



# Cabinet

## Special Meeting

<b>Date:</b>	<b>Tuesday, 10 July 2012</b>
<b>Time:</b>	<b>6.15 pm</b>
<b>Venue:</b>	<b>Committee Room 1 - Wallasey Town Hall</b>

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## AGENDA

### 1. MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

The members of the Cabinet are invited to consider whether they have a personal or prejudicial interest in connection with any of the items on this agenda and, if so, to declare it and state the nature of such interest.

### CORPORATE RESOURCES

### 2. PROUDMAN OCEANOGRAPHIC LABORATORY, BIDSTON HILL (Pages 1 - 6)

At the meeting held on 21 June 2012 (minute 5 refers), the Cabinet deferred consideration of the report of the Director of Law, HR and Asset Management so as to allow officers to provide further clarification of matters in relation to the Unitary Development Plan.

An update of the Director's report is attached.

### IMPROVEMENT AND GOVERNANCE

### 3. CORPORATE PLAN (Pages 7 - 42)

At the Cabinet meeting held on 21 June 2012 (minute 17 refers), the Acting Chief Finance Officer set out performance against the

Corporate Plan. In response to concerns raised by Members in relation to the presentation of performance information, he proposed that a refreshed Corporate Plan would be presented to this meeting.

Report of the Acting Chief Executive is attached.

## **FINANCE**

- 4. CORPORATE AND BUSINESS PLANNING  
- CONSULTATION PROCESS (Pages 43 - 48)**
- 5. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR  
(PART 1)**

To consider any other business that the Chair accepts as being urgent.

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

The following items contain exempt information.

RECOMMENDATION: That, under section 100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information as defined by the relevant paragraphs of Part I of Schedule 12A (as amended) to that Act. The Public Interest test has been applied and favours exclusion.

- 7. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR  
(PART 2)**

To consider any other business that the Chair accepts as being urgent.

## WIRRAL COUNCIL

### CABINET

10 JULY 2012

<b>SUBJECT:</b>	<b>PROUDMAN OCEANOGRAPHIC LABORATORY, BIDSTON HILL</b>
<b>WARD/S AFFECTED:</b>	<b>BIDSTON AND ST JAMES</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF LAW HR AND ASSET MANAGEMENT</b>
<b>RESPONSIBLE PORTFOLIO HOLDER</b>	<b>COUNCILLOR ADRIAN JONES – CORPORATE RESOURCES</b>
<b>KEY DECISION?</b>	<b>NO</b>

### 1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to seek approval to a request from the Natural Environment Research Council (NERC) to demolish the Proudman Oceanographic Laboratory on Bidston Hill.

### 2.0 BACKGROUND AND KEY ISSUES

- 2.1 NERC currently holds a leasehold interest from the Council of land, extending to 2,338 sqm (2,797 sqyds) on Bidston Hill as part of the Bidston Observatory Complex. The lease was granted in 1973 for a term of 99 years and NERC currently pay a rent of £1,800pa. NERC constructed a four storey building on the site, known as the Joseph Proudman Laboratory Building, which was used for research premises for the Proudman Oceanographic Laboratory until 2005, when the research establishment transferred to new purpose-built premises within the University of Liverpool complex. Since then, the property has remained largely empty, with the exception of resident security personnel.
- 2.2 Since vacating the premises, NERC has tried to sell its leasehold interest and has identified a couple of interested parties, although neither proceeded to completion. In both cases neither party intended to use the premises for commercial use, but did propose residential schemes. In light of planning restrictions on residential development, NERC has employed agents to market the building for its existing use, but has had no interest.
- 2.3 Due to the nature of the building and its construction for a very specific purpose, NERC is not confident that the property will sell in the foreseeable future. In the mean time the building is proving very expensive to maintain, both in terms of repair and maintenance costs. As a consequence NERC has resolved that the most effective course of action would be to demolish the building.
- 2.4 In accordance with the terms of the lease, NERC has submitted a formal request to the Council, in its capacity as freeholder, for demolition of the building. As part of its proposal, NERC will continue to meet all the obligations of the lease in so far as they are unaffected by the demolition, including the payment of rent and its repair obligation. It is therefore proposed that this request be approved.

- 2.5 Members are asked to note that the Bidston Preservation Trust has notified the Council, via Esther McVey MP, of its proposal to convert the Proudman Building for use as a Taiko Drumming Centre (TDC). The trust advises that the TDC is well established but in need of suitable premises. It also advises that TDC has received recognition for the therapeutic benefits of drumming, especially for deaf children and young adults with learning difficulties. The Trust has identified the Proudman Building as being suitable and has therefore requested a 'stay of execution' before demolition in order to give it time to acquire the necessary funding.
- 2.6 As the building is owned by NERC, the Trust has been directed to NERC's agents in order that they can explore the proposal in more detail. The proposal is being developed by the Rock Ferry Community Partnership, which established the Wirral Taiko Dragon Drumming project. The Partnership hopes to instruct consultants to develop its proposal in detail and intends to contact NERC to register its proposal for the building. Consent for the demolition under the terms of the lease will not prevent these discussions taking place and is still considered appropriate.

### **3.0 RELEVANT RISKS**

- 3.1 There are no clear risks to the Council in consenting to the request to demolish the building in accordance with the terms of the lease.

### **4.0 OTHER OPTIONS CONSIDERED**

- 4.1 The only other option would be to refuse the request, although there are no obvious benefits in this course of action.

### **5.0 CONSULTATION**

- 5.1 No consultation has been undertaken following this request.

### **6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

- 6.1 None

### **7.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS**

- 7.1 The Council will continue to be entitled to receive a rent for the site, currently £1,800 per annum, in accordance with the lease terms.

### **8.0 LEGAL IMPLICATIONS**

- 8.1 The terms of the lease require the tenant to erect and maintain the Proudman building. The lessee is required by the lease to obtain the landlord's consent to any alterations to the structure and such consent is not to be unreasonably withheld. Accordingly, the Council would need solid grounds for a refusal of this request.
- 8.2 The consent for the demolition will need to be documented in accordance with the terms of the lease agreement.

### **9.0 EQUALITIES IMPLICATIONS**

- 9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

No because there is no relevance to equality.

## **10.0 CARBON REDUCTION IMPLICATIONS**

10.1 The demolition of the building will result in a reduction in carbon emissions.

## **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

- 11.1 Demolition of the building will not require planning consent, but will need a 'Prior Notification' of demolition under the Building Act, which will give the authority some control over the manner of demolition and the aftercare of the site. The Proudman Building is in close proximity to the Lighthouse, cottages, former Observatory and adjoining house, which are all listed Grade 2. The perimeter wall to the Observatory complex is also listed Grade 2 and clearance and redevelopment of the Proudman Building would affect the setting of these listed buildings. In the past, redevelopment of the site of the Proudman Building has been seen as offering the potential for enabling development, should that have been needed to support works to the listed buildings on the site. New owners have occupied the lighthouse and cottage and the Observatory building, with a view to using them for residential purposes. They have not sought enabling development to assist with the costs of refurbishment.
- 11.2 Because of the site's location, close to listed buildings and the adjoining Bidston Hill Area of Special Landscape Value, it is important that any demolition proposed should be subject to an agreed scheme of site restoration.
- 11.3 The site of the Proudman Observatory was previously shown in the UDP as being subject to Policy EM11 ( a policy specific to Bidston Observatory and the Poudman Oceanographic Laboratory). In 2007, that policy was deleted (Cabinet 28th March 2007, Minute 314 refers) and is therefore no longer part of the development plan. The site is now shown as without notation and any planning applications that might be submitted for the site will be subject to other policies of the UDP, particularly those relating to impact on Listed Buildings and the Bidston Hill Area of Special Landscape Value. The advice within the National Planning Policy Framework will also be a material consideration in the determination of any planning application.

## **12.0 RECOMMENDATION**

12.1 That the Council, in its capacity as freeholder, gives consent in accordance with the terms of the lease to the demolition of the Proudman Laboratory building.

## **13.0 REASON FOR RECOMMENDATION**

13.1 To enable NERC to reduce its maintenance liability and to remove a vacant facility which could attract anti social behaviour.

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**APPENDICES**

None

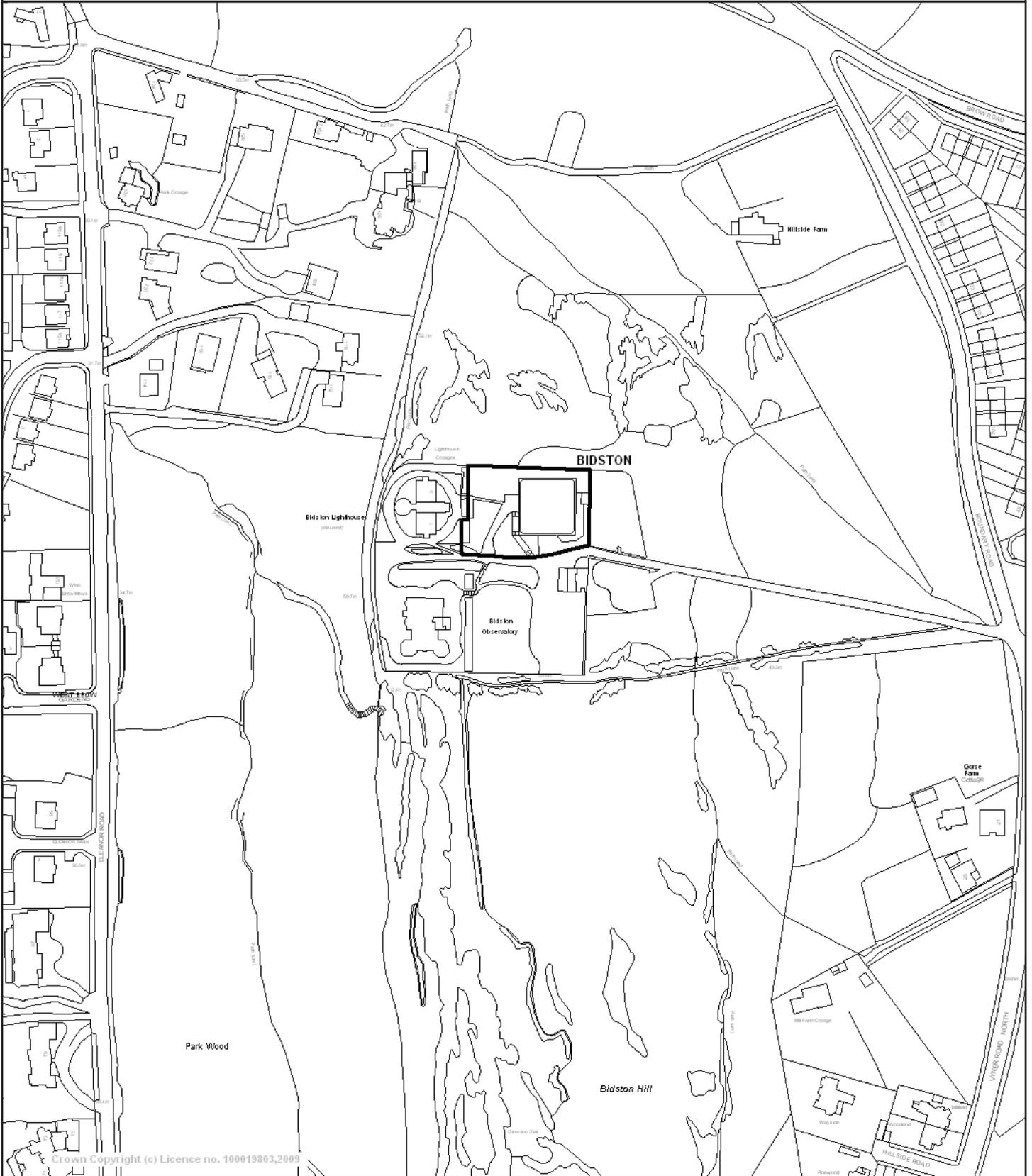
**REFERENCE MATERIAL**

None

**SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>

# Proudman Oceanographic Laboratory



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## WIRRAL COUNCIL

### CABINET

10<sup>TH</sup> JULY 2012

<b>SUBJECT:</b>	<b>2012-13 UPDATED CORPORATE PLAN</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>ACTING CHIEF EXECUTIVE</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR PHIL DAVIES</b>
<b>KEY DECISION:</b>	<b>YES</b>

#### 1.0 EXECUTIVE SUMMARY

- 1.1 This report presents Cabinet with an updated 2012-13 Corporate Plan for consideration and referral to Council on the 16<sup>th</sup> July 2012.
- 1.2 This takes into account the work that that has been undertaken to develop an Improvement Plan for the Council based on the priorities developed with the Improvement Board.

#### 2.0 BACKGROUND AND KEY ISSUES

- 2.1 Council at its meeting on the 16<sup>th</sup> April 2012 agreed a Corporate Plan for 2012-13 which provided a framework for departments to produce departmental business plans and begin delivering associated activities. This framework for service delivery and improvement, built around the areas of Your Economy, Your Family: Adults, Your Family: Children and Young People, and Your Neighbourhood, is focused on the areas of activity that the Council needs to undertake in 2012-13 to deliver its goals. These areas of activity were identified through a process of assessing need, current performance issues and other evidence.
- 2.2 The Council has been working closely with the Local Government Association to develop an Improvement Plan which puts in place steps to tackle the critical issues faced by the organisation. In light of the urgency of these issues, the Corporate Plan has been updated to ensure that the Council's priorities for the current financial year are clearly set out and that the Improvement Plan is central to the Council's overall performance management framework for 2012-13 and is the key delivery mechanism for the Your Council element.
- 2.3 An updated draft Corporate Plan is therefore attached at **Appendix 1**. Cabinet are requested to approve the draft updated Corporate Plan and its referral to Council for approval at its meeting on the 16<sup>th</sup> July 2012.
- 2.4 Departments have developed departmental plans on the basis of the 2012/13 Corporate Plan agreed by Council on the 16<sup>th</sup> April 2012 and, as indicated in 2.1 above, work is underway to implement the actions contained within these plans. It is therefore proposed that any minor amendments to departmental plans required by an updated Corporate Plan for 2012-13 are approved as appropriate by the relevant Chief Officer in conjunction with appropriate Portfolio Holders as part of ongoing performance management arrangements.

### **3.0 RELEVANT RISKS**

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

### **4.0 OTHER OPTIONS CONSIDERED**

- 4.1 Not applicable.

### **5.0 CONSULTATION**

- 5.1 Consultation was undertaken in respect of previous drafts of the Corporate Plan with partner organisations and the relevant Overview and Scrutiny Committees. This feedback was incorporated as appropriate into the delivery framework which forms part of this plan.

### **6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

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

### **7.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS**

- 7.1 The Corporate Plan informs the Medium Term Financial Strategy and the Annual Budget which seek to allocate available resources to deliver the priorities as set out in the Plan. The proposed amendments to the Corporate Plan do not impact on the Council's agreed budget for 2012-13. In taking forward the Improvement Plan, any resources implications will be identified as the plan is implemented and will be reported as appropriate.

### **8.0 LEGAL IMPLICATIONS**

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

### **9.0 EQUALITIES IMPLICATIONS**

- 9.1 An Equality Impact Assessment is attached to this report.
- 9.2 In developing individual business plans, departments will also be expected to address equalities implications as appropriate, including through undertaking Equality Impact Assessments in line with corporate requirements.

### **10.0 CARBON REDUCTION IMPLICATIONS**

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

## **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

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

## **12.0 RECOMMENDATION/S**

12.1 It is recommended that Cabinet approves the draft Corporate Plan to be referred for adoption by full Council on the 16<sup>th</sup> July 2012.

## **13.0 REASON/S FOR RECOMMENDATION/S**

13.1 This report presents Cabinet with an updated 2012-13 Corporate Plan for consideration and referral to Council on the 16<sup>th</sup> July 2012. The Corporate Plan has been refreshed to ensure that the Council's priorities for the current financial year are clearly set out and that the Improvement Plan is central to the Council's overall performance management framework for 2012-13 and is the key delivery mechanism for the Your Council element.

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## **APPENDICES**

### **Appendix 1: Draft Corporate Plan 2012-2013**

#### **SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
<b>Corporate Plan 2012-13</b>	<b>Cabinet – 2<sup>nd</sup> February 2012</b> <b>Council – 13<sup>th</sup> February 2012</b> <b>Cabinet – 29<sup>th</sup> March 2012</b> <b>Council – 16<sup>th</sup> April 2012</b>

## Equality Impact Toolkit (new version February 2012)

**Section 1: Your details**

Department: Policy Unit

Date: March 2012

**Section 2: What Council function / proposal is being assessed?****The Council's Corporate Plan 2012-13****Section 2b: Is this EIA being submitted to Cabinet or Overview & Scrutiny Committee?**Yes Cabinet – 10<sup>th</sup> July 2012

And please add hyperlink to your published EIA on the Council's website

.....

**Section 3: Will the Council function / proposal affect equality in .....? (please tick relevant boxes)**

- Services
- The workforce
- Communities
- Other (please state)

**Section 4:** Within the Equality Duty 2010, there are 3 legal requirements. Will the Council function / proposal support the way the Council ..... (please tick relevant boxes)

- Eliminates unlawful discrimination, harassment and victimisation
- Advances equality of opportunity
- Fosters good relations between groups of people

**Section 5:** Will the function / proposal have a positive or negative impact on any of the protected groups (race, gender, disability, gender reassignment, age, pregnancy and maternity, religion and belief, sexual orientation, marriage and civil partnership)?

You may also want to consider socio-economic status of individuals.

Please list in the table below and include actions required to mitigate any negative impact.

Protected characteristic	Positive or negative impact	Action required to mitigate any negative impact	Lead person	Timescale	Resource implications
All	Potential	Equality Impact Assessments identified / undertaken in relation to the specific actions identified in the Corporate Plan	Chief Officers / Heads of Service as appropriate and in conjunction with the Corporate Equality Group	In line with the delivery of departmental plans	To be determined

**Section 5a:** Where and how will the above actions be monitored?

The Corporate Equality Group will monitor the programme of Equality Impact Assessments linked to the Corporate Plan. An exercise will be undertaken to identify the actions in the Corporate Plan which require EIA; some will be covered by existing assessments.

**Section 5b: If you think there is no negative impact, what is your reasoning behind this?**

Not applicable

**Section 6: What research / data / information have you used in support of this process?**

The Corporate Plan has been informed by a number of key drivers, including consultation with communities to identify priorities for local areas. This has been undertaken with a clear understanding of inequalities issues and the need to target and engage with protected groups.

**Section 7: Are you intending to carry out any consultation with regard to this Council function / policy?**

A programme of consultation is planned with regard to the development of a new Corporate Plan for 2013. Project management arrangements will be in place to ensure that this programme considers equalities implications at each stage of the process.

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**WIRRAL COUNCIL**

**DRAFT UPDATED CORPORATE PLAN 2012/13**

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## **FOREWORD and VISION**

As new Leader of Wirral Council I am delighted to introduce this refresh of the 2012/13 Corporate Plan. For the first time in over a decade the Council has a majority administration. This presents us with the opportunity to bring some much needed stability to the organisation.

However, with power comes responsibility to govern in a way that uses the talents of all elected members irrespective of party label. I want to change the culture of the Council so that openness, honesty, transparency and inclusivity underpins everything we do. I also want to ensure that officers and members are held to account for their actions. As custodians of the public purse, our local tax payers deserve no less.

Looking ahead, we face some formidable challenges. By far the biggest is to deliver high quality services in the face of substantial reductions in the amount of money allocated to Wirral by central government. This will need to be achieved at the same time as we are seeking to deliver an ambitious improvement plan, focusing on corporate governance.

Just doing more of the same will not suffice. Instead, we need to ask some fundamental questions about the role of local government, how we can introduce more innovation into the organisation, the need to work more effectively with our partners, and how we can deliver better value for money while maintaining high quality services. We must also become a learning organization which identifies good practice in other Councils and seeks to apply this in Wirral. Finally, we need to ensure that we involve all our key stakeholders – elected members, staff, residents, businesses, organisations in the community, voluntary and faith sector – in this debate and welcome ideas on how we can become a high performing local authority.

This refresh of the 2012/13 Corporate Plan sets out my administration's immediate policy priorities. They include:

- Delivering our Improvement Plan
- Addressing our budget challenges
- Creating and safeguarding jobs and attracting new investment
- Keeping Wirral's children and vulnerable adults safe
- Making a start on reducing the life expectancy gap between the wealthier and poorer parts of the Borough

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During the forthcoming year we will be developing a new three year Corporate Plan which presents a clear vision of where we want to take the Council and links our policy priorities with the budget. It is essential that the process for delivering the new Corporate Plan includes an effective consultation process where all of our key stakeholders can get involved.

In short, we need to bring about a fundamental change in the culture of the Council. This requires us to be honest when we get things wrong, but I am equally determined to give proper recognition to the many excellent services we already deliver.

Working together, to drive change, improve everything that we do and to deliver this Corporate Plan, we can make a real difference to the lives of local people. The goal of our journey is to deliver for Wirral residents healthier and more prosperous lives combined with a sense of well-being that permeates all levels of our society.

I look forward to working with you over the coming months and years,

**Cllr. Phil Davies**  
**Leader of Wirral Council**

## **Our Vision for Wirral**

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

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

## **How we will get there**

- We will focus on the new Public Health role given to Local Authorities, and ensure that the Council plays its part in developing health strategies which are built on strong evidence through the work of the Health and Well Being Board.
- We will seek in everything we do to recognise the way in which Council activities can have a direct impact on the Health and Well Being of Wirral residents, and we will ensure that the Director of Public Health has the support to embed the necessary expertise to do this.

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- We will listen to what local residents and communities tell us are the priorities to improve their neighbourhoods and we will respond by providing services that meet their needs and aspirations. We will also carry out regular consultation with local residents on issues affecting the Council's budget.
- We will work in partnership across organisations to deliver better outcomes for local people.
- We will ensure that we maintain a continuous focus on providing high quality, efficient services which are value for money, supported by a strategic change programme which demonstrates how we are achieving this.
- We will continue to tackle anti-social behaviour and work with all our partners to reduce crime.
- We will ensure that effective safeguarding procedures are in place to protect vulnerable adults and children.
- We will work with our partners to reduce the numbers of children and young people living in poverty and support them and their families to build the foundations for prosperous, healthy and happy lives.
- We will respond quickly and effectively to local circumstances and needs and any potential impact of welfare reform.
- We will work actively to initiate and support early detection and prevention programmes for children and adults that seek to tackle potential problems before they develop.
- We will make sure those programmes are based on well researched evidence which can be analysed and evaluated in order to ensure the very best return in outcomes for any resources invested.
- Where evidence is not readily available, we will seek to run pilot programmes where outcomes can be properly assessed and used as guidance for future programmes.
- We will seek to raise the income of Wirral people by doing everything possible to build a strong and vibrant economy with high levels of employment and opportunities for Wirral residents to improve their skills and find work. We will focus on making sure our young people can achieve their full potential in education and in the workplace.
- We will work to improve the condition of Wirral's housing stock and improve the energy efficiency to reduce levels of fuel poverty.

**Our Values**

- We will put the interests of all the people of Wirral above other considerations.
- Elected members and staff will behave with honesty and integrity at all times.
- We will practice openness and transparency and remain focussed on positive change.
- We will welcome suggestions on how the Council can improve and positively encourage members, staff and the public to tell us when we have got something wrong.
- We will be a “learning” organisation, where good practice is captured and rolled out across the Council, and where we actively seek ideas from other local authorities and external agencies.
- We will make sure our decisions are based on clear evidence.
- We will welcome public involvement in the work of the Council and we will carry out effective consultation, where appropriate, with the public and key stakeholders.
- We will make sure that Council services fairly and transparently take into account the needs of vulnerable and marginalised groups when changes are made and that the Council is responsive to equality considerations and the diversity of Wirral’s communities.
- We aim to be excellent in everything we do.

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## **1. YOUR ECONOMY**

We will seek to raise the income of Wirral people by doing everything possible to build a strong and vibrant economy with high levels of employment and opportunities for Wirral residents to improve their skills and find work. We will focus on making sure our young people can achieve their full potential in education and in the workplace.

As the global recession has impacted on Wirral's economy, the Council has maintained a focus on supporting businesses and individuals during difficult economic conditions. We will make Wirral Council one of the most business friendly and supportive Councils in the country and develop the role of social enterprises in Wirral's economy.

If we are to deliver a better future for Wirral and eliminate poverty, we need to improve access to employment and skills and tackle barriers to work for our most disadvantaged communities. We will work with partners and local communities to identify innovative ways of achieving this.

We will position Wirral as a leading vibrant global location for businesses and visitors. We will continue to support international trade links and develop our relationships with the private sector, to maximise inward investment and enable Wirral businesses to access new markets, sectors and opportunities, including those available locally. We will support Wirral's tourism and visitor economy and a strong focus on international investment marketing.

We will work hard to deliver all of the opportunities presented by the Wirral Waters development.

We will support the creation and growth of small and medium sized businesses

Our goals are to...	This year, we will focus on...	Our targets are to...
<p><b>Rebalance Wirral's economy and improve access to employment and skills opportunities and tackle barriers to work</b></p>	<p>Implementing the Investment Strategy</p> <p>Ensuring that business growth is linked to increasing employment opportunities</p> <p>Increasing investment in the Wirral Apprenticeship Scheme with an emphasis on Level 3 attainment in Apprenticeship schemes where appropriate</p> <p>Co-ordinating effective outreach and engagement activity to directly target hard to reach people and groups</p>	<p>Increase GVA per head by 2.45% in 2012/13 to £12,102</p> <p>Reduce the number of people claiming out of work benefits to 17.2%</p> <p>Reduce the number of people claiming out of work benefits in deprived areas to 33%</p> <p>Support up to 110 new apprentices</p>
<p><b>Market Wirral as a world class location for businesses and visitors</b></p>	<p>Playing a lead role promoting Wirral overseas, and supporting Wirral businesses to access new markets and opportunities</p> <p>Supporting the Wirral Waters development and ensuring that this complements retail and other developments in Birkenhead and across Wirral</p> <p>Continuing Business Investment Grants to ensure they are targeted to achieve maximum impact, but also supporting local businesses to access new or alternative funding such as the Regional Growth Fund</p>	<p>Realise £16m total investment value via Invest Wirral</p> <p>Increase the number of jobs created and safeguarded via Invest Wirral to 925</p> <p>Increase Wirral's visitor economy spend by 3% to £284 million in 2012/13</p> <p>Deliver recommendations further to the Green Growth review undertaken by scrutiny</p> <p>Develop 15,000sqm of business floorspace in 2012/13</p> <p>Work in partnership with traders to complete up to 12 town centre action plans within 2012/13 as part of the</p>

Our goals are to...	This year, we will focus on...	Our targets are to...
	<p>Supporting the Destination Marketing of Wirral as a business and visitor location, including in regard to the 2012 Women’s Golf Open</p> <p>Exploit opportunities offered for low carbon jobs, technologies and services to create sustainable economic growth</p> <p>Continue our strategic activity with Liverpool City Region partners and The Local Enterprise Partnership</p>	<p>Town Centre &amp; Local District Study and Delivery Framework</p>
<p><b>Make Wirral Council one of the most business friendly and supportive Councils in the country</b></p>	<p>Co-ordinating all business support services through Invest Wirral</p> <p>Engaging with and listening to business through the Wirral Business Forum, the Wirral Jobs Commission and the Local Enterprise Partnership</p> <p>Continuing to support the activities of the Wirral Tourism Business Network, to increase the value of Wirral’s visitor economy, and continuing to implement Wirral’s Tourism Strategy</p> <p>Building on existing activity to tackle empty shops and support local retail centres businesses and traders</p>	<p>Engage with 800 businesses</p> <p>Increase membership of Wirral Business Forum by 300</p>

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## **2. YOUR FAMILY: CHILDREN AND YOUNG PEOPLE**

Reducing child poverty is a priority for the Council and we are clear about what we will do to achieve this. We will have a strong foundation to achieve this on the basis of the excellent Children's Services we provide and history of strong partnership working in Wirral.

We will continue to work with our partners to protect children and young people from harm and improve the lives of the children and young people already in our care.

We will ensure that children in care and care leavers have appropriate support which best suits their needs, including fostering and adoption.

We promise to deliver Children's Services that give all children the best possible start in life. As we are clear from our commitment to work actively to initiate and support early detection and prevention programmes, we will provide early intervention and support for vulnerable children and families through projects and activities with a focus on identifying problems early and stopping them developing.

We will ensure that the services provided through our Sure Start and Children's Centres deliver effective support based on the needs of our local residents and communities.

We will pay particular attention to early intervention measures, including the need to make sure youngsters are school ready and that outreach work and multi agency approaches are used to make contact with hard to reach families.

The attainment of children who are affected by poverty and disadvantage is an area of focus for the Council and its partners. We will therefore focus on ensuring that these children and young people have the additional support they need to improve their attainment and achieve their full potential and that 16-18 year olds not in employment, education or training can access opportunities.

Local people have told us that activities for children and young people in their areas are an important priority for them. We will ensure that children and young people have access to a range of activities.

We will continue to engage with our children and young people through forums such as the Youth Parliament and the Children in Care Council to ensure that the views of children and young people are central to the design of the services to provide.

Our success in designing services to divert vulnerable young people from crime and anti-social behaviour has received external recognition. We will continue to work in partnership to promote an integrated approach to supporting young people.

Our goals are to...	This year, we will focus on...	Our targets are to...
<p><b>Protect children and young people from harm</b></p>	<p>Improving outcomes for children in care and care leavers with a specific focus on foster care and adoption</p> <p>Improving outcomes for children and young people in need of protection</p> <p>Working to ensure children live in communities where they feel safe, and where harmful behaviour is actively addressed and reduced</p>	<p>Safely reduce the numbers of looked after children to 615</p> <p>Ensure at least 15% of Looked After Children are adopted during the year</p> <p>Increase the timeliness of looked after children placed for adoption to 90%</p> <p>Improve the stability of placements of looked after children by reducing the percentage of looked after children with three or more placements during the year to 9% and by improving the percentage of children to 70% who have had continuity of care in terms of where they are placed for at least two years</p> <p>Recruit an additional 35 foster carers this year</p> <p>Ensure 100% of child protection cases are reviewed within the required timescales</p> <p>Reduce the number of first time entrants into the youth justice system to 622</p>
<p><b>Support schools and other settings to improve educational provision and attainment maintaining a specific focus on addressing the impact of poverty</b></p>	<p>Implementing and evaluating the new School Improvement Strategy; ensuring we meet our statutory duties</p> <p>Improving outcomes for children and young people where poverty and disadvantage</p>	<p>Improve achievement at Level 4 and above in both English and Maths at Key Stage 2 to 80% of pupils</p> <p>Improve attainment of 5+ GCSE A*-C (including English and Maths) to 64% of pupils</p> <p>Increase the numbers of looked after children achieving Level 4 at Key Stage 2 to 50% in English</p>

Our goals are to...	This year, we will focus on...	Our targets are to...
<b>and disadvantage</b>	<p>affect their achievement</p> <p>Improving provision, choice and outcomes for children and young people with Special Educational Needs and/or disabilities</p>	<p>and to 50% in Maths) and those achieving 5+ GCSE A*-C (including English and Maths) to 20%                      Reduce the achievement gap between pupils eligible for free school meals and their peers to 17% at Key Stage 2 and to 29% at Key Stage 4</p> <p>Increase the attainment of children with Special Educational Needs statements at Key Stage 2 to 18% of pupils (Level 4 and above in both English and Maths) and those 5 A*-C GCSE (including English and Maths) to 10% of pupils</p>
<b>Ensure children and young people can participate and achieve their potential</b>	<p>Increasing the numbers of 16-18 young people in education, employment and training including vulnerable groups</p> <p>Providing children and young people with access to a range of appropriate play and developmental opportunities which meet their needs</p> <p>Providing opportunities for children and young people to be actively engaged in community and democratic decision-making processes</p>	<p>Decrease the numbers of young people not in education, employment and training to 9% of those aged 16-18 to 9%</p> <p>Increase the numbers of care leavers in education, employment and training to 65%</p> <p>Increase numbers participating in youth activities to 28% of children and young people</p> <p>Ensure 100% of children in care aged 8 plus are aware of the function of the Children in Care Council</p> <p>Increase the number of secondary schools engaged with the Youth Parliament to 20</p>
<b>Provide early intervention and support for vulnerable children and families</b>	<p>Improving outcomes for young children and families, especially the most vulnerable, through commissioning effective early years support and intervention and enhancing Sure Start provision</p>	<p>Improve Early Years foundation stage profile achievement to 60% and reduce the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest by 27%</p>

Our goals are to...	This year, we will focus on...	Our targets are to...
	<p>Working toward ensuring that every child is ready for school</p> <p>Further developing effective partnership working to deliver joined up services for vulnerable families with complex needs through the delivery of the Intensive Family Intervention Project</p>	<p>Increase the % of 0 - 5 year olds registered at a Children's Centre to 80%</p> <p>Increase the% of 0 - 5 year olds registered at a Children's Centre from disadvantaged backgrounds to 80%</p> <p>Target activity with 300 families resulting in improved or stabilised family functioning in 50% of families.</p>
<p><b>Improve the health and wellbeing of children and young people, maintaining a clear focus on tackling health inequalities</b></p>	<p>Effectively implementing the Healthy Child programme 0- 19 years and so reducing inequalities in the physical and mental health of children and young people</p> <p>Encouraging and supporting all children and families to achieve and maintain a healthy weight and lifestyle</p>	<p>Reduce the under 18 conception rate per 1,000 15-17 year olds by 5%</p> <p>Decrease the number of hospital admissions caused by unintentional and deliberate injuries (0-4 years) by 5%</p> <p>Reduce the obesity rate to 9.4% for 4-5 year olds and 18.6% of 10 – 11 year olds</p>

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### **3. YOUR FAMILY: ADULTS**

We will safeguard vulnerable adults in Wirral and seek to protect them from harm through working in partnership to ensure that our arrangements and policies for protecting are robust.

We will deliver an action plan to address the recommendations of an independent report which highlighted significant failings in services for vulnerable adults.

Wirral has an ageing population which will mean future challenges in delivering universal and targeted services which meet their needs.

The way the Council delivers social care services is changing to meet these challenges. Wirral is now amongst the best in the country for the numbers of eligible people using Personal Budgets, which give adults more choice about the support they receive.

We will build on these improvements to ensure that local people receive excellent standards of support and care and are protected and feel safe.

We will listen to and consult with people who use services, their carers and communities, to enhance the quality of life of the people of Wirral who have care and support needs. We will work with our local communities and groups, including those representing carers, to ensure that people can access services that meet their needs locally, and have greater choice and flexibility in the packages of support and care available to them and are empowered to make these choices.

In circumstances where people develop care needs, we will work effectively with our partners to provide them with appropriate support to help them recover and regain their independence as quickly as possible and retain that independence.

We will make sure that the services we commission from other organisations are high quality, cost effective and meet the needs of local people.

We will place a specific focus on ensuring that when children with disabilities move into adulthood, they receive quality information, advice and support services to make sure this transition is seamless.

Our goals are to...	This year, we will focus on...	Our targets are to...
<p><b>Ensure vulnerable people in Wirral are safe and protected</b></p>	<p>Introducing an integrated safeguarding strategy, working across the Council and with our partners to make sure that people are kept safe and protected through clear procedures that people understand and follow</p> <p>Ensuring we have the staff in place with the necessary skills to provide rigorous quality assurance of provision for our vulnerable residents</p> <p>Maintaining a specific focus on the transition from childhood to adulthood</p>	<p>93% of people responding to the 2012/13 Adult Social Care Survey report their services make them feel safe and secure.</p> <p>100% of Safeguarding Alerts reported in 2012/13 are completed within 24 hours.</p> <p>80% of Safeguarding Referrals in 2012/13 are completed within 28 days.</p> <p>75% of scheduled reviews for residential homes in 2012/13 are completed.</p> <p>100% of young adults transition plans are put in place during 2012/13.</p>

Our goals are to...	This year, we will focus on...	Our targets are to...
<p><b>Ensure that the widest possible options for care and support are made available close to where people live</b></p>	<p>Delivering the re-provision of in-house care services whilst ensuring that we always engage with local communities, residents and carers to develop accessible services within their own communities which are safe and of the best quality</p> <p>Supporting the growth of voluntary, community and independent social care services</p>	<p>77% of people responding to the 2012/13 Adult Social Care Survey report feeling in control</p> <p>90% of all those who approach the Department for support in 2012/13 are self-directing their support</p> <p>84% of Carers responding to the 2012/13 Carers Survey reported 'alright' or 'better' quality of life as a result of services</p> <p>90% of people responding to the 2012/13 Adult Social Care Survey report satisfaction with their services</p> <p>5% of those people with a learning disability known to the department in 2012/13 are intended to be in paid employment</p> <p>10% of those people with mental health issues known to the department in 2012/13 are intended to be in paid employment</p> <p>60% of those people with a learning disability known to the department in 2012/13 are intended to be in settled accommodation</p> <p>80% of those people with mental health issues known to the department in 2012/13 are intended to be in settled accommodation</p>

Our goals are to...	This year, we will focus on...	Our targets are to...
<p><b>Ensure that people can choose the care they need from a range of high-quality support services and options for care</b></p>	<p>Involving residents and carers in shaping the Council’s approach to self-directed care and support, and supporting people to assess their own needs and make choices about the services that are right for them</p> <p>Promoting the use of personal budgets and direct payments</p>	<p>90% of all those who approach the Department for support in 2012/13 are self-directing their support through direct payments or personal budgets</p> <p>55% of people responding to the 2012/13 Adult Social Care Survey find it very or fairly easy to find information</p> <p>55% of carers responding to the 2012/13 Carers Survey report being included or consulted in discussions</p> <p>55% of people responding to the 2012/13 Adult Social Care Survey report being included in arranging their care</p> <p>93% of people responding to the 2012/13 Adult Social Care Survey report being ‘quite’, ‘extremely’ or ‘very’ satisfied with their services</p> <p>58% of carers responding to the 2012/13 Carers Survey report being ‘fairly’, ‘very’ or ‘extremely’ satisfied with social services</p>

Our goals are to...	This year, we will focus on...	Our targets are to...
<p><b>Ensure that vulnerable people and those in later life can get the care and support they need at an early stage to prevent problems getting worse</b></p>	<p>Focusing on high quality cost effective prevention measures through delivery of early intervention for those who are vulnerable or at risk to reduce the need for later interventions</p> <p>Working with the voluntary, community and faith sector to expand and communicate the support and guidance available to people in Wirral to maintain quality of life and maximum independence</p>	<p>The proportion of people who are admitted into residential and nursing homes in 2012/13 is intended to be 1.5 per 1,000 people</p> <p>92% of people discharged from hospital into re-ablement /rehabilitation in 2012/13 are intended to still be at home after 91 days</p> <p>The proportion of people who are admitted into residential and nursing homes in 2012/13 is intended to be 1.9 per 100,000 people in 2012/13</p> <p>40% of Carers responding to the 2012/13 Carers Survey report finding it 'fairly' or 'very' easy to find information about services</p>
<p><b>Tackle alcohol and drug harm</b></p>	<p>Deliver the Drugs and Alcohol Substance Misuse Plan, which addresses issues around drugs and alcohol.</p>	<p>No more than 3,113 alcohol harm related hospital admissions per 100,000 population</p>

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#### **4. YOUR NEIGHBOURHOOD**

In line with the results of the Neighbourhood Plans, we will continue to use devolved funding to allow each area to meet the specific needs of their own communities.

We will continue to tackle anti-social behaviour and work with the police and other partners to reduce crime, including through exploring innovative approaches such as community justice initiatives. Local people told us that feeling safe in their neighbourhood is an important priority.

We will work with partners to improve the condition of Wirral's housing stock and improve the energy efficiency to reduce levels of fuel poverty.

Reducing Wirral's carbon footprint is an important priority for us and we work in partnership with local residents, partners and the private sector to address this.

We have made impressive year on year progress to improve the condition of Wirral's housing stock and improve the energy efficiency to reduce levels of fuel poverty.

Local residents in all parts of Wirral have told us that having streets that are clean and tidy is an important priority to them. We will ensure that we deliver a reliable street cleansing service in all parts of the borough and use feedback from local residents to help us maintain standards. Wherever possible we will trace and prosecute flytippers.

Local people also want us to focus on having safe and well maintained roads. We have seen reductions in accidents on some of Wirral's busiest roads and we will continue to make Wirral's roads safer and target our resources effectively and in line with what local people have told us about their areas.

Wirral's parks and countryside are very important to local communities and we will secure their future by improving how they are managed. We will also create even more opportunities for people to get involved and benefit from using these well-loved facilities in the areas in which they live and elsewhere in the borough. We will also encourage greater use of our high quality and value for money leisure and cultural facilities in Wirral. We will deliver a strategy which ensures the best use of Wirral's libraries.

We will respond effectively to the impact of welfare reform on the availability of and access to housing, including close partnership working with landlords in the borough.

We will support those who are experiencing or who are at risk of homelessness and we will continue to work hard to improve access to advice and information about the housing options that local people have.

The Council recognises that vulnerable people, including some of our children and young people, have additional housing needs and we will review the services we deliver to ensure that support is effective and targeted appropriately.

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p><b>Reduce Wirral’s carbon footprint</b></p>	<p>Delivering the Council’s carbon budget</p> <p>Working with residents, the voluntary sector and businesses to take steps to reduce energy use whilst improving the energy efficiency of the Council’s buildings through the introduction of innovative energy saving measures and renewable technologies</p> <p>Working with our partners and the private sector to improve energy and resource efficiency to address and tackle fuel poverty</p>	<p>Reduce the Council’s carbon footprint by 5% year on year (a total of 60% by 2025) – saving 2,030 tonnes in 2012/13</p> <p>Solar Photovoltaic arrays will be installed on the roofs of 30 council-owned buildings in order to generate renewable energy by March 2013</p> <p>Install 8,000 cavity wall and loft insulation measures in private sector properties in 2012/13</p> <p>Deliver a heating improvement programme to 280 vulnerable private sector residents by March 2013</p>
<p><b>Minimise waste by encouraging waste reduction and recycling</b></p>	<p>Educating and raising awareness to reduce the amount of household waste being sent to landfill and improving recycling rates</p> <p>Maintaining high levels of participation in the kerbside recycling scheme through the delivery of a reliable waste collection service</p>	<p>Reduce the tonnage of residual household waste to 510 during 2012/13 in line with Joint Municipal Waste Management Strategy targets currently under review.</p> <p>Increase the proportion of household waste recycled to 40% during 2012/13 to work towards the draft National Target of 50% recycling by 2020.</p> <p>Maintain current low levels of missed bins collections (40 missed bins per 100,000 collections)</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p><b>Have high standards of environmental quality across Wirral</b></p>	<p>Delivering a reliable street cleansing service</p> <p>Reducing levels of fly-tipping through targeted environmental education and enforcement</p>	<p>Maintain low levels of streets that fail to meet environmental quality standards during routine inspections so that levels do not exceed 8%</p> <p>Reduce the quantity and incidence of fly-tipping across the Borough to maintain Flycapture 'good' rating</p>
<p><b>Have a safe and well-maintained highway network for all users</b></p>	<p>Maintaining and improving Wirral's roads through a programme of highway maintenance and road safety improvements</p> <p>Implementing statutory 20 miles per hour speed restrictions in non-major roads to make our roads safer in residential areas and outside our schools</p>	<p>By 2020, reduce the total number of people killed or seriously injured (KSI) road traffic casualties by 50%, compared with the average for 2004-8;</p> <ul style="list-style-type: none"> <li>▪ Target for 2012 : reduce to 104</li> <li>▪ Target for 2013 : reduce to 102</li> </ul> <p>Implement a speed restriction programme during 2012/13</p> <p>Prevent any increase (0%) in the length of roads (principal classified; non-principal classified and unclassified) requiring maintenance treatment during 2012-13</p>
<p><b>Provide and maintain high quality parks and open spaces in partnership with local communities</b></p>	<p>Improving Wirral's parks and countryside service</p>	<p>Increase the number of parks attaining an agreed quality standard from 12 to 13 by 2012/13</p> <p>Deliver the parks and countryside modernisation programme for 2012/13</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p><b>Provide high quality, value for money leisure and cultural facilities for Wirral residents</b></p>	<p>Making our libraries fit for the 21st century and integrating the Council's information services including libraries and one stop shops to provide one, seamless service for our residents</p> <p>Promote the Council's leisure facilities to encourage greater take up of services</p>	<p>Continue and expand the E books service in every Library</p> <p>Continue the co-location of libraries with one stop shops</p> <p>Increase the number of Wirral residents participating in sport and physical activity by 1%</p>
<p><b>Respond to and recover effectively from incidents and emergencies</b></p>	<p>Planning and collaborating with all stakeholders to ensure Wirral is prepared for any foreseeable incidents or emergencies, e.g. flooding, ice and snow, and develop an emergency planning community volunteer scheme.</p> <p>Ensuring effective business continuity plans are in place for the Council to enable the delivery of critical services</p>	<p>Develop a Wirral Emergency Volunteer Scheme (WEVS)</p> <p>Develop assurance measures to ensure partners have agreed business continuity arrangements in place</p>
<p><b>Support vulnerable people in maintaining their independence in the community</b></p>	<p>Reviewing housing services for vulnerable people and ensure that Council services work together to deliver outcomes to agreed quality</p>	<p>By April 2013 develop a project plan with DASS to assess clients with Learning Disabilities who are jointly funded to inform new contracts/personal budgets</p> <p>Increase the percentage of care leavers in suitable accommodation to 95%</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<b>Prevent and alleviate homelessness</b>	Providing a range of suitable housing options and early interventions to tackle homelessness in partnership with others.	Provide advice and support to 600 people to prevent homelessness
<b>Make best use of the existing housing stock across all sectors</b>	<p>Providing good quality accommodation to meet housing needs and bring empty properties back into use through working with partner organisations including the private sector</p> <p>Develop partnership working with landlords to respond to the impact of Welfare Reform</p>	<p>Bring back into use 250 homes in 2012/13</p> <p>Accredit 200 privately rented properties in 2012/13</p> <p>Implement a new Sub Regional Choice Based Lettings Scheme by June 2012</p> <p>Develop an action plan to respond to under occupation in both the social and private rented sector by Summer 2012</p>
<b>Provide new and affordable homes</b>	<p>Responding to housing market failure and restructuring housing market with partner organisations to provide an appropriate mix of housing stock.</p> <p>Exploring alternative funding and delivery mechanisms to provide new homes, including developing a proposal to provide a Council mortgage assistance scheme, aimed at first time buyers.</p>	<p>Assemble and release 2.9 hectares of land for new-build housing and development</p> <p>Support the delivery of 216 new homes in 2012/13 across the borough</p> <p>Proposed mortgage assistance scheme to be considered by Members for implementation by Autumn 2012</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p><b>Reduce anti-social behaviour and improve community safety</b></p>	<p>Conducting a full review of the Council's and partner organisations approach to anti-social behaviour, including the implementation of community justice</p> <p>Providing advocacy and support for survivors of domestic violence, building on the effective partnership working that has led to reductions in repeat incidences in the highest level cases</p>	<p>Complete full review of anti-social behaviour.</p> <p>Prevent no more than 12% of domestic violence cases reviewed at Multi Agency Risk Assessment Committee (MARAC) from being repeat incidences within 12 months of the MARAC review (21% is the national average).</p>

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## 5. YOUR COUNCIL

The challenge facing local authorities over the next five years is unprecedented in terms of the changes to services and budgets. The Council has a £100 million budget gap to address by 2016, against a backdrop of delivering better outcomes and meeting community expectations. This will mean radical change, and harnessing the talent of our workforce in new ways, including modelling services differently to ensure that a focus on early intervention and prevention drives the Council's resources. It also means being open and transparent about the way we do business.

We envisage a Council where teams work together, with no silos or departmental barriers, working strategically for the good of the borough, communicating well and celebrating success. Decision making should be streamlined, informed and transparent. The Council's ambitions and aspirations provide the drivers for change and delivering excellence. The Council's aim is to be recognised nationally for excellence and the improvements it has made. The most important outcome of this improvement journey will be local communities which are receiving excellent services and recognise this.

We want managers and staff at all levels of the organisation to have pride in Wirral and the Council that they work for. We want them to be able to deliver excellence and innovation with clear expectations and accountabilities. We will put in place effective and streamlined systems and processes that will be used properly by our staff. We will train our managers to unlock their potential and increase the capacity within the organisation. We will be a flexible organisation, capable of learning and improving from each other as well as from what happens elsewhere.

The Council's emerging improvement plan is clearly focused on addressing where the Council is now and where it wants to be by 2015.

To meet the challenge, we need to be one corporate organisation delivering change where it is needed. The action we take needs to address the root causes of why we are where we are and not just focus on the symptoms. Leadership of this agenda will be from the top down, with a corporate leadership team leading a single organisation. We will put in place the necessary resources to deliver the improvement plan effectively and within agreed timescales.

We will improve **the leadership and management of the Council**. To do this we must:

- Agree key principles for a vision for what the Council will be like in 2015 and consult widely about this vision with local communities, Elected Members and other stakeholders, including the voluntary, community and faith sector;
- Identify the development needs of senior officers and Elected Members and address these through appropriate support;
- Ensure that there are clear leadership roles and boundaries in place to support joint working between officers and Elected Members, notwithstanding the need for the Leader and Chief Executive working closely together to provide effective and strategic leadership;

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- Ensure that on issues of governance there is a commitment to work together across party lines and between Members and Officers;
- Ensure that Directors work as a single corporate and strategic team and that 'silos' are a thing of the past;
- Use the strengths across the Council's workforce to shape and deliver key projects and programmes of activity;
- Celebrate success regularly and consistently.

We will improve **the Council's corporate governance and decision-making arrangements**. To do this we must:

- Clarify and strengthen officer and member roles, responsibilities and accountabilities, supported by appropriate training and a clear memorandum of understanding;
- Be clear about the mechanisms for implementing change and improvement and addressing key areas such as internal audit, procurement, contract procedure and management, risk management and whistleblowing;
- Put in place a compliance guide for all staff, with clear expectations and supporting information.

We will put in place an effective **Corporate Plan**. To do this we must:

- Ensure that strategic and service challenges are identified and addressed;
- Systematically review services using an agreed evidence base;
- Engage with local people and other stakeholders about their priorities for the borough;
- Introduce a framework for performance appraisal and development which will focus on delivering the Corporate Plan and make change and improvement core business for every member of staff.

We will improve **the Council's budget planning and its financial stability**. To do this we must:

- Set out a vision to address our budget challenges, and develop a plan to deliver up to £100 million savings required by 2016 and to clearly identify areas of investment and disinvestment in line with the priorities identified in the Corporate Plan;
- Assess the impact of potential savings to ensure that we understand their impact;
- Consult with service users about potential impact of changes to services to ensure that these are understood and that needs are considered and addressed;

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We will maintain **a focus on the critical services of safeguarding and developing the economy**. To do this we must:

- Strategically review these areas and be clear about how these priorities will be addressed in the Council's Corporate Plan

Our goals are to...	This year, we will focus on...	Our targets are to...
<p><b>Establish effective political and managerial leadership</b></p>	<p>Developing trust between Elected Members and senior management</p> <p>Establish the required strong strategic leadership and oversight of delivery</p> <p>Identifying and addressing development needs of Elected Members and senior managers</p> <p>Establishing a strong corporate culture and a sense of organisational cohesiveness</p>	<p>Design and implement a leadership and cultural change programme</p> <p>Review best practice and put in place an effective model for Elected Member and senior managers to work together</p> <p>Develop a shared vision and purpose for the organisation</p> <p>Establish an effective and co-ordinated approach to shaping and implementing policy</p>
<p><b>Strengthen corporate governance and decision-making</b></p>	<p>Establishing effective governance procedures, particularly with regard to risk management, whistleblowing and audit</p> <p>Ensuring that there is a clear protocol for sharing information with Members and a clear scheme of delegation</p> <p>Developing a culture of openness rather than secrecy</p>	<p>Ensure that the Code of Corporate Governance and supporting policies are consistently understood and followed</p> <p>Review and update Schemes of Delegation and support systems for decision-making and provide appropriate training</p> <p>Strengthen contract procedure rules and management whilst ensuring that appropriate information is in place to enable informed decision making</p>
<p><b>Put in place an effective Corporate Plan which addresses strategic and service challenges</b></p>	<p>Putting in place a Corporate Plan onwards which sets clear priorities reflecting a good understanding of citizens and customers views through consultation, participation</p>	<p>Update current Corporate Plan to ensure delivery of critical activities in 2012-13 in relation to the Council's improvement plan</p> <p>Undertake a comprehensive service review and consultation exercise to support the development of a Corporate Plan for 2013 onwards</p>

Our goals are to...	This year, we will focus on...	Our targets are to...
	Developing underpinning performance management arrangements which will drive effective performance in relation to priorities	Develop organisational performance management framework
<b>Establish an effective budget strategy which reflects both diminishing resources and the needs of our local communities</b>	<p>Ensuring that there is a clear long-term financial plan in place, linked to the Corporate Plan and setting out how the Council will respond to reducing levels of resources</p> <p>Developing and enhancing the Strategic Change Programme</p>	<p>Ensure that service review and consultation programme reflects the impact of reducing levels of resources</p> <p>Review governance and scope of Strategic Change Programme</p> <p>Agree and commission transformational Strategic Change Programme areas</p>
<b>Ensure that the Council is focused on its critical service areas</b>	<p>Ensuring that there is a clear organisational focus on critical service areas such as safeguarding (children and adults) and developing the local economy</p> <p>Develop skills in service and strategic service review processes</p>	<p>Deliver improvements in safeguarding, including through implementation of the action plan arising from the safeguarding peer review</p> <p>Develop approach to enhancing and adding value to the local economy through 'Your Economy' goals and focuses</p> <p>Ensure that appropriate skills gaps are addressed through the leadership and cultural change programme</p>

<p><b>Have a well led, skilled, committed and flexible workforce working on behalf of Wirral residents and businesses</b></p>	<p>Ensuring Council staff are supported at a time of rapid organisational change, well led and provided with the professional and personal development required to deliver outstanding customer service and the Council's agreed priorities</p> <p>Providing regular, cost conscious and effective communication for all Council staff.</p> <p>Ensuring the Council meets the legal requirements of the 2010 Equality Duty</p>	<p>Reduce sickness absence to less than an average of 9.5 days per person</p> <p>Publish workforce information as set out in the 2010 Equality Duty</p> <p>Review HR policies by September 2012 to underpin delivery of change programme</p> <p>Conduct an independent staff survey</p> <p>Publish specific and measurable equality objectives</p>
<p><b>Develop wider public sector partnerships for the improvement of services to Wirral residents</b></p>	<p>Reviewing how the Council funds and works with voluntary, community and faith organisations</p> <p>Effectively manage the transfer of Public health responsibilities from the Primary Care Trust to Wirral Council</p> <p>Revitalising the Local Strategic Partnership</p>	<p>Map voluntary, community and faith sector activity and outcomes in Wirral to provide a baseline for future development</p> <p>Put in place a single strategy for funding the sector and commissioning services</p> <p>Review the Council's approach to engagement with the sector to put in place structures, and a clear policy framework</p> <p>In advance of full transfer of public health responsibilities and budget in April 2013:</p> <p>Identify a programme of activities for 2012-13, in line with the Council's annual consultation process, to inform priorities for public health following transfer</p> <p>Agree membership, form and function of Wirral's Local Strategic Partnership</p>

## WIRRAL COUNCIL

### CABINET

10<sup>TH</sup> JULY 2012

<b>SUBJECT:</b>	<b><i>CORPORATE AND BUSINESS PLANNING CONSULTATION PROCESS</i></b>
<b>WARD/S AFFECTED:</b>	<b><i>ALL</i></b>
<b>REPORT OF:</b>	<b><i>ACTING CHIEF EXECUTIVE</i></b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b><i>LEADER OF THE COUNCIL</i></b>
<b>KEY DECISION?</b>	YES

#### 1.0 EXECUTIVE SUMMARY

- 1.1 Wirral's emerging Improvement Plan includes a priority focus to put in place an agreed Corporate Plan that sets clear priorities reflecting a good understanding of citizens and customers' views through consultation, participation and localism.
- 1.2 This report sets out the proposed arrangements for developing a long-term corporate and financial planning framework through a comprehensive programme of consultation and engagement. The process will deliver:
- A 3-year Corporate Plan and Financial Plan for 2013 onwards, which provide the framework for the Council's key plans and strategies
  - An Equality Action Plan
- 1.3 An update of the current Corporate Plan for (2012-13) is subject to a separate report. This provides the strategic direction required in the current financial year to deliver improvements and address the critical issues set out in the emerging Improvement Plan.

#### 2.0 BACKGROUND AND KEY ISSUES

- 2.1 The guiding principle behind this corporate and business planning process is that it should be open, transparent, inclusive and robust, and as such each stage of the process which is outlined below will be delivered in public, with all associated documentation also available to residents, businesses, partners, community groups and all other stakeholders.
- 2.2 It is proposed to launch the consultation in July 2012, with a report to December 2012 Cabinet containing findings and recommendations. The process will run through five key stages; reviewing services, agreeing options, public consultation, results analysis and reporting back.
- 2.3 Stage One; Reviewing Services: To attempt to provide as holistic a view as possible, for the purposes of this consultation services will be grouped into themes, to enable more detailed discussion of issues. The proposed themes for review are:

- Your Family: Adult Social Services
- Your Family: Children's Services
- Your Economy
- Your Neighbourhood
- Your Council

Appropriate senior officers within each of these themed areas are tasked with producing 'service status' reports, which detail in candid terms exactly what services are being delivered, what those services achieve in terms of outcomes and results, what those services cost and what financial and other challenges they face.

- 2.4 Stage Two; Agreeing Options: The options will be developed, by Council officers, into a series of questions for public consultation. These documents will first be agreed with the appropriate Cabinet lead, and will then be validated by an external, impartial research specialist to ensure that, before consultation begins, the tools which are being used are appropriate, robust and will generate genuine and actionable results.
- 2.5 Stage Three; Public Consultation: A six-week public consultation period will commence in September 2012. This programme of consultation will involve an extensive programme of events and outreach work, as well as a detailed strategy for maximising media coverage, employee engagement, online responses and, importantly, extensive and genuine engagement with hard to reach groups, particularly those groups defined as 'protected'. As part of this process, a series of workshops with the Council's Overview and Scrutiny Committees will be held during early September, to further investigate the contents of the report. Scrutiny Chairs will have support from a range of co-opted members, who will be brought into the process from public, private and partner organisations and groups to offer expert guidance and opinion. The purpose of these workshops will be to challenge, investigate and develop the content of the service status reports, before submitting to the Administration their views on the options for consultation.
- 2.6 Stage Five; Analysis of Results: Using the feedback received from the consultation programme, Council officers will begin to analyse results. Again, these reports will be externally validated to ensure impartiality and accuracy and will, once that process is complete, be made available to the public through publication on the Council website and communication through the local media. The reports will then be forwarded through to the final stage of the process.
- 2.7 Stage Six; Reporting Back: Upon receipt of the findings reports Cabinet will have the opportunity to provide final comments on their contents. The reports will be presented to the Council's December Cabinet as recommendations and used to inform the Council Budget for 2013/14. They will further be used to develop the Councils Corporate and Financial Plan. Specific proposals relating to potential services changes will then require specific consultation with service users affected immediately following this process. At this stage of the process Cabinet will also be in a position to agree a three-year Corporate Plan and Financial Plan, ensuring that Council resources are targeted at agreed priorities.

## 2.8 TARGET AUDIENCES

This consultation is open to all residents, and we will attempt to ensure that all residents and communities have the opportunity to contribute and make sure their voice is counted. Therefore, the target audience is simple: every Wirral resident. While we will employ a number of methods to communicate this process and project to every resident, we will further target those groups who are traditionally hard to reach, and seldom feel both noticed and listened to by the Council.

Specifically, additional resource and targeted activity will be employed to encourage participation from people who share the following protected characteristics:

- Older people
- Younger people
- People with disabilities
- People from BME communities
- Gay, Lesbian or Bisexual people
- People who have undergone gender reassignment

Additionally, extra activity will take place in those geographical areas of the borough which, traditionally, produce lower than average levels of engagement in previous Council consultation exercises. These areas are generally concentrated on the East of the borough. Concentrated activity targeted at these groups and in these locations will aim to ensure that the resulting data from the consultation is as representative of the broader population as possible.

## 2.9 COMMUNICATIONS PLAN

2.10 This section of the report contains the various methods, channels and promotional ideas which will be designed and implemented to ensure the highest possible engagement throughout this entire project, but particularly during the period of public consultation. This section is broken down into sub-sections covering:

- Direct engagement
- Targeted activity
- Advertising and general promotion
- Local and regional media
- Online communications
- Employee engagement

Key messages for each communication plan will be tailored to suit audience and channel, but will still promote the guiding principles of the project. The following communications plan covers only 'top-level' activity, further work and ideas will be developed in the coming months as this project progresses and will be constantly added to the plan.

2.11 Direct Engagement: An extensive "Road Show" is currently in development. This will consist of up to 6-events per day, 7 days per week for the duration of the public consultation period. The events will come under three main 'types':

- Retail: High footfall, generally private sector locations to hand out questionnaires (supermarkets, shopping centres etc).
- Presentations: Community organisations, partners and other groups for a detailed presentation to groups of residents and stakeholders.
- Focus Groups: Detailed discussions on themed options, with particular interest groups such as 'Friends of the Park' etc.

- 2.12 Targeted Activity: The consultation project will specifically target a number of groups who share protected characteristics. An enhanced consultation and engagement programme will be developed and implemented to ensure no part of Wirral's community is ignored, with specific activity focussing on those groups who are generally classed as being 'hard to reach'.
- 2.13 Advertising and General Promotion: A range of interruptive, one-way pieces of advertising will complement the other communication channels for this consultation. This will be done at minimal cost, and will be used to convey our key messages and direct people to other channels where they can take part in the consultation (i.e. web, events etc).
- 2.14 Local Media: We will engage with the media and the local online community to ensure that the consultation is promoted as widely as possible. As with previous consultations, we will also make use of contacts that have been developed with local residents' associations, partner organisations, parishes and other groups that publish their own newsletters and would feature publicity about the process. This approach has proven to be very successful for previous consultations and has helped to ensure that people are aware of the opportunity to feed into the process.
- 2.15 Online Communications: The Council's website, as well as other Council owned sites, will be used to promote the consultation throughout the process, with tools such as online feedback, video and updates available on a weekly basis.
- 2.16 Employee Engagement: Our staff will be an important audience for this process, and their views and opinion will be vital to its success. Therefore, a range of engagement and feedback projects will be developed, including presentations, focus groups and meetings with the Cabinet and Leader of the Council.

### **3.0 RELEVANT RISKS**

- 3.1 A project team and plan has been established, which will meet weekly to develop and deliver a project plan, with robust risk assessment arrangements. The key risk for this project is that failure to deliver a successful consultation project will leave the Council unable to develop a Corporate or Financial Plan and make the budget savings required in 2013/14.

### **4.0 OTHER OPTIONS CONSIDERED**

- 4.1 The approach outlined in this report responds to the independent review of Corporate Governance arrangements, the priorities for improvement adopted by the Wirral Improvement Board and the Council decisions in relation to ensuring that lawful engagement and consultation are central to all Council budget and decision making processes. Therefore no further options have been considered.

## **5.0 CONSULTATION**

5.1 The Council has agreed with the voluntary, community and faith sector to define and strengthen relationships between these sectors for the benefit of all Wirral communities. There is a commitment to extensive consultation with local communities. The legal responsibilities regarding consultation and engagement are set out below.

## **6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

6.1 The Council with its statutory partner organisations has adopted an agreement with the voluntary, community and faith sector which is designed to define and strengthen relationships between these sectors for the benefit of all communities. The involvement of the voluntary, community and faith sector to inform the evidence base will be crucial.

## **7.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS**

7.1 Existing staffing resources will be used to develop and deliver this project, through the temporary secondment of a number of staff to join a consultation and engagement team and administration team to ensure the resources are available to complete this project within the timeframe required.

## **8.0 LEGAL IMPLICATIONS**

8.1 Recent case law has made it clear that any consultation undertaken must be meaningful, informed and reasonable. Failure to ensure this could lead to legal challenge and any decision taken which takes into account the consultation could be undermined and open to challenge by way of Judicial Review.

8.2 The Local Government and Public Involvement in Health Act 2007 came into force in April 2009 and introduced a duty for local authorities to involve, inform and consult with their communities. The duty is wide-ranging and applies to the delivery of services, policy and decision making and means the Council must consult relevant individuals, groups, businesses, organisations and other stakeholders that the Authority considers likely to be affected by, or have an interest in, their actions and functions.

8.3 Under engagement, the Equality Duty 2010 places a legal duty on the Council to:-

- Gather equality information to provide adequate evidence for decision making in policy and service development.
- Engage service users, residents, employees, trade unions, businesses and organisations to set equality objectives – which are most likely to make the biggest difference in tackling inequalities?
- Review progress of equality objectives.
- Publish all engagement undertaken

With this being undertaken in order for the Council to:-

- Identify particular needs, patterns of disadvantage and poor relations between groups. Protected groups can be well-placed to help here.
- Understand reasons for disadvantage, low participation rates and poor relations.

- Design initiatives to meet needs and overcome barriers for more appropriate services.
- Identify opportunities to promote equality of opportunity and foster good relations.
- Determine priorities.
- Understand the relevance of Council functions to equality.
- Monitor and evaluate initiatives, policies and programmes
- Analyse the equality impact of particular programmes, policies and proposals

## **9.0 EQUALITIES IMPLICATIONS**

9.1 An extensive programme of consultation is planned with local communities. Project management arrangements will be in place to ensure that this programme considers equalities implications at each stage of the process.

## **10.0 CARBON REDUCTION IMPLICATIONS**

10.1 None.

## **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

11.1 None.

## **12.0 RECOMMENDATION/S**

12.1 That the approach, timetable and communications plan for developing a three-year corporate and financial planning framework is agreed.

## **13.0 REASON/S FOR RECOMMENDATION/S**

13.1 The recommendations respond to the independent review findings of the Council's Corporate Governance arrangements, the priorities for improvement adopted by the Improvement Board and Council decisions in relation to ensuring lawful engagement and consultation are central to all Council budget and decision making.

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## **APPENDICES**

*None*

## **REFERENCE MATERIAL**

*None*

## **SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
<b>Cabinet</b>	<b>21<sup>st</sup> June 2012</b>