Working environment	3	1	2	6
Sustainable appropriate housing	2	0	2	4
Total	30	5	8	43

* There are 50 indicators in Wirral's 2008-2011 LAA. At the year end 2009/10, 43 indicators are reportable against targets. (7 indicators showing latest data available)

PART 2: PERFORMANCE & RISK EXCEPTION REPORT**Health & Wellbeing****What's working well**

- Rates of hospital admissions relating to alcohol-harm have exceeded the target set.
- Carers receiving needs assessments or advice and information has also improved.
- The number of emergency, unscheduled hospital beds occupied by people who are ages 75+ and are admitted through having a fractured neck or femur as a result of a fall has improved and exceed the target set.
- The number of people with dementia admitted to residential and nursing care has reduced since last year.
- The number of smoking quitters has exceeded the target and success rates for smokers trying to quit has increased by 10%

Performance issues

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Social Care and Inclusion	NI 130	Social care clients receiving Self Directed Support	15%	5.47% (P)	Red	Deteriorated
Corrective Action: This is a provisional out turn to be updated when updated software is available from Northgate Information Solutions. This indicator is likely to increase once the software amendments have been received.						

Tackling inequalities (Narrowing the Gap)

- **Self directed support**

There is an expected positive impact through increased choice and control for vulnerable people who live in the more deprived areas of Wirral, although recipients of Personal Budgets can live in all wards of Wirral.

There continues to be promotion of increased opportunities for people who use services to exercise choice and control over how their needs are met, resulting in improved quality of life.

- **People supported to live independently**

There is a direct positive impact through regained independence and choice for vulnerable people living in deprived areas, although people living throughout Wirral can also benefit. Services delivered within the community including day care, homecare, meals on wheels and reablement services contribute to maintaining people living at home, with improved quality of

life and increased choice and control. Individuals in the community are also signposted to grant funded services in order to empower them to live independently.

- **Inequalities in mortality (early deaths)**

The health divide between Wirral and England, as measured by death rates is not narrowing although some of the main contributory causes are showing improvement. For example, the gap between levels of cardiovascular disease (CVD) between Wirral and England has reduced and CVD in women in Wirral is now lower than in England. The rate of hospital admissions for alcohol (an indicator for mortality from digestive diseases) is improving at a faster rate in Wirral than England.

Although the health of the population in Wirral is improving, the health divide between Wirral and the most deprived areas of the borough appear to be widening. Consideration needs to be given to the scale of support required to accelerate health improvement in the poorest areas and if what is currently planned, is sufficient.

Risks

There has previously been concern over the accuracy and timeliness of data around alcohol related harm. The establishment of a core data set and the introduction of robust collection and monitoring processes across all partners are helping to mitigate this. The risk to carers assessments posed by the end of short term funding for carers outreach workers was assessed as increasing in the past quarter given that this service ended in December 2009. However NHS Wirral is hoping to develop a business process to record such assessments already taking place. The challenge presented by increasing numbers of young people with complex needs as they reach majority remains significant. The Transitions Team in the Department of Adult Social Services is now in place and detailed procedures covering the operation of a transition protocol are being developed. The impact of Streetscene infrastructure on the number of falls suffered by older people has been recognised. Partners are in the early stages of mapping the areas in which falls are occurring with a view to sharing this with the Streetscene team.

Life chances for children and young people

What's working well

- The percentage of referrals to children's social care that are then going on to initial assessment has seen a significant increase in performance particularly in the final quarter of 2009/10 .
- There has been a good improvement with the achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths. The secondary school persistent absence rate has also exceeded its target.
- Road safety partners in Wirral have made significant progress in reducing the number of traffic casualties in the borough across all ages, particularly children.

Performance issues

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 112	Percentage reduction in the under 18 conception rate	-28% (Lower is Better)	-21% (A)	Red	Improved

Context:

This target and outturn relates to the latest data release from the Office of National Statistics (ONS) which is 2008 calendar year. There is a reporting lag in reporting conception data due to gestation period and time frame for registering a child's birth. Local data is collected and reported more frequently. In order to reduce the teenage conception rate further in Wirral, targeted support interventions will continue to be developed and implemented for the most vulnerable groups. Recommendations made in the refreshed National Teenage Pregnancy Strategy will also be incorporated into the Strategic Priority Action Plan to ensure gaps in provision are addressed. Further actions implemented since the last reporting period include: Rolling programme of sexual health training for Children and Young People workforce, including further development of training courses for foster carers. 533 staff attended multi-agency Sex and Relationships training between April 2009 and March 2010. Young Parent's Advisor post was extended and is based within Connexions and conducts risk assessments with all pregnant girls under the age of 19 that access the Young Women's Antenatal Clinic at Arrowse Park. Alongside the service offered by the Teenage Pregnancy Midwife the postholder is able to advise pregnant teenagers and their partners on issues such as housing, finances, education and employment, offending and drug and alcohol abuse, with a view to reducing high risk behaviours and offering crisis intervention if required. Development of targeted support programmes for hotspot areas – Virtual Babies Education Programme and Peer Mentoring Education Programme to run in new academic year. Health Services in Schools implementation already showing encouraging results, full implementation planned for July 2010. Expansion of Wirral Brook LARC provision. Further development of the role of Teenage Pregnancy Champions across Wirral. Media training day conducted with Champions to ensure delivery of consistent messages.

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 117	16 to 18 year olds who are not in education, employment or training (NEET)	7.1% (Lower is Better)	8.9% (P)	Red	Unchanged

Corrective Action: A newly formed TIGER group has been formed to address the issue of NEET with a particular emphasis on agreeing shared actions in order to meet the required reduction percentage for the PSA target. This is a further 2% reduction from current position. This is chaired by Mike Potter, the Principal of Wirral Metropolitan College. The group will meet on a regular basis with a task and finish approach. The first task is to map available provision against the preferences of the active NEET group. An initial action plan has been produced with joint accountabilities. Work towards the January Guarantee is well underway. The eligible cohort (young people of academic age 16 and 17) will be continually tracked and monitored via performance submissions to DCSF up until the 31st March 2010. As this is the first year of introduction, there were no targets set or previous year's benchmarks regarding achievement of the guarantee. Focus also remains on supporting 18 year olds NEET, an increasing group, helping them to secure places in education, employment or training if that is the most appropriate option for them. This also comes at a time of significant new opportunities through Jobcentre Plus with the implementation of the Young Person's Guarantee and Future Jobs Fund for 18 year olds. Connexions and Jobcentre Plus advisers are working together to support 18 year olds into an opportunity that best meets their needs.

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Childrens Services & Lifelong Learning	LOCAL 1700a	Participation in and outcomes from youth work: Participation	21%	18% (A)	Red	Deteriorated
Corrective Action: Following a period where there has been a vacancy factor and we have been unable to fill posts the service is now reconfigured and is more attractive to young people with the Hub about to launch. These 4 "super centres", one in each district of Wirral will offer more services and attract more young people to engage in positive activity.						

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Childrens Services & Lifelong Learning	LOCAL 1400	Number of looked after children	590 (Lower is Better)	629 (P)	Amber	Unchanged
Corrective Action: (P) Continued focussed planning to reduce numbers of children in care; where safe and feasible. Preventative measure – investment in Area Teams and preventative initiatives such as Multisystemic Therapy and Family Group Conferencing. Continued focus on supporting children to achieve permanence through adoption and special guardianship. Project plan to reduce the numbers of children placed with parents. 5/8 Principal Team Managers recruited to improve tight tracking of children's cases, to reduce likelihood of drift, team looked after children tracking tool in place. National context of increased numbers of children in care, post Baby Peter.						

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Childrens Services & Lifelong Learning	NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	57%	52% (A)	Amber	Improved
Corrective Action: Support with the use and analysis of data at LA, school and setting level to identify children who are at risk of underachieving; children/classes/schools making less than expected progress; weaknesses in provision and pedagogy for early literacy, speaking and listening. Provide individual and collective support for local networks, practitioners embedding best practice in the teaching of early literacy skills, develop transition from Reception to year 1, and strengthen the school-based leadership of the early literacy agenda in order that schools may build the capacity to sustain their own improvements. Inform School Improvement Partners (SIPS) to enable them to develop their brokering role in early literacy improvement.						

Tackling inequalities (Narrowing the Gap)

- Achievement of 5 or more GCSE A*- C grades including English and Maths**

The gap to be addressed is those children who are at risk of under achievement; these may be in receipt of free school meals. A number of initiatives are in place to target support for this group of pupils.

The National Challenge programme to ensure that at least 30 per cent of pupils in every maintained secondary school and Academy in England achieves at least five higher grade GCSEs including English and maths by 2011 is in place in Wirral. Data has been used to target intensive consultant support for English and Mathematics, particularly in National Challenge Schools.

The Intensive Support Programme and Wirral Intensive Support Programme support is in place in some schools. 50% of this intensive curriculum support has been targeted at National Challenge secondary schools for 2009/10. Targeted Assessing Pupil Progress (APP) training has taken place. This has been followed up where appropriate with tailored in-school support on developing APP. Tailored in-school curriculum and teaching and learning support is being offered across secondary schools.

The 1-1 tuition programme is embedded in Wirral with 100% of schools engaged in the programme and all schools on track to deliver places by the end of August 2010. Pupils identified by schools to participate in the programme receive 10 hours of 1:1 tuition with a qualified teacher in either English or maths. The sessions are focused on a specific area that the pupil finds difficult and which is holding them back. A pool of tutors have been recruited and provided with training including sessions on APP and the new English and maths frameworks.

- **16 to 18 year olds who are not in education, employment or training (NEET)**

Areas within the Borough where NEET is the highest (over 16%) include, Seacombe, Bidston and St James, Birkenhead, Tranmere and Rock Ferry. Within these areas however there are also vulnerable groups including those young people with LDD and teenage parents. Locally data is monitored on a postcode level, this enables NEET hotspots to be identified and targeted. A Wirral Strategy for Increasing Young People's Participation in Employment, Education and Training for 2010/11 has been established. This includes a number of activities to narrow the gap.

A full NEET case loading strategy is now in place and is beginning to pay dividends in terms of Personal Adviser accountability and cohort analysis in order to best support and improve outcomes for young people. Birkenhead were the first district team to pilot this model and are developing age and geographically focussed bespoke NEET teams. Progress into EET of vulnerable groups is monitored monthly to ensure interventions can be targeted effectively specifically focussing on teenage mums, those leaving care, those young people with Learning Difficulties and Disabilities (LDD) and young offenders. The 'Wirral Apprentice' programme has been given additional funding to target vulnerable groups including those leaving care.

- **Obesity in primary school age children**

100% of schools achieved Healthy School status. Over 50% of schools have received oral health and nutrition training. Early Years settings and Schools have had exemplar food policies for a number of years and 93% of Wirral Schools have a Whole day Food and Nutrition Policy

We are working in collaboration with the School Sport Partnerships to support the Active Lifestyles Project which will be piloted with 30 schools. These schools have been identified using the National Child Measurement Programme data. Specially designed workbooks have been produced and distributed to school nurses and child weight management services.

Children's Centres offer a wide variety of physical activity sessions aimed at children of different ages, e.g. Karmatime Yoga, Giggle & Wiggle, Indoors & Outdoors and Merry Movers. A training programme has been developed to enable roll-out of the 'Heath, Exercise and Nutrition for the Really Young' (HENRY) programme. Sub-regional planning is taking

place for delivery across the area. The BOAT (Better Outcomes Achieved Together) Project within Children's Centres has been delivered in some children's centres and early years' settings. Evaluated in December 2009 has led to planning for a further programme roll out in March 2010. Family Support Teams advise families on "Healthy Eating" following the key messages from Change4Life and signpost to weaning groups facilitated by Health Visiting teams. Sessions delivered include Bumps to Babes, Beacon Babes, Looking at Cooking and Fun with Food.

71% of schools have achieved the 2 hours of high quality PE. In the Pensby School Sport Partnership (SSP), 35 Primary and 9 Secondary Schools, 46% of school children are achieving 3 hours of PE and School Sport and 40% are achieving 5 hours. In the Park SSP, 35 Primary and 10 Secondary Schools, 48% of school children are achieving 3 hours of PE and School Sport and 40% are achieving 5 hours. In the Bebington SSP, 29 Primary and 7 Secondary Schools, 47% of school children are achieving 3 hours of PE and School Sport and 39% are achieving 5 hours.

- **Participation in and outcomes from youth work**

The provision of youth activities is allocated based on areas where need is the greatest. This is determined by looking at many factors including IMD and other NI's such as NI 111: the numbers of First Time Entrants into the Youth Justice System and NI 112: Rate of Teenage Conceptions. The participation of young people in these activities should have a positive effect on these outcomes. The District activity fund will be used to commission in specialist support organisations to ensure there is engagement with young people from vulnerable groups, including Children in Care, young carers and young people with LDD.

Quarterly returns capture young people's involvement in positive activities. Targets are set for each district for the number of young people to be involved in positive activities. Returns are monitored by the Positive Contribution Strategy group. The Youth Service has been reconfigured to make it more attractive to young people with the launch of the "Hub" model. Four "super centres", one in each district of Wirral will offer more services and attract more young people to engage in positive activity including Friday and Saturday night provision. This impact should be a greater take up of Youth Services and lead to an increase in accredited outcomes.

- **Under 18 conception rate**

There is wide contrast in the rates of teenage conceptions across the Borough. Rates are lower in the South and West of the Borough. Conceptions here are also more likely to result in termination than live birth. The North and East of the Borough have a higher rate of conceptions overall and more of these result in live births. Within the areas with higher rates of conception there are also "hotspots", where teenage conceptions are more concentrated. The focus is on reducing the rates of conceptions overall with particular focus on the areas with higher rates and hot spots.

The Teenage Pregnancy Strategy Group is working to a detailed priority action plan for 2009-2011. This outlines universal and targeted support to help reduced teenage conceptions. An example of which is the targeted work by the Birkenhead District Board, ensuring that all secondary schools and youth settings in the Birkenhead District are engaged in Health Services in Schools (HSIS) programme.

Targeted diversionary activities are also in place as youth activities are provided within the areas that are in greatest need, for example those with a high level of teenage conceptions or first time entrants into the youth justice system.

Due to the small numbers of conceptions overall and the sensitivity of conception data, local level data is not widely available. However, this information is measured and monitored by the Teenage Pregnancy Strategy Group (TPSG) and is used to target resources appropriately. Better Support Sub Group of the Teenage Pregnancy Steering Group is chaired by Head Teacher from Joseph Paxton site.

Risks

Although its risk score was reduced at quarter 3, there is still some concern that the continuing economic situation could make it difficult for some families to support their children in education. On-going multi-agency family support programmes children's centres and extended services are helping to tackle this.

Uncertainty remains around potential changes in central government strategy and their impact on our ability to monitor the effectiveness of our interventions in narrowing the gap in educational attainment. Officers remain alert to developments and are engaging actively with Government Office North West, partners and other local authorities.

In relation to looked-after children, concerns remain those potential delays in referrals due to the large caseloads of some social workers could be compounded by an increase resulting from greater caution on the part of agencies. Whilst additional social workers are now in post helping to clear the backlog, and further recruitment is planned, some caseloads remain high and the monitoring arrangements are showing that assessments are taking longer.

As regards young people NEET, the principal uncertainties continue to be the economic environment and the degree of positive action by employers and by the partners themselves. In addition to existing measures, such as the Wirral Apprentice and Activity Agreement Programme, the 'January Guarantee for 16 and 17 year old NEET young people delivered a reduction in the year on year comparison in February and March and a NEET 'Tiger team' has been formed to co-ordinate and focus further action.

Strong local economy

What's working well

Places

- Development is under way on the second phase of 'Brand New Brighton' which will include mixed use development along the waterfront. The second phase has been boosted by £3.9 million from Northwest Regional Development Agency and has already attracted six new major businesses to the area. It is hoped it will create 714 new jobs through a series of new retail and leisure facilities by 2012.

Business

- 738 jobs created and 545 jobs safeguarded during 2009/10 – both indicators have exceeded targets (+146% created/ +29% safeguarded) as a result of the continued work by Invest Wirral to raise awareness of support packages available and to proactively engage with companies in the Wirral business community.

- The council's business start programme has created 300 new businesses in 2009/10 which was 20 % above the target and despite difficult economic conditions. Additionally, 252 continue to operate 12 months after commencement. Performance exceeds the quarter three target of 220.
- Invest Wirral has successfully supported a mix of 98 indigenous and inward investment company investment projects throughout 2009/10. It has also enabled support to 31 projects which have applied and received funding support through the Council's BIG and Think Big schemes totalling £1.656m.
- Tulip Ltd has announced the creation of 270 new jobs at its production facility in Wirral. The project will see over £12m of investment in the Wirral site and significant potential for future growth which would create additional jobs. Additionally, further investment projects have also been announced by Bristol Myers Squibb (£4m Bromborough) and SAFC Hitech (£1.2m Bromborough).
- Bristol-Myers Squibb, the US biopharmaceutical giant, is investing £3.5million pounds in its research and development laboratory in Moreton, which will provide new specialised laboratories, and will support approximately 100 existing scientific, technical and related jobs at the site.
- Wirral Business Forum: Launched in late 2008, this is a free event and online business initiative available to help Wirral businesses increase networking opportunities, develop inter-trading collaboration, and raise awareness of business support and initiatives. It now has 1,100 members.

People

- Future Jobs Fund (FJF): Wirral has successfully bid to deliver 323 FJF jobs for long term unemployed young people and other disadvantaged groups. Wirral has delivered its target profile of 187 people moving into FJF jobs. Wirral awaits confirmation of an additional bid to provide an additional 326 plus posts through to April 2011.
- Wirral Council has committed funding for over 200 subsidised apprenticeship places with local businesses via its highly successful programme The Wirral Apprentice. This has secured employment for young people in a diverse range of sectors such as construction, health and social care, engineering, accountancy and science and technology.

Performance issues

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Regeneration and Planning Strategy	LOCAL 6281	Increase in NVQ Level 2 Skills for Employment in the worst performing neighbourhoods	3299	3022 (A)	Amber	N/A

Corrective Action: This information was provided by the Learning Skills Council, as they are no longer in existence we are unable to provide a comment at this time. The future of this indicator is now under review by the newly created Skills Funding Agency.

Tackling inequalities (Narrowing the Gap)

- **Working age people claiming out of work benefits**

The gap to be narrowed is the worklessness rate in the 53 most deprived Local Super Output Areas (LSOAs) compared with the rate in Wirral as a whole. The Working Wirral programme targets interventions at deprived communities and under-represented groups.

- The Involve Northwest: Reach Out project is an innovative approach that engages workless households by taking the service to their home. Reach Out guidance workers knock on doors, engage residents in the familiar surroundings of their own home and promote the value of being in work. The project has knocked on over a minimum 65,000 doors in Wirral's most deprived areas and helped over 1,000 residents secure employment. In the last year to March 2010, 636 people achieved a job, 62 gained a qualification and 34 people moved into self employment.
- This BRM Outreach Project provides outreach employment service for Wirral's Black & Racial Minority residents offering specialist guidance workers to tackle multiple barriers to employment. Latest data to year end March 2010 indicates that 118 people achieved a job and 42 gained a qualification. 6 people were supported into self employment.
- Wirral Working for Health - Partners in Wirral have established a Wirral Working for Health partnership to address the high levels of worklessness associated with ill health.
- Wirral Council: Wirral Apprenticeship Programme - The programme has been designed to target Wirral's most 'hard to reach' residents and will reach businesses who have never taken on an apprentice before.
- Wirral Council & Working Ventures UK: Wirral Construction Employment Integrator - The CEI will link those most disadvantaged in the Labour Market to training and employment opportunities created, providing a gateway to recruitment and arranging delivery of additional pre-recruitment support in a model integrated with existing services.

- **Increase in NVQ Level 2 Skills for Employment**

The focus is to increase the participation rates of NVQ level 2 in the 53 most deprived LSOAs against the participation rates in the rest of Wirral, with the aim of increasing all levels of achievement.

The only way to increase adult attainment at Level 2 in our local working age population is to increase participation, achievement and employability locally within economically deprived wards. LSC Individual Learner Record (ILR) data details high levels of Level 2 skills participation in Wirral's deprived wards in comparison to more affluent areas where this level of attainment may have been met in school. However this level of participation should be increased within these specific wards in order to meet the borough and national average.

Activity to narrow the Level 2 skills gap is conducted by the Skills Funding Agency (formerly the Learning & Skills Council) and includes:

- Train to Gain.
- Apprenticeship programme progressing people at 19 and above to Level 2
- Further Education provision at and progressing to Level 2

- IES (Integrated Employment & Skills) agenda via a Skills & Progression Pathway.
- ESF co-financed programmes

Wirral has previously measured performance against this with bespoke data provided by the Learning and Skills Council. However the newly formed Skills Funding Agency is unable to confirm if they have the capacity to continue this bespoke analysis.

- **New Business Registration Rate**

NI 171 measures the numbers of new businesses which are registering for VAT and PAYE in the local area and is a good proxy measure for business start ups in an area. The measure gives a good indication of the local economy's start-up market and creates competitive pressure which in turn drives up business performance.

Activity to narrow this gap includes:

- Dedicated Invest Wirral business support service
- Business Start-up Service
- Wirral Business Forum
- BIG Grants
- NWDA Programmes
- Next Generation Access

- **Floor Space Developed for Employment Use**

Increasing the amount of quality workspaces and business accommodation particularly in Birkenhead will help to attract new businesses to Wirral and maximise business investment opportunities.

Birkenhead docklands has now been designated as regional strategic site for employment use. Work continues with the private sector to identify market opportunities using sources of external funding. Activity includes the Woodside project, Wirral Waters and the wider Investment Strategy.

Risks

Despite prevailing economic conditions, Wirral Council continues to mitigate the effects of the recession with good intelligence and strong partnership working resulting in informed investment decisions. A twin track approach of providing support to individuals and businesses alongside continuing to deliver the Investment Strategy aims in order to prepare for recovery has positioned Wirral to continue generating economic growth and deliver on the vision set out in its Investment Strategy.

A Recovery Plan has been developed by the Council based on the robust evidence base that includes key economic indicators as well as the qualitative feedback from partners about the impact of the recession. The plan seeks to set out medium term actions for providing the suitable conditions in Wirral for future investment. Partners have agreed to maintain a long-term focus on skills, innovation and regeneration to support the aims of the Investment Strategy. The plan was agreed by Wirral Council Cabinet and LSP Executive Board in February 2010 and it was agreed for quarterly updates to be provided to both on an ongoing basis. The Council continues to co-ordinate regular meetings with partners and businesses

to monitor the impact of the recession and develop appropriate interventions and the report for May 2010 is currently being developed. The impact on performance has consequently been less than in other areas of the Liverpool City Region and the rest of the North West.

The development of a Strategic Regeneration Framework will further enhance the ability of Wirral Council and its partners to co-ordinate regeneration and economic development activity over the next fifteen years.

Significant investment is being made into next generation broadband access in Wirral to support business and investment. Alongside this, the co-ordination of business support will support investment, growth and competitiveness across Wirral's business base.

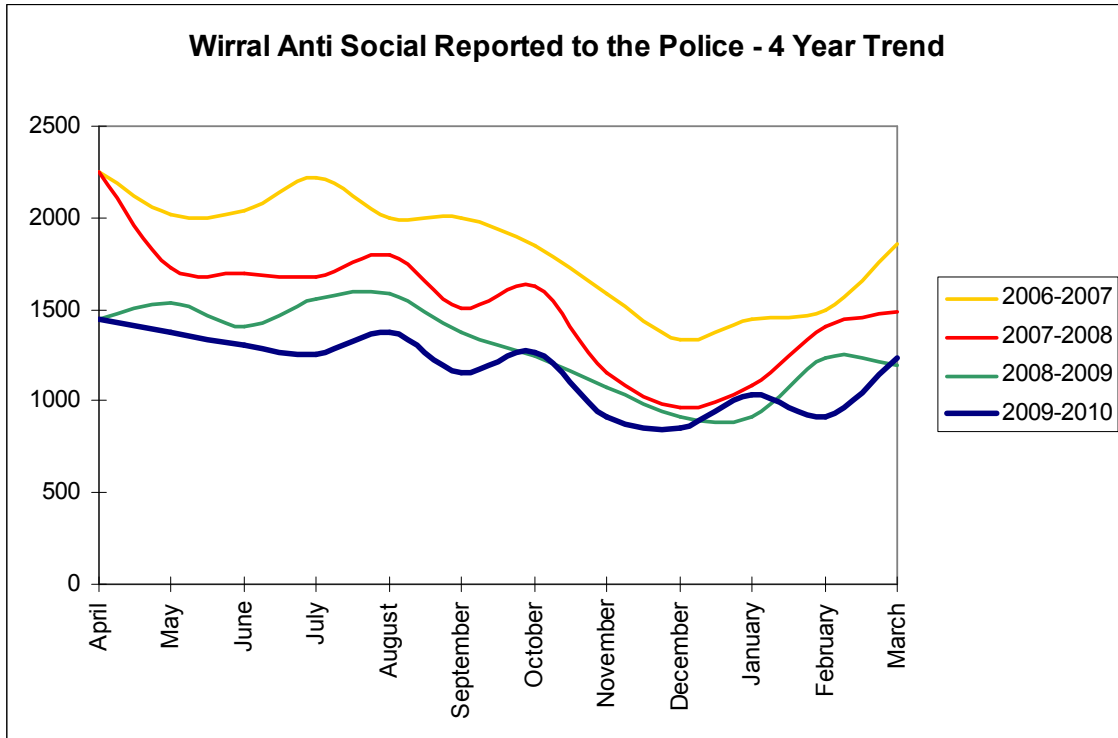
Safer communities

What's working well

- During 2009 – 2010 Wirral's Joint Community Safety Team a co-located multi agency team focused upon reducing levels of crime and anti social behaviour reduced the number of fires associated with anti social behaviour by 46% and reduced the number of cases of criminal damage and arson reported to the Police by 9.2%. It reduced all reported crime on Wirral by 10% compared to the previous year. Included within these reductions are an 11.7% reduction in vehicle crimes and a 17% reduction in the number of robberies committed on Wirral. This performance provides Wirral communities with the 8th lowest level of recorded crime within the 43 partnerships within the North West.
- Wirral's Joint Community Safety Team takes a problem solving and intelligence lead approach to reducing crime which includes examination of the causes/contributors to criminal behaviour. With partners a lot of work has been undertaken in the area of alcohol which is inappropriately used and which then leads onto crime being committed. In April 2010 the North West Public Health Observatory (NWPHO) published charts illustrating the profile of alcohol related harm. The charts measure the level of harm across a range of indicators and also enable comparisons to be made between Wirral's performance and others in England. The NWPHO work shows that compared to the England average Wirral performs "significantly better" and is close to "England's Best" in the levels of alcohol related crimes, alcohol related violent crimes and alcohol related sexual offences.
- A stronger communities project has been developed and is now in operation based at The Lauries Centre. This multi agency operation to improve the quality of life of the residents within this area against a range of indicators which include crime, anti social behaviour, health, employment and appearance of the neighbourhood is an intelligence lead programme which followed analysis of a number of national indicators.
- Class A drug related offending rate has also seen a decrease over the past year. Targets were set to reduce the offending rate by 7% but this has been surpassed. Offending is currently 22% below the baseline.

- 14125 anti-social behaviour incidents have been reported during 2009/10. This is lower than the target set and an improvement on performance at the same stage as last year. This is particularly impressive as it is the third consecutive year of reductions in reports of Anti Social Behaviour to the Police as the graph below demonstrates:

ASB Reductions



- A Wirral Integrated Offender Management Strategy is being developed. This involves a number of partners engaging in offender management across Wirral and the focus will be upon enforcement and tackling the criminogenic factors influencing offending behaviour.

Performance issues

No indicators within this theme are currently assessed as red or amber.

Tackling inequalities (Narrowing the Gap)

• **Anti-Social Behaviour**

At the end of the third quarter, Seacombe was ranked amongst the top 5% for reports of ASB during the November and December period. Fourth quarter statistics demonstrated consistent improvement with the Seacombe LSOA ranked 24th over successive months. This was due to month on month decreases between November 2009 and Feb 2010 from 21 incidents a month to 14 incidents a month. This represents a reduction of 30% over the three month period.

Concentrating resources on hotspot areas has helped make significant reductions in criminal damage. Between January and March 2010 categories of criminal damage in Wirral have dropped by up to 40% compared to the same period last year. The breakdown of criminal damage categories are as follows:

Criminal Damage Category	Dec - Mar 2010	Dec Mar 09	Reduction by Crimes Percentage	
All Criminal Damage & Arson	836	1,149	- 313	- 27.2%
Arson	26	34	- 8	- 23.5%
Damage to Dwellings	277	400	- 123	- 30.8%
Damage to Other Buildings	83	106	- 23	- 21.7%
Damage to Vehicles	381	495	- 114	- 23.0%
Other Criminal Damage	69	114	- 45	- 39.5%

Source GONW Tracker System

- **Serious violent crimes and assaults with less serious injury offences**

Performance at the end of quarter 4 contained within the North West Public Health Observatory web site shows that Wirral is significantly better than the England average and close to the level of England's best when measuring the level of alcohol related violence. This data was published by NWPHE in April, 2010.

Performance in the national indicator measuring repeat cases of domestic violence NI 32 Wirral achieved a 10.21% NI. 32 rate in 2009 – 2010. Benchmarking using the latest available data from the 201 MARACs reporting on this NI shows that the average NI 32 rate for England and Wales was 23%.

At the end of quarter 4 against a rate per 1,000 of the population of 0.66 for NI 15 Most serious violent crime Wirral achieved a rate of 0.58. This represents a 14.6% reductions in serious violent crime compared to the previous year.

At the end of quarter 4 against a rate per 1,000 of the population of 4.64 for NI 20 Most serious violent crime Wirral achieved a rate of 4.37. This represents a 7.9% reduction in assaults with less serious injuries, compared to the previous year.

- **Drug related offending**

The DAAT have continued to commission an additional post at ARCH Initiatives (Treatment Provider) to coordinate activity around a group of drug using offenders in treatment who consistently present within the DIP (Drug Intervention Programme) at the test on arrest stage. These individuals commit a large number of offences and this focuses on repeat offenders and appropriate interventions.

Risks

The impact of actions taken by central government (the late issue of new National guidance and problems with the introduction of new drug test equipment) are still presenting a challenge to the target to reduce drug related offending. Continued dialogue with the Home Office, Police and key partners, re-assessment of the equipment and the re-training of staff is helping to address the problem.

It has been recognised that the effectiveness of road safety initiatives can be reduced without the full participation of all partners, such as schools. Streamlining of the Road Safety team and the attention created by the indicator itself should make engagement easier and more effective. An increase in the number of motor cycle and scooter riders (which could be exacerbated by the economic downturn) also presents a risk to the indicators. Road safety information is being targeted at more vulnerable road users through dealerships and a presence at the annual ‘Egg Run’.

Living and working environment

What’s working well

- In Dec 2009 Wirral Council, with its local NHS partners, launched ‘CRed Wirral’, an interactive website to help people cut pollution from energy use at home, work and through travel. The initiative will contribute to the Council’s target to reduce carbon emissions 60% by 2025. Visit www.credwirral.org.uk
- Wirral Climate Change Group leads on the Wirral Wide Carbon Reduction Action Plan (NI 186) with its LSP and other external partners. Activities and outcomes are monitored through the LSP’s Living and Working Environment Partnership
- Ongoing Climate Change training and workshops, CLASP, PlanIT4Cast, held with LSP and external partners in support of NI 186 activities
- Approval from members for a Free Wirral Insulation Scheme for private sector households which will see in the first year of a four year programme £1.049m spent on the delivery and installation of measures. This will see an estimated 158,244 lifetime (CO2) savings made in the first year.

Performance issues

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 195b	Improved street and environmental cleanliness (levels of detritus)	9% (Lower is Better)	15% (A)	Red	Deteriorated
Context: Combined 2010/11 survey scores = 15%. Exceptionally bad weather conditions in January meant street cleansing suffered an accumulation of litter and detritus, it affected the score for the third tranche negatively (Detritus = 20%).						
Corrective Action: A 'lessons learnt' exercise has commenced with management from Biffa and the Council to identify the areas of most concern, the cause of the poor performance and the actions/resources and supervision required to rectify the problem. The last two surveys were carried out with Keep Britain Tidy (KBT) and that has identified issues with how detritus is graded. This has led to an increase in detritus scores which Wirral officers have raised with KBT. This has led to a Defra review of guidance issued to LAs on detritus monitoring. It has also been recognised that 'Public perception' should be tested prior to setting any further targets.						
Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 195d	Improved street and environmental cleanliness (levels of fly posting)	0.5% (Lower is Better)	1% (A)	Red	Deteriorated
Corrective Action: A new contract will be awarded on 1st June which will cover graffiti and fly posting removal. Emphasis on the removal of fly posting will be placed in the contract.						

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 195a	Improved street and environmental cleanliness (levels of litter)	7.5% (Lower is Better)	8% (A)	Amber	Deteriorated
Context: Combined 2010/11 survey scores = 8%. Exceptionally bad weather conditions in January meant street cleansing suffered an accumulation of litter and detritus, it affected the score for the third tranche negatively (Litter = 10%).						
Corrective Action: A 'lessons learnt' exercise has commenced with management from Biffa and the Council to identify the areas of most concern, the cause of the poor performance and the actions/resources and supervision required to rectify the problem. The last two surveys were carried out with Keep Britain Tidy (KBT) and that has identified issues with how detritus is graded. This has led to an increase in detritus scores which Wirral officers have raised with KBT. This has led to a Defra review of guidance issued to LAs on detritus monitoring. It has also been recognised that 'Public perception' should be tested prior to setting any further targets.						

Tackling inequalities (Narrowing the Gap)

- **Street cleanliness**

In 2009 levels of litter and detritus Street cleanliness

The focus is to narrow the gap in cleanliness standards between the 5% most deprived Super Output Areas (these include, but are not restricted to, parts of Woodchurch, Birkenhead and Tranmere) and the Borough as a whole.

In 2008 an assessment of Boroughwide levels of litter and detritus, as defined in NI 195, came in at 11% at Grade B+ or better while the levels in Super Output Areas (SOAs) were recorded as 33% (low is good).

Community engagement provides the primary thrust of our approach.

This includes:

- developing community environment champions;
- developing and implementing citizen charters with Woodchurch Neighbourhood Management Together and Beechwood and Balantyne Community Housing Associations;
- holding Community environment days; and
- promoting the Tidy Business Campaign

Another contributory factor has been discussions with Biffa on street cleansing programmes and agreement on new schedules.

In 2009 levels of litter and detritus Boroughwide were assessed at 8% at Grade B+ or better (a 27% improvement) while the 5% SOAs levels were recorded at 13% (a 60% improvement). In other words, the initial gap in the scores of 22 percentage points (33 – 11) had reduced to 5 (13 – 8).

This indicator was developed using the BV199 indicator methodology. That is to say that the litter and detritus scores were combined to produce one indicative 'cleanliness' score. The new NI195 indicator separates these scores out and as such gives separate indications of both litter and detritus. This new methodology is more fit for purpose in comparing the most

deprived SOAs with the rest of the Borough. The real indicator for cleanliness should be litter as detritus tends to have its highest impact in areas with low density housing as there are more green areas and trees.

In light of the changes to the national indicator (from BV199 to NI195) a recommendation would be to change the narrowing the gap target's scoring method to reflect litter scores alone.

Risks

It has been recognised that congestion could be affected if partners do not take this issue into account in their strategic decisions or if indeed it conflicts with other strategies and targets. There is already some degree of knowledge and cross sector communication at both officer and member level (and between partners). One improvement planned is to ensure that the Traffic Management unit has input to the planning applications approval process. The consultation process for the revised Local Transport Plan due this summer presents a further opportunity for cross-sector engagement. Another major risk is the inconvenience or lack of sustainable transport options which can lead to reluctance to use these alternatives to the private car. This is despite the many activities which are directed to counter this. Partners are to follow up a Personal Travel Planning project in west Wirral last year which had some success in encouraging people to move away from car use.

Assessment of the risk posed to our priorities around recycling and street cleanliness due to seasonal variations in weather was increased at quarter 3. Whilst some targets were still met, despite the severe weather, partners are to undertake a 'lessons learnt' exercise and complete a winter working review to increase preparedness for any future incidents.

Sustainable, appropriate housing

What's working well

- Wirral Council has secured almost £1.5 million for new, affordable rented homes in three areas of the borough. The bid sought government funding towards new, rented housing units on Council-owned land in Seacombe, Bebington and Prenton, to be managed by Wirral Partnership Homes.

Performance issues

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Regeneration and Planning Strategy	NI 154	Net additional homes provided	500	204 (E)	Red	Deteriorated

Corrective Action: Shortfall against target is due to national downturn in the housing market. Strategic Housing Land Availability Assessment is in progress and will report during early 2010/11.

Portfolio	PI no	Title	2009/2010 Target	2009/2010 Actual	On target	Direction of travel
Housing and Community Safety	LOCAL 4266	Number of vulnerable households assisted with at least one main energy efficiency measure under Warm Front	2903	2003 (A)	Red	Deteriorated

Context: On 23 April 2009, the Government announced its intention to increase the maximum grant available

to households under Warm Front by about 30% for gas heated properties and 50% for oil heated properties, without increasing the overall budget. In October 2009, demand for grants began to outstrip supply as, in the Government's own words, "The increase in grant maxima has led to an increase in the average spend per household and fewer households requested to make a contribution. This will lead to fewer households being helped within the available budget". In November 2009, the Warm Front scheme manager, eaga, increased waiting times for grant applications to control the number of grants issued. This has led to the Period 12 target not being reached.

Corrective Action: There is nothing that can be done locally to increase the funding from Government into Warm Front, which has directly affected performance across all local authority areas. Targets for future years have been revised downwards.

Tackling inequalities (Narrowing the Gap)

- **Number of affordable homes delivered**

Activity taking place is actively encouraging the development of affordable housing, which includes:

- New build through various streams of funding including National Affordable Housing Programme funding 08-11, Department of Health funding for extra care housing.
- Securing Government Kickstart Round 1 and 2 funding on two sites in Wirral to both support construction and employment and to help private developers build homes on previously stalled sites.
- Additional grant funding of £1.45m secured through Continuous Market Engagement to deliver an additional 25 homes for rent.
- A £2.8m programme to deliver new council house building across three sites in Wallasey, Prenton and Bebington. £1.4m grant from the Homes and Communities Agency Local Authority New Build Programme has been secured, planning approval granted with start on site anticipated July 2010. Local labour and the use of apprenticeships will be delivered as part of the programme as part of the Council's commitment to support local employment and training opportunities.
- Projects to make use of existing provision and bring empty properties back into use such as Home Ownership Using Empty Dwellings scheme and Riverside's Own Place scheme.
- Schemes such as Mortgage Rescue to assist homeowners facing repossession to remain in their own homes affordably.
- Innovative schemes such as HomeBuy Direct to enable prospective buyers to purchase new build at a more affordable price, while assisting private house builders to sell their properties.

- **Homeless households living in Temporary Accommodation**

Statutory Homeless acceptances in Wirral reduced by 58% in 2008-09 compared with the previous year and by a further 74% in 2009-10. In 2006-07, 24% of cases were from CH42 (Tranmere/Rockferry) but in 2008-09, the percentage from CH42 had reduced disproportionately to 10%, which illustrates that the overall reduction in homelessness has narrowed the gap in equality in this area. Similarly in the postcode areas CH41, CH43, CH44, CH46 and CH49 the share of homeless acceptances has dropped from 64% to 56%. Analysis of the geographical distribution has not yet been carried out but this further big drop in homelessness is likely to have had a disproportionately positive effect on these postcodes.

- **Vulnerable households assisted with Warm Front**

The focus of this proxy indicator is to increase the number of households assisted with a warm front grant to help in narrowing the gap with regards to the number of vulnerable households failing the Decent Homes Standard. Activity is focussed within the HMRI area and other areas (New Brighton, New Ferry, Leasowe, Bidston, Woodchurch and Liscard) where there is a higher percentage of homes failing to meet the Standard compared to the rest of the Borough.

A key challenge for this indicator in 2009/10 has been the Government increasing the maximum grant available with no corresponding increase in the warm front budget which has led to a reduction in the number of households which have been able to access the grant. This will continue to be a challenge for the foreseeable future until the next Budget announcement. However activity taking place to assist households includes Bright Spark, Wirral Healthy Homes and Warmer Wirral, which are area-based, focussed efforts at reducing fuel poverty and increasing the take-up of all energy efficiency grants available within these areas. Specific activity under these initiatives includes face-to-face advice on the doorstep and at community events and training of front-line staff to refer customers / clients for assistance.

Risks

Fallout from the slowdown in economic activity continues to affect both the provision of new housing and the demand for it, both reducing the availability of mortgages and individuals' ability to service them. Partners have continued to experience success in accessing various funding streams to assist in both market recovery and new building and there are discussions with local RSLs over potential 'Continuous Market Engagement' funding. The heavy dependence on the delivery of a single major scheme remains a significant area of uncertainty. However, a second planning application in relation to this should be determined early in 2010/11.

The risk posed by increases in the maximum grant available under the 'Warm Front' scheme, without a corresponding increase in total funding remains high. The target for 2010/11 is being revised to reflect this and there is a proposal to expand the range of measures which may count towards it.

PART 3: OVERARCHING RISK REGISTER

As part of the overall governance arrangements for the LSP, the key risks associated with the delivery of its aims have been identified.

The LSP Overarching Risk Register has recently been updated and developed and this has involved a further defining of the risks, the consideration of consequences and collating of both existing and known additional planned controls. These measures to mitigate negative outcomes are recorded in order to reduce their potential to become significant problems.

LSP Management Group are finalising the method of managing the monitoring and regular review of the detail within the revised LSP Overarching Risk Register, both the issues on the register and progress in relation to the control actions being taken.

The results of the regular review will be included in the quarterly Performance & Risk report presented to LSP Executive Board.

Recommendations:

Executive Board members are requested to review the third quarter performance and risk information contained within this report and identify any areas for further action.

Appendix One**LAA Theme Performance Summary Index**

Data Key	
Actual	(A)
Estimate	(E)
Provisional	(P)

Tolerances Used	
Over Performing	Exceeded target by more than 10%*
Green	Within +10/-5% of the target*
Amber	Missed target by between 5% and 10%*
Red	Missed target by more than 10%*

* Unless otherwise stated

Health & Wellbeing

PI No.	Title	09/2010 Target	09/2010 Actual	On Target	Direction of Travel
NI 39	Alcohol-harm related hospital admission rates	2762	2335 (E) (Lower is Better)	Over Performing	↔
NI 120a	All-age all cause mortality rate (Male)	714	736.06(E) (Lower is Better)	Green	↑
NI 120b	All-age all cause mortality rate (Female)	500	517.03 (E) (Lower is Better)	Green	↑
NI 123	Clients receiving support through the NHS Stop Smoking Services	896	1037 (A)	Over Performing	↑
NI 130	Social care clients receiving Self Directed Support	15%	5.47% (P)	Red	↓
NI 135	Carers receiving needs assessment or review and a specific carers service, or advice and information	21.5%	27.01%(P)	Over Performing	↑
NI 136	People supported to live independently through social services (all adults)	2230.05	2195.65 (P)	Green	↔
LOCAL 8228a	The number of emergency unscheduled acute hospital bed days occupied by people aged 75+ in NHS hospitals in Wirral who are admitted through fractured neck of femur, as measured by Wirral NHS data as a result of a fall.	6276	5330 (A) (Lower is Better)	Over Performing	↑
LOCAL 8432	Establish cohort of clients aged 16-35 with two or more episodes of self harm in the last 12 months who subsequently become engaged in meaningful social activities.	2	2 (A)	Green	↔
LOCAL 8436	To reduce the number of people with dementia admitted to residential and nursing care 5% reduction on 2007/8 admittances	162	146 (A) (Lower is Better)	Green	↑

Life Chances for Children and Young People

PI No.	Title	09/2010 Target	09/2010 Actual	On Target	Direction of Travel
NI 55	Obesity in primary school age children in Reception	9.37%	9.3% (E) (Lower is Better)	Green	↑
NI 68	Percentage of referrals to children's social care going on to initial assessment	72%	72.6% (P)	Green	↑
NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	57%	52% (A)	Amber	↑
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2	77%	74% (A)	Green	↔
NI 75	Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	55.2%	53.8% (A)	Green	↑
NI 87	Secondary school persistent absence rate	6.4%	4.5% (A) (Lower is Better)	Over Performing	↑
NI 92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	30.2%	31.3% (A) (Lower is Better)	Green	↔
NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	86%	84% (A)	Green	↔
NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	79%	80% (A)	Green	↑
NI 99	Looked after children reaching level 4 in English at Key Stage 2	44%	59% (A)	Over Performing	↓
NI 100	Looked after children reaching level 4 in maths at Key Stage 2	44%	50% (A)	Over Performing	↓
NI 101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and maths)	7.4%	7.4% (P)	Green	↓
NI 111	First time entrants into the YJS aged 10 - 17	1570	Provisional 2009/10 data released 30/4/10; final data published 6 wks later.		
NI 112	Percentage reduction in the under 18 conception rate	-28%	-21% (A) (Lower is Better)	Red	↑
NI 117	16 to 18 year olds who are not in education, employment or training (NEET)	7.1%	8.9% (P) (Lower is Better)	Red	↔
LOCAL 1400	Number of looked after children	590	629 (P) (Lower is Better)	Amber	↔
LOCAL 1700a	Participation in and outcomes from youth work: Participation	21%	18% (A)	Red	↓
LOCAL 1700b	Participation in and outcomes from youth work: Recorded Outcomes	63%	73% (A)	n/a	↔

PI No.	Title	09/2010 Target	09/2010 Actual	On Target	Direction of Travel
LOCAL 1700c	Participation in and outcomes from youth work: Accredited Outcomes	25%	21% (A)	n/a	n/a

A Strong Local Economy

PI No.	Title	09/2010 Target	09/2010 Actual	On Target	Direction of Travel
NI 151	Overall Employment rate (working-age) (WNF)	71.2%	Latest data available is 68.2% which is to June 2009. The target for this period is 69.9%		
NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods (WNF)	34.4%	Latest data available is 37.5% (quarter 3) which is against a target of 34.6%		
NI 171	New business registration rate	40.3	The latest data available is 39.3 which is for 2008. The next data release for 2009 data is 31/12/10.		
LOCAL 6280	The amount of floor space (ha) developed for employment use	16100	The latest data available is 27902 which is for 2008/09. The data for 2009/10 will be released late 2010.		
LOCAL 6281	Increase in NVQ Level 2 Skills for Employment in the worst performing neighbourhoods	3299	3022 (A)	Amber	n/a

Safer, Stronger Communities

PI No.	Title	09/2010 Target	09/2010 Actual	On Target	Direction of Travel
NI 15	Number of most serious violent crimes (PSA 23: Priority Action 1) per 1000 population	0.66	0.58 (A) (Lower is Better)	Over Performing	↓
NI 20	Number of "Assaults with less serious injury" (including racially and religiously aggravated) offences per 1,000 population as a proxy for alcohol related violent offences	4.64	4.37 (A) (Lower is Better)	Green	↑
NI 38	Drug related (Class A) offending rate	1.01	0.85 (P) (Lower is Better)	Over Performing	↑
NI 47	People killed or seriously injured in road traffic accidents (% annual change, based on 3-year rolling average)	10.4%	6.2% (A) (Lower is Better)	Over Performing	↑
NI 48	Children killed or seriously injured in road traffic accidents (% annual change, based on 3-year rolling average)	15.6%	14.5% (A) (Lower is Better)	Green	↑
LOCAL 4206	Number of reported incidents of anti-social behaviour	17558	14125 (A) (Lower is Better)	Over Performing	↑

Living and Working Environment

PI No.	Title	09/2010 Target	09/2010 Actual	On Target	Direction of Travel
NI 167	Congestion – average journey time per mile during the morning peak	4.24	Performance data for 2009/10 not yet available; It is anticipated that provisional 2009/10 results will be available early 2011.		
NI 186	Per capita reduction in CO2 emissions in the LA area	7.5%	Due to the type of data being reported, data collection will continue until mid-summer.		
NI 192	Percentage of household waste sent for reuse, recycling and composting	35.5%	36.6% (E)	Green	↔
NI 195a	Improved street and environmental cleanliness (levels of litter)	7.5%	8% (A) (Lower is Better)	Amber	↓
NI 195b	Improved street and environmental cleanliness (levels of detritus)	9%	15% (A) (Lower is Better)	Red	↓
NI 195c	Improved street and environmental cleanliness (levels of graffiti)	6%	4% (A) (Lower is Better)	Over Performing	↔
NI 195d	Improved street and environmental cleanliness (levels of fly posting)	0.5%	1% (A) (Lower is Better)	Red	↓
LOCAL 4178	The proportion of relevant land and highways that is assessed as having unacceptable combined levels of litter and detritus (NM - Together)	24%	22% (A) (Lower is Better)	Green	↓

Sustainable, Appropriate Housing

PI No.	Title	09/2010 Target	09/2010 Actual	On Target	Direction of Travel
NI 154	Net additional homes provided	500	204 (E)	Red	↓
NI 155	Number of affordable homes delivered (gross)	167	192 (E)	Over Performing	↑
NI 156	Number of homeless households living in Temporary Accommodation	12	5 (A) (Lower is Better)	Over Performing	↓
LOCAL 4266	Number of vulnerable households assisted with at least one main energy efficiency measure under Warm Front	2903	2003 (A)	Red	↓

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WIRRAL LOCAL STRATEGIC PARTNERSHIP – EXECUTIVE BOARD

WEDNESDAY 19th MAY 2010

REPORT OF THE DEPUTY CHIEF EXECUTIVE / DIRECTOR OF CORPORATE SERVICES

WIRRAL'S ECONOMIC RECOVERY PLAN: MAY 2010 UPDATE

1 EXECUTIVE SUMMARY

1.2. This report updates members on Wirral's Economic Recovery Plan. It includes feedback from partners on latest responses to the recession and the very positive impact of a number of interventions.

1.3. Board Members are asked to

(i) Note this latest report on Wirral's response to the current economic conditions and good progress of the Recovery Plan attached as Appendix 1; and

(ii) Continue their commitment to regularly feeding back progress from their organisation so that the attached template can be updated ahead of future executive board meetings.

2 BACKGROUND

2.1. LSP Executive Board agreed an Economic Recovery Plan for Wirral at the Board meeting in February 2010. The Plan outlines a number of responsive measures to mitigate the impact of the recession on businesses and local residents, whilst at the same time maintaining focus on the medium and longer term economic goals of the Community Strategy.

2.2. Partners indicated that it was important to consider the implications of the anticipated public sector recession - such as reduced job opportunities and longer journey times to employment - as part of any recovery plan. It was agreed that all partners should identify any contributions that their organisations could and were making to economy recovery and that these would be included in the Recovery Plan.

2.3. In addition, the Board agreed that it is important to consider how we can mitigate the human cost of the recession and how we can strengthen the role of volunteering, and the significant role of the Third sector. Discussions have therefore been taking place with partners to agree how this role can be supported, particularly in relation to provision of debt advice and tackling financial inclusion.

2.4. Finally, partners committed to providing regular feedback so that quarterly updates can be brought back to monitor progress of the Recovery Plan.

3 LATEST PROGRESS

- 3.1. The latest update to the full Recovery Plan template is attached at Appendix 1, and contains input from partners about their specific interventions. This indicates the development of activity that is having a very positive impact on residents and businesses. Key achievements include:

Working Wirral

The Working Wirral programme continues to deliver a number of effective projects supporting Wirral businesses and residents. Latest performance data for 2009/10 indicates that:

- 855 people have gained a job
- 138 have gained a qualification

Future Jobs Fund

This initiative continues to make good progress in supporting unemployed people into new employment opportunities. In Wirral, there have been almost 200 new starts to date. Feedback from both participants and employers is very positive, with evidence that the Wirral model is offering a high quality experience - including training and effective 'wraparound' support.

Business Starts

The number of new business start-ups and number of businesses supported through the Council's Business Start Programme continues to exceed targets (by 20%) despite the economic conditions. Latest data from WirralBiz indicates that 300 new businesses have been created in 2009/10.

Reach Out

The Involve Northwest: Reach Out project is an innovative approach that engages workless households by taking the service to their home. Reach Out guidance workers knock on doors, engage residents in the familiar surroundings of their own home and promote the value of being in work. The project has knocked on over a minimum 65,000 doors in Wirral's most deprived areas and helped over 1,000 residents secure employment .

In the last year to March 2010, 636 people achieved a job, 62 gained a qualification and 34 people moved into self employment.

Wirral Change

This BRM Outreach Project provides outreach employment service for Wirral's Black & Racial Minority residents offering specialist guidance workers to tackle multiple barriers to employment. Latest data to year end March 2010 indicates that 118 people achieved a job and 42 gained a qualification. 6 people were supported into self employment.

Wirral Apprenticeship Programme

Wirral Council has committed funding for over 200 subsidised apprenticeship places with local businesses via its highly successful Apprenticeship Programme. There is a particular focus on supporting NEET and other

vulnerable young people. The Wirral Apprentice Programme has been commended as a model of good practice nationally and regionally, and is increasingly being recognised as an exemplar of effective partnership working. The Programme has secured employment for young people in a diverse range of sectors such as construction, health and social care, engineering, accountancy and science and technology.

Business Engagement

Invest Wirral continues to successfully support businesses, and has increased the number of Wirral businesses accessing support as follows:

- A mix of 98 indigenous and inward investment company investment projects supported
- Good progress continues to increase jobs – with 738 jobs created and 545 safeguarded
- 1000 businesses engaged
- 3 inward investment projects supported
- Annual investment value of more than £21.5 million
- It has also enabled support to 31 projects which have applied and received funding support through the Council's BIG and Think Big schemes totalling £1.656m.

Health

Life expectancy is improving across the borough and the number of people giving-up smoking is increasing. Wirral has seen a reduction in teenage conceptions in the borough.

Housing

Wirral Council has secured almost £1.5 million for new, affordable rented homes in three areas of the borough. The number of affordable homes delivered has improved considerably.

Wirral was a fast track authority for the introduction of the national mortgage rescue scheme and after the first year, in December 2009 was in the top 20 performing authorities for rescues completed.

Statutory homelessness fell by 74% in 2009-10.

Community Safety

Crime is falling more rapidly in Wirral than in other parts of the region and the borough has the lowest rate of recorded crime in Merseyside. The number of reported incidents of anti-social behaviour has fallen again this year.

4. CONCLUSION

Despite prevailing economic conditions, Wirral continues to mitigate the effects of the recession with good intelligence and strong partnership working resulting in informed investment decisions. A twin track approach of providing support to individuals and businesses, alongside continuing to deliver the Community Strategy aims in order to prepare for recovery has, positioned Wirral to continue generating economic growth.

5. BACKGROUND PAPERS

The latest update to the Recovery Plan template is attached as Appendix 1.

6. RECOMMENDATIONS

Executive Board members are asked to:

- (i) Note this latest report on Wirral's response to the current economic conditions and good progress of the Recovery Plan attached as Appendix 1; and
- (ii) Continue their commitment to regularly feeding back progress from their organisation so that the attached template can be updated ahead of future executive board meetings.

Jim Wilkie

Deputy Chief Executive / Director of Corporate Services

This report was prepared by Rose Boylan who can be contacted on 691 8037.

Agenda Item 8 - Appendix One

Wirral's Economic Recovery Plan

Progress Update

May 2010

Actions and interventions agreed by Wirral partners

The Council and its partners will continue to meet regularly to agree the best ways to support Wirral residents and businesses in the current situation. The interventions outlined below detail some of the planned activity, developed in response to our detailed understanding of the recession. These actions will also help to have a positive impact on Wirral’s short, medium and longer term corporate and LAA objectives that are set out within our Sustainable Community Strategy and partners’ strategic plans. A key overarching driver running right across the Recovery Plan will be to help narrow the gap in outcomes for Wirral residents and businesses.

1. Supporting Wirral Businesses

The Issue	Response	Lead Partner(s)	Area of Impact	Progress May 2010
<p><u>Advice and Information</u></p> <p>As many businesses will lack experience of operating during a recession it is important that these firms get access to advice early and adapt their business plans to changing market conditions.</p>	<p>Invest Wirral is working with Business Link North West (BLNW) to ensure that information is cascaded through and online business forums networks and Wirral Investment Network (WIN)</p> <p>We will continue to use the online local business network which further promotes key support services.</p> <p>We will circulate an up-to-date brochure with a breakdown of all of the support agencies that can help businesses.</p>	<p>Wirral Council, Business Link</p>	<p>Take up of Information events and e-business information.</p> <p>Jobs safeguarded/created</p>	<p>Through ERDF funding, three BLNW advisors now work within the Invest Wirral offices</p> <p>The business network now has 1,100 members</p> <p>The Council's Business Start Programme continues to exceed targets (by 20%)</p>

				despite the economic conditions. Latest data from WirralBiz indicates that 300 new businesses have been created. In 2009/10.
<p><u>Access to and Management of finance</u></p> <p>Advice and financial assistance are critical to help businesses to manage cash flow and to access finance</p>	<p>Wirral will continue to work with partners to develop a structured package of support to businesses in a direct response to the recession.</p> <p>Flexible package of financial support eg Think Big Grants ; BIG Support Grant/ Consultancy Support</p>	Wirral Council	Number of business taking up grants for investment projects in current economic climate. (Number of Jobs Safeguarded / Created)	<p>Working relationship Further relationships developed with key partners to provide support.</p> <p>The Council has supported 31 projects which have applied and received funding support through the Council's BIG and Think Big schemes totalling £1.656m.</p>

<p><u>Public sector procurement</u></p> <p>Wirral Council will support local businesses and explore how local firms can access public sector contract opportunities</p>	<p>Continue commitment to pay Council invoices within 10 days for all creditors from local businesses that employ less than 250 people.</p> <p>We have held bespoke workshops for local businesses to increase awareness of public sector procurement opportunities.</p>	Wirral Council	Local Sustainability	
<p><u>Affordable premises and managed workspace</u></p> <p>There is a growing recognition of the need to develop a portfolio-based approach to intervention, ensuring that programmes provide not only early stage incubation and flexible managed workspace but also larger workspace units and grow-on space offered on more traditional terms</p> <p>Wirral Council will therefore prioritise the development of physical facilities to support businesses (workspace and one-stop shop business facilities)</p>	<p>Council Officers are investigating proposals to make additional bespoke units available to provide supported accommodation for new and fledging businesses. Eg Employment Land Survey.</p>	Wirral Council	Additional workspace created	Wirral Council is in discussion with partners to develop a number of proposals to support local businesses/ SMEs
<p><u>Recruitment and training</u></p> <p>Feedback from businesses and partners indicates the adverse impact</p>	<p>Continue to develop the Wirral Apprenticeship Programme.</p>	Wirral Council	Numbers and profiles of apprenticeships	Wirral Council has committed funding for over

<p>that the recession was starting to have on the availability of apprenticeship places in the borough</p>			<p>Reduction in NEET</p>	<p>200 subsidised apprenticeship places. The Programme has secured employment for NEET and vulnerable young people in a diverse range of sectors such as construction, health and social care, engineering, accountancy and science and technology.</p>
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2. Supporting Wirral Residents

The recession is having an impact on Wirral residents. This section sets out the services that will be provided to minimise unemployment and debt, to support those facing redundancy, and also to exploit opportunities that may arise during recession.

The Issue	Response	Lead Partner(s)	Area of Impact	Progress May 2010
<p><u>Employment Support:</u></p> <p>Wirral residents must have speedy and effective access to information, advice and guidance on employment and training services to help them back into work.</p>	<p>Key partners (Wirral Council, Jobcentre Plus, Connexions and the Skills Funding Agency (SFA) will continue to co-ordinate activity and additional provision to support those under threat or notice of redundancy and those recently unemployed.</p> <p>The Council will continue to ensure that additional activities commissioned through Working Wirral are used to complement mainstream provision, helping to improve local people's skills and employment prospects.</p>	<p>JCP, SFA, Connexions, Wirral Council.</p>	<p>Increased employment rates</p>	<p>Jobcentre Plus (JCP) continues to work very closely with the SFA and other key partners to deliver a bespoke support package for employers and employees facing redundancy. JCP continues to have a redundancy support team</p> <p>A raft of extra support and provision has been provided for all Jobseekers</p>

				<p>Allowance (JSA) customers from the first day of their claim; with support increasing the longer they are unemployed.</p> <p>The introduction of a new Jobseekers Regime & Flexible New Deal (FND) from April 2010, will establish a new, unified approach for all jobseekers, whatever their age, skills or barriers to work. A staged programme of support will apply to all Jobseeker's Allowance customers from day one of their claim.</p>
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				Note: New Deal for Lone Parents and New Deal for Partners will continue.
<p><u>Wirral partners will work to minimise the impact of the recession on young people</u></p> <p>Feedback from Greater Merseyside Connexions ¹ highlights that the recession is likely to impact on post-16 retention in education and training.</p> <p>Data indicates that young people are being particularly affected by the recession.</p>	<p>Mainstream partners will deliver an enhanced package of support for 18-24 year olds through the young persons guarantee</p> <p>We will continue the implementation and expansion of the Future Jobs Fund initiative to create many new opportunities for Wirral residents, particularly young people.</p> <p>Wirral partners will target activity to address the numbers of those aged 18-24 claiming Job Seekers Allowance (JSA)</p> <p>Continuation of the Activity Agreement Pilot through Connexions, aimed at 16 & 17 year old NEET and NEET vulnerable groups, until March 2011</p>	<p>JCP, Connexions</p> <p>Wirral Council</p> <p>WEDS partners</p> <p>Connexions</p>	<p>Increased employment rates</p> <p>Numbers of FJF starts</p> <p>Reduction in JSA rates</p> <p>NEET Reduction</p>	<p>Additional support has been introduced under Young Persons Guarantee. This includes offering all young people on JSA additional support with jobsearch, Adviser support, the offer of a job, training or meaningful activity. This includes Future Jobs Fund (FJF)</p> <p>A new initiative 'Tranmere</p>

¹ 'The Impact of the Recession on the Employment Prospects of the Young People of Wirral' (April 2009) Carlyne Kershaw: Great Merseyside Connexions Service.

				<p><i>Rovers Return to Work</i> supported by JCP, will target from day 1 of unemployment.</p> <p>The 'Wirral Apprentice' programme has been given additional funding to target vulnerable groups including those leaving care.</p>
<p><u>Tackling Debt and Financial exclusion</u></p> <p>Feedback from voluntary sector organisations demonstrates a substantial increase in service users. Wirral Advice Network indicates significantly increased demand for debt advice over the last year.</p>	<p>Locally based advice services are vital for the most vulnerable sections of the community.</p> <p>Wirral Council will work with partners including RSLs, voluntary groups and community advice agencies to increase the capacity and availability of advice for residents that are struggling to cope with the recession.</p> <p>Introduction of Wirral Moneyline to assist with the availability of affordable housing credit.</p>	<p>Wirral Council, Third Sector partners, Wirral Advice Network, CAB, RSLs.</p> <p>Riverside Housing Association</p>	<p>No of people seen at financial advice and health surgeries within One Stop Shops</p> <p>No who have taken up Fair Debt policy</p> <p>No of people on low income who have accessed loan.</p>	<p>Discussions are taking place with partners regarding enhanced debt and financial inclusion provision.</p> <p>Moneyline has provided 425 loans since October 2009, 153 of these</p>

			<p>Development of Council's Financial Inclusion Strategy which will set a list of measurable actions.</p> <p>Possibly: No of free home computers distributed through new central government scheme (C&YPD)</p>	<p>were resulting from referrals made by Housing Associations. This has resulted in a reduction of loans from loan sharks due to lack of alternative.</p> <p>Financial Inclusion Action Plan being developed with partners.</p>
<p><u>Availability of business start up services</u></p>	<p>Wirral has had considerable success in supporting business start ups and</p>	<p>Wirral Council, Wirral Biz</p>	<p>Numbers of new business starts and</p>	<p>The number of new business start-ups and</p>

<p>For some, the recession will be an appropriate time to start a new business. It is essential that Wirral residents (particularly those facing redundancy or newly unemployed) have access to appropriate advice and support.</p>	<p>sustaining new businesses.</p> <p>Wirral partners will continue to provide tailored advice and support to new enterprises to exploit new markets and to successfully establish themselves in Wirral</p>		sustained	<p>number of businesses supported through the Council's Business Start Programme continues to exceed targets (by 20%) despite the economic conditions. Latest data from WirralBiz indicates that 300 new businesses have been created. In 2009/10.</p>
<p><u>Securing local jobs</u></p> <p>Businesses will continue to recruit during the recession.</p> <p>There are also still a number of significant regeneration initiatives taking place.</p>	<p>It is important that new and emerging opportunities are made available to local residents. Wirral partners will ensure that local people are supported to benefit from such opportunities</p> <p>Local labour commitments such as the Construction Integrator will seek to maximise the engagement and</p>	Wirral Council Regeneration Officers	Numbers of local residents taking up employment	

	recruitment of local workless residents in major capital projects, housing refurbishments and related activities across Wirral through agreements that could be brokered with employers.			
<p><u>Mortgage Rescue Scheme</u></p> <p>The recession is having an adverse effect on housing and homelessness. Help is needed to support people who are facing the real possibility of losing their homes.</p>	<p>Wirral will continue to provide advice and support to prevent homelessness and continue to provide additional fast track referral advice to Mortgage Rescue eligible households.</p> <p>Wirral is monitoring the levels of repossession claims and orders and targeting resources appropriately</p> <p>Eg Wirral was one of the first local authorities to introduce an intervention in line with the national mortgage rescue scheme</p>	Wirral Council Housing Officers, Housing Partners, CAB	People requesting and receiving assistance NI 156	<p>Reduction in repossessions and homelessness due to repossessions</p> <p>Wirral was a fast track authority for the introduction of the national mortgage rescue scheme and after the first year, in December 2009 was in the top 20 performing authorities for rescues completed.</p>
<p><u>Supporting communities</u></p> <p>Although this recession is likely to be felt across all communities, it will</p>	Wirral Council partners in housing support, children's services and social	Wirral Council Adult Services, Children's	NI46-Adults with learning disabilities	Colleagues in DASS have

<p>inevitably exacerbate pressures faced by vulnerable groups.</p> <p>We will continue to engage with communities - eg through Citizen's panels, Area Forums and police and health consultative groups to gain feedback on how the recession is impacting upon individuals, groups and communities</p>	<p>care will work in partnership to mitigate the worst impact as the financial strains on households begin to show</p> <p>The Council acknowledges the essential role of local communities and the Third Sector in growing the economy and tackling worklessness, and the increased potential for local social enterprise to contribute to this agenda. Through the 'Working Wirral' approach, Wirral has made good progress in building strong strategic and delivery partnerships with the Third sector and we look forward to building on these.</p>	<p>Services</p> <p>Third Sector partners, Working Wirral</p>	<p>in paid employment.</p> <p>NI150- Adults receiving secondary mental health services in employment</p> <p>The proportion of people of working age currently using Adult Social Services moving on to employment or voluntary activities.</p> <p>VCAW is placing itself in a position where they will gather evidence of trends and measure impact</p>	<p>been leading on an initiative to increase employment opportunities.</p> <p>The council is leading on a good practice approach to this by permanently employing a group of people with Learning Disabilities.</p>
<p><u>Tackling Child Poverty</u></p> <p>Wirral has some significant concentrations of child poverty and tackling the causes and impacts are a key priority for Wirral partners.</p>	<p>Wirral partners will continue to build on local level analysis of child poverty, in line with the new duties on local authorities set out within the proposed Child Poverty Bill;</p>	<p>Wirral Council and LSP Partners</p>	<p>Reduction in levels of Child Poverty – Including in-work poverty and NI 116 Child Poverty which impacts on</p>	<p>Officers have worked up proposals to reduce, and mitigate the effects of, child poverty. Preparing a</p>

We will collate local data and analysis to identify the extent of child poverty in Wirral (including in-work poverty) and co-ordinate activity as the basis for our local child poverty needs assessments

We will continue to work with LCR partners to develop the Child Poverty Commission.

worklessness targets.

local child poverty needs assessment and a joint child poverty strategy setting out measures to tackle child poverty in Wirral.

3. Investing in Skills

Skills are the key to sustainable employment and a strong and competitive economy. This is important during a recession, but also in the future as employers look to improve their competitiveness in preparation for when the economy starts to recover.

The Issue	Response	Lead Partner(s)	Area of Impact	Progress May 2010
<p><u>Employer Responsive Training</u></p> <p>The skills of employees are the most important assets for any company. Wirral partners will enable funding and training to firms that want to invest in their future competitiveness by improving the skills and qualifications of their staff.</p>	<p>Wirral Council is working with the Learning and Skills Council (LSC) and Job centre Plus (JCP) to deliver an Integrated Employment and Skills programme across Greater Merseyside.</p> <p>Partners will continue to develop appropriate pre-recruitment and in work training programmes eg Train to Gain to enable more individuals and employers to become eligible and benefit from training.</p>	<p>LSC; from April 10, Skills Funding Agency</p>	<p>Employer Engagement framework</p> <p>Numbers of participants</p>	<p>The Council is currently carrying out consultation with local businesses to gather robust and reliable information from employers regarding skills requirements for their business.</p> <p>This will then be used locally as part of an evidence base to frame our future employment and skills plans.</p>

<p><u>Access to adult learning</u> Training schemes covering the skills demanded by employers will be available to Wirral residents</p>	<p>Wirral partners have developed a wide range of training opportunities to improve employability including improving basic skills, learning to use computers or re-training for a new career.</p>	<p>Wirral Council, FE Colleges,</p>	<p>Training participation rates; increase in skills and qualifications</p>	<p>See above</p>
<p><u>Apprenticeships and trainee places for young people</u> It is essential that young people are supported to get a good start in their chosen career</p>	<p>Apprenticeship Programme We will continue to develop the Wirral Apprenticeship Programme.</p>	<p>Wirral Council, Connexions, NAS</p>	<p>Numbers and profiles of apprentices from vulnerable groups eg NEET</p>	<p>The Wirral Apprentice Programme has funded 167 new Apprenticeships to date with a further 34 planned. Of these, 72 were recruited from the NEET cohort, 31 would have been NEET if it were not for the programme and 16 were unemployed young adults who had previously been NEET.</p>

4. Improving Health

It is anticipated that the recession will have a negative impact on the health of the population, particularly those adversely affected by redundancy and those experiencing economic and social problems

The Issue	Response	Lead Partner(s)	Area of Impact	Progress May 2010
<p><u>Improving the health of Wirral residents</u></p> <p>Health partners, both locally and regionally, are prioritising how the NHS can mitigate the impact of the recession through health inequalities prevention activities; service provision and corporate citizen role, e.g. recruitment and workforce and procurement.</p> <p>Wirral partners have a clear commitment to reducing health inequalities in Wirral and will work in partnership to tackle the socio-economic links between low income, unemployment and ill-health.</p>	<p>A diverse range of services including:</p> <p>Improving peoples' quality of life and how long they live by addressing the underlying socio-economic determinants of health;</p> <p>Improving access to services for people with poor health;</p> <p>A key priority is to reduce health inequalities.</p> <p>Joint projects to support people with a health condition into training and employment.</p> <p>The Primary Care Advice Liaison (PCAL) service offers a service to a wide number of people with more complex inter-related issues including debt, repossession and worsening mental health.</p>	<p>NHS Wirral, Wirral Council, Third Sector partners</p>	<p>Reducing levels of lifestyle risk factors strongly associated with poverty and ill health such as smoking</p> <p>Number of people from most deprived areas accessing prevention activities</p> <p>Number of people on benefits or at risk of losing employment as a result of poor health supported into education, training and employment</p> <p>Number of people with underlying health issues</p>	<p>NHS Wirral progress in 2009-2010 includes:</p> <p>NHS services helped 2,250 people to stop smoking, a further 1,500 people being motivated to quit and 1, 065 smokers who have pledged to quit.</p> <p>Alcohol treatment and prevention services have been strengthened and admissions to hospital from</p>

			<p>helped to access and sustain employment</p>	<p>alcohol related conditions are 15% below expected trajectory</p> <p>2,879 people have taken part in a new community programme of health promotion courses and activities in the most deprived areas of Wirral.</p> <p>A health trainer service has been established to support people in the most deprived areas to successfully make lifestyle changes. So far 1,205 have accessed the service to set out personal action plans and make lifestyle</p>
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				<p>changes'</p> <p>Actions within the Health Inequalities Action Plan continue to be progressed and the annual report is due to LSP Exec in June 2010.</p> <p>Wirral Working for Health continues to support people on long term sickness benefits back into work and has had 274 referrals to the programme.</p> <p>An event was held for managers on options such as Apprenticeships, Backing Young Britain,</p>
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				<p>Internships, Cadets etc. Each of the NHS Trusts are progressing the Wellbeing Agenda, and NHS Wirral has in place a Mindful Employer action plan, to ensure the health and wellbeing of existing staff is supported.</p>
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5. **Housing and Homelessness**

The Issue	Response	Lead Partner(s)	Area of Impact	Progress May 2010
<p><u>Preventing homelessness</u></p> <p>Until economic confidence improves, the housing market is likely to struggle. Housing partners will continue to develop services designed to prevent homelessness and stave off repossessions.</p>	<p>The recession has prompted a change in the targets for new-build housing as part of the HMRI programme, re-phasing of HMRI development programmes, changing tenure of new-build schemes.</p> <p>Wirral Council has allocated additional resources to address increasing Housing Benefit claims.</p> <p>Housing Officers are putting more resources into repossession prevention via third party specialist service such as debt advice and mediation.</p>	<p>Wirral Council, Strategic Housing Partners, CAB</p>	<p>Payment of benefits claims and actioning of changes in circumstances (NI's 180 /181)</p> <p>Note: NI 180 stopped WEF 1/4/10 although we still measure actioning changes in circumstances.</p> <p>NI 156 (number of households in temporary accommodation)</p>	<p>HB Claims and associated changes are paid promptly and well within national standards, all claims being initially considered within 3 days of receipt. Fast tracking operates where appropriate.</p> <p>Statutory homelessness fell by 74% in 2009-10</p>
<p>The recession has caused a shift in strategic housing priorities towards creating opportunities to support and enable the occupation of new-build housing particularly by first-time</p>	<p>This has been in the form of developing options for shared equity, rent-to-buy and making the most of national initiatives such as HomeBuy Direct.</p>	<p>Wirral Council, Strategic Housing Partners</p>	<p>Increased access to housing opportunities</p>	

buyers.				
<p><u>Supporting Housing Growth</u></p> <p>The recession has had a significant impact on the delivery of housing and supply of affordable housing programmes, and increase in the number of stalled development sites</p>	<p>Wirral Council and its partners will continue to review tenure changes to schemes where appropriate to ensure housing supply is delivered.</p> <p>Wirral Council will work with partners to secure additional resources available to help support affordable housing and kickstart stalled housing developments.</p>	Wirral Council Strategic Housing, Partners, Local Developers, Homes and Communities Agency (HCA)	Increase to targets set under NI155. Delivery of affordable homes	Local authority new build programme planning approvals gained works after tenders secured £3.28M through Kickstart and the local authority new build programme to deliver 130 new homes. 204 affordable new homes completed during 2009/10 and 32 so far during 2010/11.
Wirral Free Insulation Initiative	Wirral Council is responding to the need in Wirral to provide free loft and cavity wall insulation to all households where it is required, to meet the carbon emissions reduction targets in the local area and improve Wirral's housing stock. This will enable the household to be more energy	Wirral Council, partner delivery agent	All homes across the borough will benefit from improvements where required. Reduction to Wirral's carbon footprint.	A 4 year programme has been agreed at Cabinet, with a target to spend £18M over four years under the government's

	<p>efficiency, save money on energy bills and reduce fuel poverty.</p>		<p>Improvement to the housing stock. Lift people out of fuel poverty. Make householders more energy aware.</p>	<p>Carbon Emissions Reduction Target (CERT). £1.049M has been committed for 2010/11. The is currently at the tender process, with a delivery agent expected to be appointed during summer 2010</p>
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6. **Community Safety, Fire and Rescue**

The Issue	Response	Lead Partner(s)	Area of Impact	Progress May 2010
<p><u>Partners will work to mitigate the impacts of the recession.</u></p> <p>Merseyside Fire and Rescue Service (MFRS): Historically commercial fires increase as businesses fail, and there is often an increase in vehicle fires.</p> <p>Domestic fires are known to increase as statistically and anecdotally unemployed people become at more risk from fires in the home.</p> <p>Anti social behaviour fires can be tracked to SOA's experiencing higher levels of multiple deprivation.</p>	<p>Responses include the setting up of a new joint Police/Fire team with the remit of tackling arson related insurance fraud. This follows unprecedented rise in fire related insurance claims across the UK and is believed to be linked to the financial down-turn.</p> <p>MFRS continues with joint action with operational crew getting to know what is going on in their locality and being extra vigilant whilst about their communities, and linking with specialist advocates such as arson, and ASB advocates.</p> <p>MFRS continues to support campaigns run by the Fire Support Network and other partners and to work closely with Wirral community safety team.</p>	<p>MFRS</p> <p>Community Safety Teams</p>	<p>Reductions in incidents</p>	<p>The Arson Fraud Investigation Team have made significant progress in establishing a joint Police / Fire approach to tackling arson related fraud. The team is currently involved in enforcement action of serious arson related fraud with a strong prosecution case about to go forward to the courts. Additionally the team monitor police / fire data across Wirral in order to identify</p>

				<p>Arson Fraud Potential. Commercial Fires, Deliberate Property Fires and Domestic Fires have all shown reductions in incidents from 2008/09 to 2009/10, with commercial fires showing the greatest decrease of 26.8% (38 fires), followed by Deliberate Property Fires with a reduction of 5.2% (37 fires).</p> <p>However, although there are overall reductions in these incidents across the Wirral, some wards show no</p>
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				change and others have reported increases in ASB, Commercial, Deliberate Property and Domestic Fires. For example, Leasowe & Moreton East has seen a 64% increase (32 incidents) in ASB fires from 2008/09 to 2009/10
<p>Community Safety</p> <p>Recent evidence suggests that there has been an increase in the number of burglaries committed in people's homes across Wirral, although it is uncertain whether this can be attributed to the recession.</p> <p>Longer term time-lag effects of the recession still need to be considered and trends will continue to be monitored.</p>	<p>Partners will continue to review crime figures to ascertain any correlation with the recession.</p> <p>Burglary levels are monitored on a daily basis.</p>	<p>Community Safety Partners</p>	<p>The aim is to reduce overall crime figures.</p> <p>The Wirral wide increase in burglary figures will be closely monitored.</p>	<p>The Serious Acquisitive Crime meets on a monthly basis in coordination with the prolific and priority offender meetings. These are both multi agency meetings ensuring any trends in victims</p>

				<p>targeted, offending patterns or geographic hotspots are identified and addressed at the earliest opportunity. Serious acquisitive crime is a national indicator (NI 16) for which Wirral is 30% below target.</p> <p>JCP are supporting the Stronger Communities Initiative in the Morpeth Dock Area of Wirral Working in partnership, JCP has developed an action plan and will continue to develop our activities in the area.</p>
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7. Growing Wirral's Economy: The Investment Strategy

This Recovery Plan is an important part of Wirral's overarching economic vision for Wirral. Wirral Council has, together with our partners, identified the need to prioritise the economic well being of the Borough through increasing investment and enterprise, and reducing economic inactivity. We have developed a comprehensive Investment Strategy and made good progress with partners through our Working Wirral Investment Framework and our LAA.

The Issue	Response	Lead Partner(s)	Area of Impact	Progress May 2010
<p>The Investment Strategy will help to focus the activity of public and private partners, accelerate development activity in key sites and maximise opportunities to create local jobs and new business.</p> <p>Better ICT infrastructure. Fast and reliable internet connectivity are important influences on business decisions on where to locate and</p>	<p>This is illustrated in our use of Working Wirral. The areas of focus for Working Wirral funding are intended to address structural issues and to maximise the competitiveness and long-term growth of Wirral businesses in order to foster a step change in performance (through both demand and supply-side measures).</p> <p>However, these interventions also have an important role to play in increasing the resilience of local businesses to withstand the current difficult trading conditions and will serve to increase the longer term potential of the Wirral business base when economic growth returns.</p> <p>Wirral has commissioned a digital infrastructure scoping study with the aim of that will provide Wirral with a world class ICT network to support</p>	<p>Wirral Council</p> <p>Wirral Council</p>	<p>Outputs achieved against Investment Framework Priorities</p> <p>Production of feasibility study to capture the likely scale and drivers of demand (by</p>	<p>Review of Investment Strategy, identifying key sites and infrastructure requirements to support inward investment and job creation in preparation</p> <p>Significant investment is being made into next generation broadband</p>

relocate	<p>future development activity and increase investment into the area</p> <p>The introduction of a local fibre-optic broadband infrastructure could provide an important source of competitive advantage</p> <p>In addition, the roll-out of high-speed service would have a major impact on the delivery of local services in areas such as transport, housing, health and education and has the potential to generate significant social benefits.</p>		<p>business, sector and location) and identify key opportunities for increasing next-generation access availability</p> <p>Subsequent creation of new broadband infrastructure including backhaul facilities</p> <p>Upgrade of existing broadband infrastructure</p>	<p>access in Wirral to support business and investment</p> <p>Initial feasibility study completed September 2009, further work on-going.</p>
<p><u>Marketing Wirral nationally and internationally</u></p> <p>The need for Wirral businesses to expand their markets from the competitive and limited parameters that they often operate in is clear.</p> <p>The composition of the Wirral economy suggests that a high proportion of businesses are not experienced in the development of</p>	<p>We will work with local businesses and strategic contacts to position Wirral to attract business investment through the 'Think Big' marketing plan and materials.</p> <p>We will assist SMEs that have the potential to expand to export their product or service for the first time, along with assistance to those SMEs that have been identified as having</p>	Wirral Council	<p>Progress towards Investment Marketing Objectives</p> <p>Progress towards Think Big project outcomes</p>	<p>International links survey send to Wirral Businesses to determine international links projects</p> <p>Links set up with other supporting agencies like</p>

<p>new markets. This is a significant constraint on the growth potential of SMEs as international markets provide a significant opportunity for growth as the global economy emerges from recession.</p>	<p>limited involvement in doing business overseas.</p> <p>We will seek to develop new markets in a proactive and strategic manner. Provision of a wide range of international trade support for SMEs in Wirral that are looking to enter or develop new international markets could help them to grow their business.</p> <p>We will continue to raise Wirral's international profile, and promote local businesses at significant international events such as the Shanghai Expo to be held in 2010; and Mipim.</p> <p>We will continue to market Wirral internationally and maximise Wirral's cultural and economic opportunities through our links with Suzhou.</p>		<p>Progress towards International Links Project outcomes</p>	<p>UKTI, NWDA, EEN</p> <p>Organised briefing session and visiting companies related to Shanghai Expo</p> <p>International Links Strategy currently under development</p> <p>Continued support for expansion projects together with partner support and guidance for increasing opportunities</p>
<p><u>Destination Marketing</u></p> <p>We have identified the need to market Wirral's tourism offer, more efficiently and effectively, using existing visitor research.</p>	<p>We will effectively and efficiently market the Wirral Peninsula as a quality investment and visitor destination, and create a sustainable environment that benefits both the local community and existing</p>	<p>Wirral Council, WTBN partners</p>	<p>Key Objectives of the Wirral Destination Marketing Implementation Plan</p>	<p>We have developed a targeted marketing strategy and campaign (local,</p>

	businesses alike.			regional, national and international) to attract agreed and sustainable investment.
<u>Innovation, Technology and R&D</u>	<p>Wirral economy faces a clear productivity challenge, as evidenced by its low GVA per worker. Wirral has too many firms operating in low value added market segments</p>	<p>We will support Wirral firms to be more innovative in order to become more competitive and to create high-value jobs and attract high-skilled workers.</p> <p>Partners will drive up the level of university-business engagement and knowledge transfer and to build the business base's innovation capacity and commitment and extend the reach of R&D to smaller companies.</p>	<p>Wirral Council, Chester University, FE Colleges,</p> <p>Development of the University Challenge proposal.</p> <p>Support for implementation of business processes to improve innovation performance</p> <p>Support for the development of new products for market using new technologies</p>	
<u>Increase Inward Investment</u>	<p>Wirral's inward investment performance has improved in recent years and we will continue to build on this.</p>	<p>Given the broad range of issues that Wirral faces, a variety of solutions will be required:</p> <p>to advise on investments that may help the business develop and</p>	<p>Wirral Council</p> <p>Increase in inward investors</p>	<p>Continue to respond to inward investment proposals through Invest</p>

<p>We need to attract high value added job-creating inward investment as the global economy emerges from recession.</p>	<p>strengthen; developing a strategic approach to firms marketing needs and helping them to access new markets;</p>			<p>Wirral and Mersey Partnership links.</p> <p>Support from Invest Wirral has enabled:</p> <p>738 Jobs created and 545 jobs safeguarded</p> <p>40 indigenous company investment projects supported</p> <p>1000 businesses engaged</p> <p>3 inward investment projects supported</p> <p>Annual investment value of more</p>
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				than £21.5 million
<p><u>Continuing to promote new development in Wirral</u></p> <p>We will continue to make good progress towards our economic vision for Wirral, despite the difficult economic conditions.</p>	<p>In the last year alone, we have helped 80 companies to create over 400 jobs, safeguarded over 500 local jobs and secured over £17million of private sector investment.</p> <p>Phase 2 of the New Brighton development will provide a new supermarket, cinema, budget hotel, outdoor lido, associated leisure and restaurant offer and public realm improvements (including major improvements to the seafront promenade) and will create over 700 new jobs within the local economy.</p>	Wirral Council and strategic partners	Progress towards delivery of Investment Strategy	Phase 2 of the New Brighton project has been boosted by £3.9 million from Northwest Regional Development Agency and has already attracted six new major businesses to the area. It is hoped it will create 714 new jobs through a series of new retail and leisure facilities by 2012.
	In Wirral, Peel Holdings are promoting a mixed use development with a value of £4.5 billion, to regenerate Wirral's docklands.	Wirral Council, Peel Holdings, Strategic partners	Progress towards delivery of Investment Strategy New Growth Point	Initial planning permission granted (subject to legal

	Wirral Council and Liverpool City Council are working with partners in a New Growth Point bid to provide new homes and an improved environment in the most deprived areas of Wirral, within the Housing Market Renewal Area.		resources to support HMRI housing market in recession and acquire key sites for housing redevelopment.	agreement) for 1,672 new dwellings, 6,037 sq m B1 office development. Large East Float scheme to be determined summer 2010 includes 422,757 sq m B1 office floorspace.
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Conclusion

The Council continues to lead partners in taking forward a co-ordinated and coherent response to the current economic situation. Despite prevailing economic conditions, the prospects for Wirral's economy remain good. A twin track approach of providing support to individuals and businesses to mitigate the effects of the recession, alongside continuing to deliver the Investment Strategy has positioned Wirral to prepare for recovery, to continue generating economic growth and deliver on the economic vision set out in its Investment Strategy.

WIRRAL LOCAL STRATEGIC PARTNERSHIP - EXECUTIVE BOARDWEDNESDAY 19TH MAY 2010**REPORT OF THE CHILDREN AND YOUNG PEOPLE'S DEPARTMENT****PERFORMANCE MANAGEMENT EXCEPTION REPORTING****NATIONAL INDICATOR (NI) 117 – NOT IN EDUCATION, EMPLOYMENT OR TRAINING (NEET).****1. EXECUTIVE SUMMARY**

- 1.1. This report presents to the LSP Executive board the current performance for NI 117 - Not in education, employment or training (NEET), focussing on specific areas of follow up from the report at the January meeting.
- 1.2 Reducing the number of young people aged 16-18 that are not in education, employment or training (NEET) is a key cross-departmental government priority and a Wirral PSA (6.9% by 2010) and Local Area Agreement target. NEET, as a partnership priority is also reflected in the Children and Young People's plan and Integrated Youth Support Strategy.

2. BACKGROUND**NEET levels in Wirral****2.1 Our progress**

The Wirral NEET percentage for April 2010 (latest baseline data) is 7.92%.

This represents really positive progress from 10.14% at the same time last year.

N.E.E.T. percentage by area at end of April 2010 (NCCIS data).

CONNEXIONS DATA FROM NCCIS	Halton	Knowsley	Liverpool	Sefton	St Helens	Wirral	Greater Merseyside
NEET 2010	11.04	10.62	8.71	6.41	7.41	7.92	8.22
NEET 2009	13.70	15.13	10.53	8.42	9.15	10.14	10.45

- This is a sizeable reduction in a year on year comparison, which in the current economic climate, is significant.
- The pace of reduction has also increased with a reduction to under 8% - this is 775 young people compared to 1031 the previous year, which is 256 more young people engaged this year than in 2009.

2.2 Wards with highest levels of NEET (this is based on March statistics)

Ward Statistics (16-18 cohorts)

- Biggest Ward – **Seacombe: 594 clients**
- Smallest Ward – **Heswall: 330 clients**

Analysis of data produced 16 -18 data

NEET

- Highest average 16-18 NEET % in Wirral – **Bidston & St James: 18.25%**
- Lowest average 16-18 NEET % in Wirral – **Heswall: 0.91%**
- **Average 16-18 NEET – 7.96%**

EET

- Highest average 16-18 EET % in Wirral – **Heswall: 99.09%**
- Lowest average 16-18 EET % in Wirral – **Bidston & St James: 82.00%**
- **Average 16-18 EET – 92.25%**

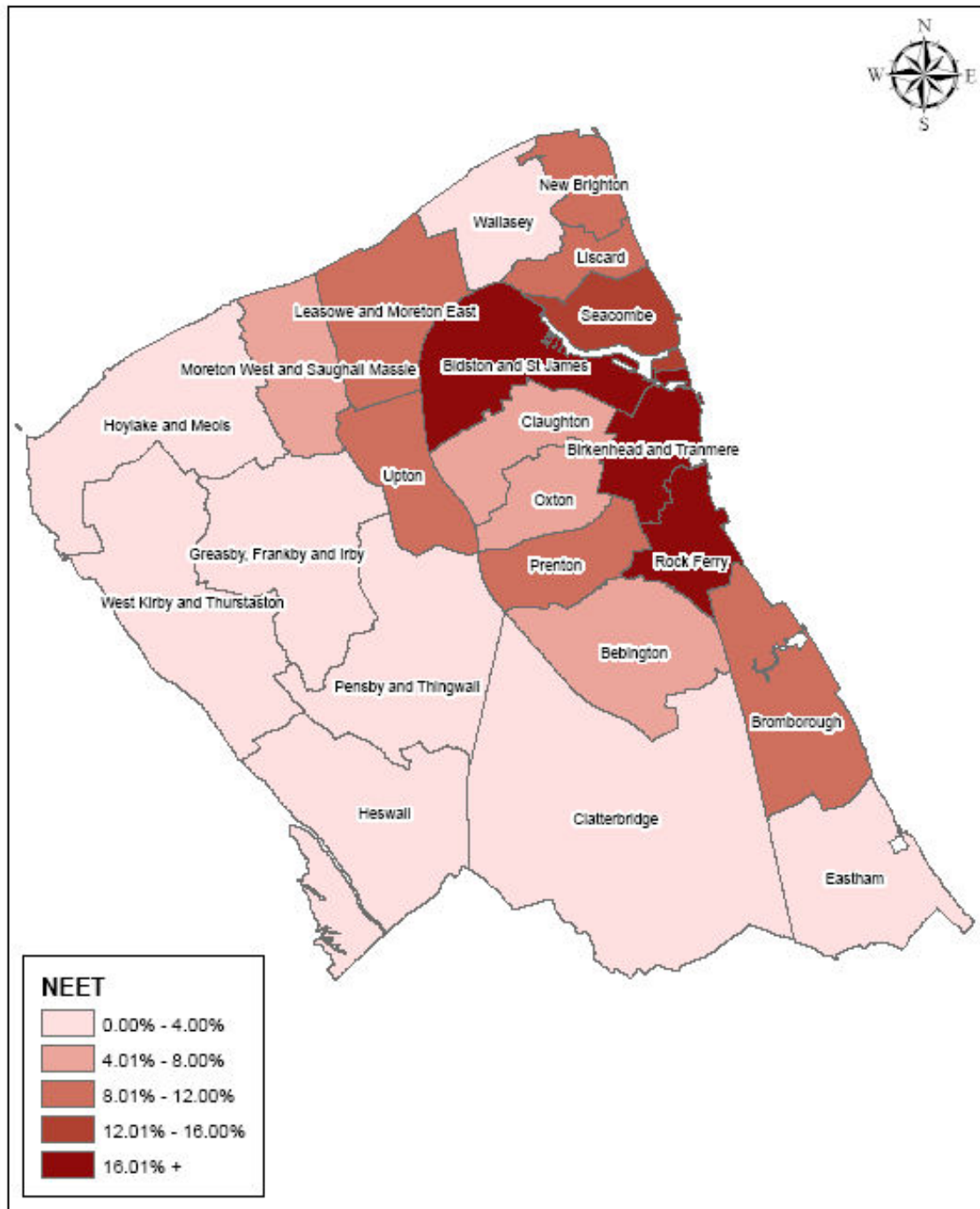
Learning

- Highest average 16-18 Learning % in Wirral – **Heswall: 98.17%**
- Lowest average 16-18 Learning % in Wirral – **Bidston & St James: 74.77%**
- **Average 16-18 Learning – 86.53%**

Not Known

- Highest average 16-18 NK % in Wirral - **Birkenhead and Tranmere: 5.17%**
- Lowest average 16-18 NK % in Wirral – **West Kirby & Thurstaston: 0.00%**
- **Average 16-18 Not Known – 2.50%**

Wirral 16-18 NEET Percentage by ward - March 2010



Maps at scale of: 1:100,000

Note: The total cohort figure used in these calculations excludes those young people who have moved out of contact or did not have their ward listed.



2.3 Churn

Government statistics suggest that only 1% of the NEET cohort remains NEET for the period between ages 16 and 18. As the figures suggest the cohort is in constant flux and significant effort is afforded to tracking young people in the population to ensure the NEET register is:

- a) Accurate
- b) Used to enable targeted support at young people when they become NEET.

During March 197 young people were supported from NEET into Education, training or employment destinations.

However, there were 202 joiners to the NEET cohort during this time, breakdown as follows:

- E2E / Work Based Learning destinations – 74
- Employed destinations – 43
- Further / Higher Education destinations – 61
- Moved into area / Re-established contact – 24

This means that there was a net increase of 5 joiners to the NEET cohort.

Our tracking capacity continues to improve and is better than regional and national benchmarks so the evidence we have is more accurate and compelling than ever. Currently we have the lowest ever levels of 16-18 young people not known to the Connexions Service at 2.50%

2.4 Length of Stay on NEET

The numbers of young people NEET and their length of stay increases with age. Breakdowns for this highlight that there currently are:

- 109 clients who are 16 years with an average stay of 144 days
- 276 clients who are 17 years with an average stay of 160 days
- 397 clients who are 18 years with an average stay of 219 days

3. Specific Responses and Key Actions

- In partnership between Connexions and the 14-19 Team, targeted action research and intervention work is taking place in specific wards within the Birkenhead and West Wirral areas. This is focussed on establishing the views of NEET young people and their parents regarding available provision as part of follow up to the January Guarantee.
- It was clear that 17 year olds were becoming a significantly vulnerable group in terms of non engagement. Targeted activity has been undertaken with this group, including recruitment drives for the apprenticeships. Wirral now has

6.62% of our 17 year olds NEET which is the lowest in the Liverpool City Region

	Halton	Knowsley	Liverpool	Sefton	St Helens	Wirral	LCR
17 yr NEET April 2010	9.99	9.70	8.31	7.00	8.17	6.62	7.91
17 yr NEET April 09	12.96	11.78	9.24	8.07	10.28	9.23	9.65

- There is a full caseloading strategy in place across Wirral, ensuring that all NEET young people have a named Connexions Personal Adviser. This strategy is geographically configured and aligned with Childrens Services Area Teams enabling integrated networks to be established.
- The extension of Activity Agreement and its' focus on young people in vulnerable groups will allow for enhanced, bespoke provision to be provided in order to breakdown additional barriers faced in accessing Education, Employment and Training.
- A number of young people start a course find that it isn't right for them and drop out (peak period January) after one term. They still want to pursue a course but cannot start an alternative until September. Some of these remain NEET until then. Provision has now been established with WMC to extend roll on roll off provision throughout the year.
- A 'NEET TIGER Team' has been established, chaired by Mike Potter Principal of Wirral Metropolitan College as a task and finish group with key partnership representatives to ensure targeted activity is aligned across the Borough. This has already gathered some momentum and agreed a series of targeted activity which are bearing fruit including:
 - Case management conferences
 - Enhanced retention packages for young people at risk of leaving programmes early
 - Accelerated transition planning between programmes
 - Collaborative marketing events across Wirral's provider network
 - Robust regular analysis of joiners and leavers to the NEET cohort

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