



CORPORATE SERVICES

DEPARTMENTAL PLAN

2010-2011

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1. Departmental Overview

At the heart of the Council's vision lies an ambition for a more prosperous Wirral. The Corporate Services Department has put in place a comprehensive Investment Strategy to guide Wirral's economic development over the next decade. Wirral's Investment Board, a public private partnership forum, has been in operation for eighteen months to drive forward the investment strategy to generate economic growth and deliver on the vision. Representatives include the Chief Executive of the Northwest Development Agency and the Director of Government Office Northwest as well as private sector representatives.

The majority of Wirral's Working Neighbourhoods Fund allocation is being directed towards improving the economic prosperity of Wirral in line with the aims of the Investment Strategy. This includes supporting the development of a transformational digital infrastructure project to enhance broadband provision within Wirral's key employment corridor. Current facilities are poor, and the planned investment in a new, next generation access network will allow current Wirral businesses to compete more effectively in the international market, and will also act as a major incentive to attract to Wirral international companies dependent on fast data transmission who want to locate in the UK or Europe. The investment will create jobs in the short terms, during the period of installation, and in the longer terms as new businesses are attracted in and current businesses develop the capacity to expand.

The Department leads the delivery of a clear Wirral investment package and brand. The nationally recognised www.investwirral.com website continues to attract significant interest, and research recently conducted by Ipsos MORI will inform and target future campaign activity to attract inward investment.

Over the last year, in response to worsening economic conditions, the department has taken a strong leadership role working with local partners to plan an integrated and comprehensive understanding of – and response to – the recession. The approach has two key elements with initiatives aimed at mitigating the impact on (a) businesses and (b) the local community. This additional focus builds on and enhances our existing strategic priorities to grow the economy, tackle worklessness and increase skills.

We have now agreed an Economic Recovery Plan, which outlines a number of measures to mitigate the impact of the recession, but at the same time maintain momentum on our medium and longer term economic goals and the Investment Strategy.

The Wirral Business Forum now has in nearly 1,000 members and the Invest Wirral team has provided extensive support to the cluster groups to actively engage businesses. A highly successful 'Boost your Business' event at the Floral Pavilion was held earlier in the year which aimed to inform the borough's business community of the support available during the current economic climate. A number of other key seminars and events have been held since then, with a programme of activity which will continue into 2010/11. The introduction of the Business Investment Grant was a key success in 2009/10 and has already supported companies who are experiencing difficulty during the recession and subsequently safeguarded nearly 100 jobs to date. This is in addition to the 500 jobs

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safeguarded and nearly 700 jobs created by the companies given other types of support by the Invest Wirral team.

Additionally, the Department has utilised Working Wirral funds to second three Business Link North West staff to work from the Invest Wirral Offices to increase the number of businesses engaged. The appointment of the International Links Officer, also using Working Wirral funds, will further enhance the opportunities available to business in 2010/11.

In the event of redundancy announcements the Strategic Development team works in partnership with Job Centre Plus, the Northwest Development Agency, Trade Unions and other local delivery partners to offer support to workers and businesses affected. Officers are also developing plans for a support programme for Wirral's small and medium sized enterprises utilising Working Neighbourhoods Funding.

The Economic Policy Team have developed the Wirral Apprenticeship Programme which has been highly successful and will continue into 2010/11. The team also developed the Future Jobs Fund programme, which will deliver 648 new job opportunities during the lifetime of this initiative. Additional monies have recently been allocated to bring the total number of apprenticeships under the successful Wirral Apprentices Programme to a minimum of 200, which is double the original target of 100 apprentices.

The Department is responsible for developing and delivering the Council's priority capital investment projects. These include Wirral Waters, a £4.5 billion project that will create around 27,000 jobs, continued investment into Wirral International Business Park and the development of the landmark Woodside site. Despite prevailing economic conditions, Wirral continues to see a steady stream of investment in development activity. Notably, this includes the approval by Wirral Council of Peel Holding's Northbank East planning application that will see some £200m investment and create around 1,000 jobs, in construction and proposed office and retail uses in Birkenhead and Wallasey's docks.

A £60 million regeneration scheme is also being delivered to re-invigorate the seaside resort of New Brighton. Phase 2 of the New Brighton development has now begun. The project 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.

Corporate Services leads on the New Growth Points programme for Wirral, which will see an increase in the number of new homes in the area. The department also leads the Council's partnership activity with the Liverpool City Region and also the Mersey Dee Alliance, both of which are critical partnerships for the Council to deliver economic development activity.

Corporate Services continues to deliver a strategic approach to the marketing of Wirral's tourism offer in order to help local businesses to increase trade and so encourage the long-term sustainability of the sector.

The Destination Marketing team supports the activities of the Wirral Tourism Business Network, which is made up of over 200 stakeholders, and has assisted a number of individual businesses with marketing, training and funding opportunities,

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during the current difficult economic downturn. The key focus for 2010 is the Wirral Year of Food, highlighting the borough's and region's quality offer (eg Merseyside's only Michelin starred restaurant, a nationally recognised Farmers' Market, England's Northwest award winning tea room, etc), which is helping to increase visitors and related spend.

The Department has secured Northwest Operational Programme funds to support Wirral's tourism businesses during this particularly difficult economic period. The funding is for three years (July 2009 to June 2012) and will help support a Play, Eat and Stay in Wirral marketing campaign; the new Wirral Golf Classic event; the new Christmas Gourmet Fair in Port Sunlight event, and a visitor research study to monitor and evaluate the activity, and so inform all future marketing activities. The project is supported by matched funds from the existing Destination Marketing budgets.

Local Economic Assessments will become a statutory duty in April 2010, and will help inform a critical part of delivering the Investment Strategy . The Strategic Development Department is leading the development of an appropriate Local Economic Assessment for Wirral. This will include a refresh and update of existing Enterprise and Full Employment Strategies and production of a Work and Skills Plan.

Alongside its role in delivering increased prosperity for Wirral, Corporate Services is driving the agenda to tackle inequalities by narrowing the gap between the most deprived parts of the borough and the rest of the area. This work includes preparing strategic approaches to linking employment, enterprise and skills activities with economic opportunity. An investment framework - Working Wirral - is central to this, focused on the objectives of the Investment Strategy, Full Employment Plan and Enterprise Strategy. The Department's work in co-ordinating external partners to commission Working Wirral activity has been recognised by the Northwest Development Agency as an exemplar approach to tackling worklessness and ensuring cohesion across the public sector.

Examples of targeted Working Wirral activity include:

- **Reach Out:** Innovative activity that engages workless households by taking the service to their home. Individuals and families supported to develop an action plan and to access appropriate the provision to return to work
- **Wirral Change:** Community based activity to engage progression of Wirral's Black and Racial Minority workless communities into employment and training
- **Wirral Working for Health:** A groundbreaking approach, co-funded with Wirral PCT to combine health and employability services to support residents with mild to moderate mental health issue to gain and/or remain in employment

The Reach Out programme supports workless residents from Wirral's most deprived communities into employment and has additionally developed extensive partnership working by making referrals to other organisations including Registered Social Landlords, Wirral's Primary Care Trust and Merseyside Fire and Rescue. This activity has been enhanced by the launch of Reach Out Plus that provides in-work mentoring to priority groups such as Lone Parents and Incapacity Benefit residents.

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The Department provides critical support for the Local Strategic Partnership, most notably in relation to developing, monitoring and reviewing Wirral's Local Area Agreement. The Department is proud of the role it continues to play in ensuring that Wirral's communities are fully engaged in the life of the borough through, for example, the Council's vibrant Area Forums. The community engagement agenda will receive increased focus in the coming year through a targeted review and delivery of an engagement strategy for Wirral.

Corporate Policy is leading on a review of community engagement both across the Council and the Partnership with a view to developing a common approach that will reduce duplication and costs. Local communities should have an influence on decisions that affect them and the Council will work in collaboration with residents and the business community to develop more responsive public services.

Responding to the introduction of Comprehensive Area Assessment (formerly Comprehensive Performance Assessment) has been a key activity for Corporate Services, requiring engagement across the Local Strategic Partnership as part of the process as well as leading on the Council's organisational assessment.

The functions provided by Corporate Services are vital to the delivery of the Council's overall agenda, and to creating an excellent Council. Improvements to the Council's performance management arrangements, developed by the Corporate Policy team, will ensure that Corporate Plan objectives, aims and priorities continue to be properly monitored. Work to develop a three year single equality scheme will ensure that the Council continues to make progress through the levels of the Equality Standard for Local Government, focusing on key issues such as training, procurement and consultation with those who use our services.

Working smarter and making the best use of our resources is especially critical in the current climate. Corporate Services has put in place plans to encourage an increased level of collaboration, for example through the establishment of dedicated project teams working on specific issues which cut across different areas of responsibility.

Corporate Services has three Heads of Service, working closely with the **Director and Deputy Chief Executive, Jim Wilkie**.

Head of Policy – Carolyn Curr

Corporate Policy leads on a number of areas including partnership working through the Local Strategic Partnership, performance management, improvement, community engagement and equality & diversity.

Head of Strategic Development - Kevin Adderley

Strategic Development delivers a range of forward-looking services that enable the Council to plan strategically for the future of Wirral.

Head of Tourism and Marketing - Emma Degg

Tourism and Marketing has a wide ranging role in relation to tourism, marketing and communications, including the development of corporate initiatives.

2. Contribution to the Council's Corporate Plan

2.1 Improvement priorities for 2010-11

The Council has identified a number of improvement priorities for 2010-11. Corporate Services takes a lead on the priority **to mitigate the impact of the recession and plan for recovery particularly focusing on reducing worklessness and increasing enterprise.**

In 2010-11, the department is co-ordinating a **recovery plan for Wirral**, bringing together a number of strands of activity to ensure that the impact of the recession is mitigated in the borough. The department will also continue to deliver **business support activities, including Think Big grants (£20k +), business investment grants (£4-20k) and targeted business engagement (through, for example, seconded Business Link advocates located in Invest Wirral offices).**

In responding to the recession, Wirral's Recovery Plan, which was agreed by Cabinet in February 2010, sets out measures to support businesses to survive, provide support for local people in accessing employment and ensure that young people do not end up outside the labour market.

Wirral Apprenticeship Programme, a flagship scheme to provide support to local businesses in the recession and opportunities for young people to access the job market, was over-subscribed in 2009-10 and, with additional funding, will continue to provide real outcomes in the area.

2.2 Strategic objectives and aims for 2010-13

As indicated in the departmental overview, Corporate Services has a key role to play in delivering the Council's strategic objectives and medium-term aims.

Through its work in terms of the investment strategy, performance management, internal and external communications and a wide range of other areas such as community engagement, the department supports the Council's strategic objectives.

It has a particular responsibility for the Council's strategic objectives **to create more jobs, achieve a prosperous economy and regenerate Wirral and to create an excellent Council.** A summary of the key projects and activities to be delivered in 2009-10 in relation to these strategic objectives and related aims can be found overleaf in **Table 1**. More detail about these key projects and activities and details about how we will measure our success can be found in section 3 of this document (*'what are we going to deliver?'*).

Table 1 - Key Projects / Activities for Corporate Services in 2010-13

Council's Strategic Objective	Council's Aims for 2010-13	Key Projects / Activities for Corporate Services in 2010-13 (projects / activities in bold are included in the Corporate Plan)
To create more jobs, achieve a prosperous economy and regenerate Wirral	Increase investment and encourage new developments	<ul style="list-style-type: none"> • Leading the implementation of the new Growth Point Development Programme • Delivering Investment Strategy Projects, including Wirral Waters • Progressing the Local Development Framework • Integrated Regeneration Strategy for Birkenhead • Implementing the International Links Strategy • Leading the development of Local Economic Assessments, linked to the development of Wirral's evidence base
	Increase enterprise and maintain sustainability of local business	<ul style="list-style-type: none"> • Wirral Business Forum, engaging with Wirral businesses and key sectors
	Ensure that workforce skills are matched to new employment opportunities	<ul style="list-style-type: none"> • Refreshing and monitoring Wirral's Employment and Skills Strategy
	Reduce worklessness through targeted activity	<ul style="list-style-type: none"> • Leading on the strategic development of Working Wirral activities
	Enhance and promote Wirral's tourism offer as a key driver for regenerating the borough	<ul style="list-style-type: none"> • Maximising tourism in 2010 e.g. through the Wirral Year of Food programme; new Wirral Golf Classic; new Christmas Gourmet Fair in Port Sunlight; Play, Eat and Stay in Wirral marketing campaign, and other Destination Marketing activities
Create an excellent Council	To promote openness and accountability by involving service users and engaging communities in the design of accessible services	<ul style="list-style-type: none"> • A programme of activity in response to the organisational assessment element of Comprehensive Area Assessment, including managing performance and use of resources • Activity to improve co-ordination and use of customer intelligence and performance data to drive planning and service improvement • The Council's Equality Watch Scheme (i.e. single equality scheme) • To undertake a detailed review of community engagement across the council and the LSP including

		<p>review of the area forums, role of the Third Sector</p> <ul style="list-style-type: none"> • Redevelopment of the Council website to allow more effective online interaction with the Council's customers
	Improve the Council's communication with residents	<ul style="list-style-type: none"> • A corporate marketing plan to support the delivery of the Council's strategic objectives
	Continue to improve partnership working with the public, private and voluntary sectors	<ul style="list-style-type: none"> • Implementing the Comprehensive Engagement Strategy • An improvement programme relating to the Local Strategic Partnership and the delivery of the Sustainable Community Strategy and Local Area Agreement, including the outcomes of CAA

2.3 Summary of contribution to LAA improvement priorities

The Council has signed up to deliver Wirral's Local Area Agreement as a member of the Local Strategic Partnership.

In 2010-11 Corporate Services will continue to lead on the delivery of the following LAA improvement priorities and targets:

- Overall employment rate
- Working age people claiming out of work benefits in the worst performing neighbourhoods
- New business registration rate
- The amount of floor space (ha) developed and brought to the market for employment use
- NVQ level 2 skills participation
- Net additional homes provided

It also makes a contribution to the following LAA improvement priorities and targets:

- Number of affordable homes delivered (gross)
- Congestion - average journey time per mile during the morning peak
- 16 to 18 olds who are not in education, employment and training (NEET)

In its role as secretariat for the Local Strategic Partnership, the Corporate Policy team plays a leading role in managing the overall framework for delivering the Local Area Agreement.

3. What are we going to deliver?

3.1 Priorities for Improvement 2010-11

Please note that all performance indicators and projects / activity in 3.1 are included in the Corporate Plan

Priority for Improvement 2010-11	We will measure our success by: Performance Indicators	We will deliver: Projects / Activity	Funding / Resources	Lead Portfolio	Lead Service Area	Will this activity contribute to tackling inequalities in Wirral? If so, how will this be measured?	Who else is required?
Mitigate the impact of the recession and plan for recovery particularly focusing on reducing worklessness and increasing enterprise	<ul style="list-style-type: none"> NI 151 - Overall Employment rate (working-age) (WNF) NI 153 - Working age people claiming out of work benefits in the worst performing neighbourhoods (WNF) LOCAL 6245 - number of jobs safeguarded LOCAL 6247 - number of jobs created LOCAL 6291 - Indigenous company 	Economic Recovery Plan for Wirral, including targeted intervention such as Wirral Apprenticeship Scheme and Future Jobs Fund programme	Within allocated resources + Working Wirral	Regeneration and Planning Strategy	Strategic Development	Yes, by including an integrated programme of intervention underpinned by a robust evidence base identifying key priority areas, including target groups in Wirral's most deprived areas	All Council departments, Elected Members, NWDA, Homes and Communities Agency, TMP, private sector, GONW, DWP, WIN, 4 NW, CLG, BLNW, BIS (Business Innovation and Skills), other public partners, 3 rd sector, other City Region partners
		Business support activities, including Think Big grants (£20k+), business investment	Working Wirral plus core budgets	Regeneration and Planning Strategy	Strategic Development	Yes, by supporting businesses across Wirral, including in the most deprived areas	Regeneration Department, Elected Members, NWDA, HCA, TMP, private sector, GONW,

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Priority for Improvement 2010-11	We will measure our success by: Performance Indicators	We will deliver: Projects / Activity	Funding / Resources	Lead Portfolio	Lead Service Area	Will this activity contribute to tackling inequalities in Wirral? If so, how will this be measured?	Who else is required?
	investment projects supported by Invest Wirral <ul style="list-style-type: none"> • LOCAL 6292 <ul style="list-style-type: none"> - Account Management - number of businesses engaged 	grants (£4-20k), business engagement (seconded Business Link advocates located in Invest Wirral offices)					DWP, WIN, 4 NW, CLG, BLNW, BIS (Business Innovation and Skills), other public partners, 3 rd sector, other City Region partners

3.2 Aims for 2010-13

Please note that all performance indicators and projects / activity highlighted in bold are included in the Corporate Plan

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

Aims 2009-2013	We will measure our success by: Related Performance Indicators	We will deliver: Projects and / or Activities	Funding / Resources	Portfolio	Service Area	Will this activity contribute to tackling inequalities in Wirral? If so, how will this be measured?	Who else is required?
Increase investment and encourage new developments	<ul style="list-style-type: none"> • LOCAL 6247 - jobs created • LOCAL 6289 - inward investment projects supported by Invest Wirral • LOCAL 6291 - indigenous company projects supported 	Leading the implementation of the new Growth Point Development Programme	New Growth Point development budget	Regeneration and Planning Strategy	Strategic Development	Focus of investment will be within Wirral Waters development areas, which are amongst Wirral's most deprived areas	Regeneration Department, Elected Members, NWDA, HCA, TMP, private sector, GONW, DWP, WIN, 4 NW, CLG, BLNW, BIS (Business Innovation and Skills), other public partners, 3 rd sector, other City Region partners

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Aims 2009-2013	We will measure our success by: Related Performance Indicators	We will deliver: Projects and / or Activities	Funding / Resources	Portfolio	Service Area	Will this activity contribute to tackling inequalities in Wirral? If so, how will this be measured?	Who else is required?
	<ul style="list-style-type: none"> • LOCAL 6292 - number of businesses engaged with via account managers through Invest Wirral • NI 154 - Net additional homes provided • NI 159 - Supply of ready to develop housing sites • NI 170 - Previously developed land that has been vacant or derelict for more than 5 years • Local 6280 - The amount of floor space (ha) developed for employment use • LOCAL 6246 - total Investment value £ via Invest Wirral 	<p>Delivering Investment Strategy Projects, including Wirral Waters</p>	<p>Investment Strategy budget and associated development funding</p>	<p>Regeneration and Planning Strategy</p>	<p>Strategic Development</p>	<p>Investment Strategy projects include targeted investment within Wirral's most deprived areas</p>	<p>Regeneration Department, Elected Members, NWDA, HCA, TMP, private sector, GONW, DWP, WIN, 4 NW, CLG, BLNW, BIS (Business Innovation and Skills), other public partners, 3rd sector, other City Region partners</p>
		<p>Progressing the Local Development Framework</p>	<p>Within allocated resources</p>	<p>Regeneration and Planning Strategy</p>	<p>Strategic Development</p>	<p>LDF is being developed to support the spatial regeneration of the borough which includes provision for tackling inequalities within Wirral, aligned to the SCS</p>	<p>As above</p>

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Aims 2009-2013	We will measure our success by: Related Performance Indicators	We will deliver: Projects and / or Activities	Funding / Resources	Portfolio	Service Area	Will this activity contribute to tackling inequalities in Wirral? If so, how will this be measured?	Who else is required?
	<ul style="list-style-type: none"> • LOCAL 6271 - Number of hits on www.investwirral.com • LOCAL 6272 - Number of opportunities to view key investment messages • LOCAL 6283 - Business Assists 	<p>Integrated Regeneration Strategy for Birkenhead</p>	<p>Within Investment Strategy budget and HMRI</p>	<p>Regeneration and Planning Strategy</p>	<p>Strategic Development</p>	<p>The focus of the study is to develop a long-term strategy for Birkenhead, bringing together key elements of activity such as housing, economic development, etc. to tackle the long-term structural problems within this area.</p>	<p>Regeneration Department, Elected Members, NWDA, HCA, TMP, private sector, GONW, DWP, WIN, 4 NW, CLG, BLNW, BIS (Business Innovation and Skills), other public partners, 3rd sector, other City Region partners</p>
		<p>Implementing the International Links Strategy</p>	<p>Working Wirral</p>	<p>Regeneration and Planning Strategy</p>	<p>Strategic Development</p>	<p>Project will include support for businesses in Wirral's most deprived areas</p>	<p>Regeneration Department, Elected Members, NWDA, HCA, TMP, private sector, GONW, DWP, WIN, 4 NW, CLG, BLNW, BIS (Business Innovation and Skills), other public partners, 3rd sector, other City Region partners</p>

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Aims 2009-2013	We will measure our success by: Related Performance Indicators	We will deliver: Projects and / or Activities	Funding / Resources	Portfolio	Service Area	Will this activity contribute to tackling inequalities in Wirral? If so, how will this be measured?	Who else is required?
		<p>Business support activities, including Think Big Grants (£20k+), business investment grants (£4-20k), business engagement (seconded Business Link advocates working in Invest Wirral offices)</p>	<p>Working Wirral plus core budgets</p>	<p>Regeneration and Planning Strategy</p>	<p>Strategic Development</p>	<p>Yes, by supporting businesses across Wirral, including in the most deprived areas</p>	<p>Regeneration Department, Elected Members, NWDA, HCA, TMP, private sector, GONW, DWP, WIN, 4 NW, CLG, BLNW, BIS (Business Innovation and Skills), other public partners, 3rd sector, other City Region partners</p>
		<p>Leading the development of Local Economic Assessments, linked to the development of Wirral's evidence base</p>	<p>To be confirmed as part of Local Government Settlement for 2010-11</p>	<p>Regeneration and Planning Strategy</p>	<p>Strategic Development</p>	<p>This project will help to advance Wirral's understanding of the economic diversity and needs of disadvantaged communities</p>	<p>Regeneration Department, Elected Members, NWDA, HCA, TMP, private sector, GONW, DWP, WIN, 4 NW, CLG, BLNW, BIS (Business Innovation and Skills), other public partners, 3rd sector, other City Region partners</p>

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Aims 2009-2013	We will measure our success by: Related Performance Indicators	We will deliver: Projects and / or Activities	Funding / Resources	Portfolio	Service Area	Will this activity contribute to tackling inequalities in Wirral? If so, how will this be measured?	Who else is required?
Increase enterprise and maintain sustainability of local businesses	<ul style="list-style-type: none"> • NI 166 - Median earnings of employees in the area • NI 171 - New business registration rate • NI 172 - Percentage of small businesses in an area showing employment growth • LOCAL 6282 - GVA per capita • LOCAL 6283 - Business Assists 	Wirral Business Forum, engaging with Wirral businesses and key sectors	Within allocated resources	Regeneration and Planning Strategy	Strategic Development	Yes, by supporting businesses across Wirral, including in the most deprived areas, for example the business forum will include support for clusters plus spatially defined groups such as Hamilton Business Forum	Regeneration Department, Elected Members, NWDA, HCA, TMP, private sector, GONW, DWP, WIN, 4 NW, CLG, BLNW, BIS (Business Innovation and Skills), other public partners, 3 rd sector, other City Region partners
Ensure that workforce skills are matched to new employment opportunities	<ul style="list-style-type: none"> • NI 151 - Overall Employment rate (working-age) (WNF) • NI 152 - Working age people on out of work benefits • NI 153 - Working age people claiming out of work benefits in the worst performing neighbourhoods (WNF) • NI 163 - 	Refreshing and monitoring Wirral's Employment and Skills Strategy	Working Wirral	Regeneration and Planning Strategy	Strategic Development	The focus of the LAA improvement targets for worklessness is reducing economic inactivity in Wirral's 53 most disadvantaged LSOA's. These targets are the driver for Wirral's Employment and Skills Strategy.	Regeneration Department, Elected Members, NWDA, HCA, TMP, private sector, GONW, DWP, WIN, 4 NW, CLG, BLNW, BIS (Business Innovation and Skills), other public partners, 3rd sector, other City Region partners

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Aims 2009-2013	We will measure our success by: Related Performance Indicators	We will deliver: Projects and / or Activities	Funding / Resources	Portfolio	Service Area	Will this activity contribute to tackling inequalities in Wirral? If so, how will this be measured?	Who else is required?
	<p>Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher</p> <ul style="list-style-type: none"> • NI 164 - Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher • NI 165 - Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher • NI 174 - Skills gaps in the current workforce reported by employers • LOCAL 6281 - Increase in NVQ Level 2 Skills for Employment in the worst performing neighbourhoods 						
Reduce	<ul style="list-style-type: none"> • NI 151 - Overall 	Leading on the	Within existing	Regeneration	Strategic	Yes, the Working	Regeneration

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Aims 2009-2013	We will measure our success by: Related Performance Indicators	We will deliver: Projects and / or Activities	Funding / Resources	Portfolio	Service Area	Will this activity contribute to tackling inequalities in Wirral? If so, how will this be measured?	Who else is required?
worklessness through targeted activity	<p>Employment rate (working-age) (WNF)</p> <ul style="list-style-type: none"> • NI 152 - Working age people on out of work benefits • NI 153 - Working age people claiming out of work benefits in the worst performing neighbourhoods (WNF) • NI 173 - Flows on to incapacity benefits from employment 	strategic development of Working Wirral activities	resources	and Planning Strategy	Development	Wirral programme has a principal focus on investing in activity designed to support individuals and businesses within the most disadvantaged areas of Wirral	Department, Elected Members, NWDA, HCA, TMP, private sector, GONW, DWP, WIN, 4 NW, CLG, BLNW, BIS (Business Innovation and Skills), other public partners, 3 rd sector, other City Region partners
Enhance and promote Wirral's tourism offer as a key driver for regenerating the borough	<ul style="list-style-type: none"> • LOCAL 6285 - Attendance at core events • LOCAL 6286 - Spend at core events • LOCAL 6287 - VisitWirral.com: Visits to Campaign pages 	Maximising tourism in 2010 e.g. through the Wirral Year of Food programme; new Wirral Golf Classic; new Christmas Gourmet Fair in Port Sunlight; Play, Eat and Stay in Wirral marketing campaign, and other Destination Marketing activities	£300,000 European Funds (July 2009 to June 2012) supported with Departmental matched funds	Corporate Resources	Tourism and Marketing		

Strategic Objective 5 – Create an excellent Council							
To promote openness and accountability by involving service users and engaging communities in the design of accessible services	<ul style="list-style-type: none"> • NI 4 - % of people who feel they can influence decisions in their locality* • NI 6 - Participation in regular volunteering* • NI 7 - Environment for a thriving third sector • LOCAL 6293 - % of indicators achieving targets across the authority • LOCAL 6294 - % of indicators improving across the authority • Local 6273a – the level of the Equality Framework for Local Government to which the authority conforms • Local 6270 - % of authority buildings open to the public in which all public areas are suitable for and accessible 	A programme of activity in response to the organisational assessment element of Comprehensive Area Assessment, including managing performance and use of resources	Within existing resources	Corporate Resources	Corporate Policy	Yes, the performance framework will specify narrowing the gap activity and monitor how it is being addressed	All departments, via Corporate Improvement Group, partners through the Local Strategic Partnership / Local Area Agreement Programme Board
		Activity to improve co-ordination and use of customer intelligence and performance data to drive planning and service improvement	Within existing resources	Corporate Resources	Corporate Policy	This activity will be focused on ensuring that Wirral has an evidence base which is focused on understanding inequalities in the borough and how these are being addressed	All departments and partners, through Wirral's research group and JSNA framework
		The Council's Equality Watch Scheme (i.e. single equality scheme)	Within allocated budget	Corporate Resources	Corporate Policy	Yes, through a focus on particular target groups experiencing inequality	Departmental Equality Groups and Lead Officers
		To undertake a detailed review of community engagement across the council and the LSP including: Review of the area forums Role of the Third	Within existing resources	Community and Customer Engagement	Corporate Policy	Yes, by ensuring that community engagement mechanisms are in place which support Wirral's strategy for tackling inequalities	Appropriate representation from all departments and partners

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	<ul style="list-style-type: none"> to disabled people LOCAL 6251 - % of press releases used by the media LOCAL 6252 - % of press inquiry deadlines met LOCAL 6257 - % of materials produced that comply with corporate branding guidelines 	<p>Sector</p>					
		An internal communications programme to support the Council's change activities	Within existing resources	Corporate Marketing	Tourism and Marketing	No	All departments
		Redevelopment of the Council website to allow more effective online interaction with the Council's customers	Within existing resources	Corporate Marketing	Tourism and Marketing	Yes, through more a more accessible website	All departments
Improve the Council's communication with residents	<ul style="list-style-type: none"> Increased levels of service use and compliance Increased public satisfaction with Council services Increased resident engagement 	Implement the new Corporate Marketing Plan	Within existing resources	Corporate Marketing	Tourism and Marketing	Indirectly, through support of the Council's strategic objectives	All departments
Continue to improve partnership working with the public, private and voluntary sectors	<ul style="list-style-type: none"> NI 1 - % of people who believe people from different backgrounds get on well together in local area* NI 2 - % of people who feel that they belong to their neighbourhood* NI 5 – Overall / general satisfaction with local area* 	<p>Implementing the Comprehensive Engagement Strategy:</p> <ul style="list-style-type: none"> Development of a robust third sector Ensure partnership engagement supports capacity building Commissioning and procurement review Community Cohesion 	Within existing Council and partnership resources	Community and Customer Engagement	Corporate Policy	Yes, by ensuring that community engagement mechanisms are in place which support Wirral's strategy for tackling inequalities	LSP and community partners

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	<ul style="list-style-type: none"> NI 35 - Building resilience to violent extremism 	An improvement programme relating to the Local Strategic Partnership and the delivery of the Sustainable Community Strategy and Local Area Agreement, including the outcomes of CAA	Within existing resources	Corporate Resources	Corporate Policy	Yes, the community strategy and Local Area Agreement are focused on tackling inequalities	Partners, through the LSP and LAA boards
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**Please note that these National Indicators are measured through the Place Survey and provide contextual information rather than performance monitoring data. This data is captured every two years. Targets have been set where these indicators have been included in the Corporate Plan*

4. What are the financial and other implications of our plans?

4.1 Financial Implications

The service plan is based on resources allocated to the department for the 2010/11 financial year. The budget has been developed to reflect revenue and capital allocations made through the budget setting process.

Base Budget for the department in 2010/11: £6.008m

The most significant influences on the department's budget over the next year are detailed in the tables below:

POLICY OPTIONS

Details	£
You Decide – Changing the status of the You Decide programme from a pilot to mainstream activity.	260,000
Area Forums – Increasing the You Decide allocation per Area Forum to make provision for individual winter resilience items.	55,000
Co-ordination of Services for Ethnic Minority Communities in Wirral – Creating a new two year post to stimulate and actively encourage the establishment of fully representative and inclusive BME strategic leadership in Wirral.	30,000

VOLATILE BUDGET AREAS

Area	Details
None identified	

CAPITAL PROGRAMME

The Capital programme is a 3 year rolled forward programme. The money will be used to implement a number of schemes, the key ones are summarised below.

Approved Capital Programme

	2010/11	2011/12	2012/13
	£000	£000	£000
Expenditure	2,250	500	500

Key Schemes:

Scheme	2010/11	2011/12	2012/13
	£000	£000	£000

Think Big Investment Fund	300	300	300
West Wirral Schemes	200	200	200
Destination West Kirby	150	-	-
Wirral Country Park	1,600	-	-

4.2 Value for Money

The Council is committed to providing value for money services. In line with this, the Corporate Services Department seeks continuously to ensure that its functions and activities are delivered on a value for money basis. The Department has no areas of high spend relative to other authorities but will continue to monitor the Audit Commission's value for money profile tool on an ongoing basis to ensure that relative spend remains comparable.

4.3 Current Workforce Issues

A summary of the overarching workforce issues for Corporate Services are outlined in the table below.

Workforce Issues	Planned Actions	Financial Implications
<p>To ensure that the department has the capability and skills to deliver a challenging and broad agenda, and particularly:</p> <ul style="list-style-type: none"> In a period of worsening financial constraints that will bring about significant changes to the ways in which services are delivered In a rapidly changing policy and legislative environment 	<ul style="list-style-type: none"> Key Issues Exchange (KIE) to identify skills gaps with a view to agreeing personal development plans with all staff to support delivery of the objectives KIE to particularly identify any gaps in programme and project management skills and in managing performance and change To identify any joint training and development that may be possible with partners and particularly, NHS Wirral Succession planning informed by the data; includes Leadership programme currently underway (MBA cohort) Redeployment, secondment and volunteering opportunities identified to support personal development To identify opportunities to "Grow our own" in order to fill any skills gaps, both present and future To address sustainability issues of significant numbers of fixed term / temporary posts To identify opportunities for joint posts that will help develop partnership working, e.g. JSNA 	<ul style="list-style-type: none"> Joint training programmes offer opportunities for savings Secondments and succession planning offer career opportunities for existing staff that will reduce recruitment and retention costs Additional, or re-configuration of existing funding / budgets will be required to sustain a number of posts in the future Joint posts will bring efficiencies and make savings on recruitment

Workforce Issues	Planned Actions	Financial Implications
<p>To develop a diverse workforce that reflects the local community; 20% of corporate services staff over 50 which mirrors the Census, 2001. 89% is white British, less than 96% recorded in the Census; only 4% declare a disability compared with 22% nationally</p>	<ul style="list-style-type: none"> • To target recruitment where this is feasible and to identify employment and training opportunities for disadvantaged groups in order to help address inequality, for example, Modern Apprenticeship aimed at NEET cohort • To identify opportunities for Graduate schemes and for work placements for school / college pupils • To promote flexible / agile working to accommodate the needs of different groups • To work with partners as we develop an Equalities Charter for the Local Strategic Partnership to identify opportunities for joint posts 	<ul style="list-style-type: none"> • Joint posts will bring efficiencies and make savings on recruitment • A flexible employer more likely to retain staff and reduce recruitment and retention costs
<p>To manage performance, including sickness absence</p>	<ul style="list-style-type: none"> • Team and individual objectives set through KIE. Performance monitored through daily communication, regular team meetings and one to ones • KIE used as a means to improve corporate information held on skills & qualifications and to inform personal development plans • To continue to develop performance management framework of the Local Strategic Partnership so opportunities for joint working are identified, e.g. Working Wirral • To promote health and wellbeing of the workforce through existing corporate and partnership initiatives • To promote flexible / agile working and to improve the capability and use of ICT • To improve sickness absence data and reporting • Raise profile of Mindful Employer initiative and determine any actions 	<ul style="list-style-type: none"> • Reducing sickness absence will deliver savings • Personal development plans that support team, departmental, and ultimately corporate objectives will provide the “golden thread” and increase job satisfaction, therefore contributing towards reducing sickness absence • A flexible employer more likely to retain staff and reduce recruitment and retention costs • Cost of health and wellbeing initiatives to be determined; should be offset by improved sickness absence

4.4 Asset Management

The planned projects and activities which will, or may, impact on the Council's corporate assets are:

- Growth Point Development Programme
- Investment Strategy Projects
- Local Development Framework
- Integrated Regeneration Strategy for Birkenhead
- International Links Strategy
- Working Wirral

Along with other departments, Corporate Services is undertaking a review of its office usage in order to contribute to the target set out in the Strategic Asset Review to reduce overall levels of occupancy.

4.5 Equality and Diversity

Wirral Council is committed to ensuring equality of opportunity and promoting diversity are at the core of everything it does as an employer, service provider, commissioner and in its community leadership role. The Council has an equality and diversity framework as set out by its Corporate Equality Policy, Strategy and Equality Watch Scheme. Each department has an equality action plan in place as part of this framework, which takes into account any actions identified through the Equality Impact Assessment process.

The Department has led on activity in respect of equality and diversity, most significantly the achievement of Level 3 of the Equality Standard for Local Government in 2009/10. Other improvements include the establishment of a regular and well-received equality and diversity bulletin and the development of a consistent approach to equality monitoring.

Planned actions in 2010/11 include:

- Ongoing development of staff diversity forums, including establishing a role for forum chairs to facilitate sessions at corporate inductions
- Ensuring that performance management developments support planning and monitoring of equality and diversity actions
- Working with other council departments and partners to develop consistent approaches to the use of alternative formats such as easy read and interpretation services
- Further roll out of Elumos training to employees who do not have an active @wirral.gov.uk email address
- Staff and community engagement through a range of activities including the annual Diversity Day

The Council has a statutory duty to undertake equality impact assessments of its services, functions and policies. It is also committed to ensuring that the projects and activities that are being delivered in line with the Corporate Plan are equality impact

assessed. It has, for example, undertaken an equality impact assessment of Wirral's Recovery Plan to ensure that planned actions are fully inclusive.

4.6 Significant impact on other departments

The work of the Department in relation to developing and implementing the Community Strategy and Corporate Plan vision for Wirral through the Investment Strategy and the raft of regulatory and policy frameworks for which it has responsibility has a huge impact in terms of the strategic direction of the Council and its departments.

The majority of the functions and activities of the Corporate Services Department have a significant impact on other departments and / or require a significant contribution from departments in order to be successful. For example:

- The development of the Council's overall performance management framework is led by Corporate Services and the mechanisms put in place impact on departmental activity. However, through the Council's Performance Management Group, which has representation from all departments, the corporate framework is influenced and shaped to ensure that the arrangements put in place are 'fit for purpose' for all departments;
- The work now being undertaken to put in place a marketing plan for the Council will have a significant impact on departments in the short term in terms of requiring a high level of input and analysis of existing activities. In the longer term, the benefits of a clear plan, with timescales and resources clearly identified will mean improved support for departments overall.

The work of the department is also critical in terms of partner activities and the development of shared priorities for Wirral. Corporate Services acts as the secretariat for the Local Strategic Partnership and, in so doing, influences and responds to the shared vision of key stakeholders in the borough such as Wirral's Primary Care Trust, Merseyside Police, as well as the private and community and voluntary sectors. Comprehensive Area Assessment will continue to have a significant impact on partnership working for all local areas and the Corporate Services Department will play a key role in ensuring that partners engage with the new framework.

5. What significant risks do we face in delivering our plans?

5.1 Departmental Risks

Project / Activity	Description of Risk	Officer Responsible	Consequences	Category	Existing Control Measures	Net Likelihood Score	Net Impact Score	Net Total risk score	Risk Review Frequency	Additional Control Measures Planned	Target Date
Economic Recovery Plan for Wirral	Strategy for recovery, investment and growth fails	Kevin Adderley	Planned impact of increased prosperity on the Borough, including reduced inequalities between east and west, is not realised	Strategic	Regular monitoring of Recovery Plan activity	2	5	10	Quarterly	Targeted action where Recovery Plan activity is failing to meet required objectives	Ongoing
Business support activities	Support for businesses not appropriate, accessible and / or effective	Kevin Adderley	Businesses which could have been supported fail to be set up and / or grow; Potential opportunities to develop Wirral's economy are missed	Strategic / operational	Regular monitoring of effectiveness of business support activities; Targeted marketing and communications with business sector (e.g. Wirral Business Forum)	2	5	10	Quarterly	Continue to work closely with the private sector and key regional agencies	Ongoing
Implementation of the new Growth Point Development Programme	Growth Point Development Programme fails to be implemented	Kevin Adderley	Vision for Wirral and strategy for regenerating areas of deprivation is negatively impacted	Strategic / operational	Robust project planning / project management in place; Partners / developers engaged	3	4	12	Quarterly	Continue to work closely with partners / developers	Ongoing
Investment	Investment	Kevin	Planned impact	Strategic /	Project	2	5	10	Quarterly	Continue to	Ongoing

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Strategy projects, including Wirral Waters	Strategy projects fail	Adderley	of increased prosperity on the Borough, including reduced inequalities between east and west, is not realised	operational	management in place for key projects; partners / developers engaged						work closely with partners / developers	
Progressing the Local Development Framework	Failure to achieve the milestones set out in the Local Development Framework	Kevin Adderley	Delay in the appropriate planning framework being in place to support the delivery of the Council's vision for regenerating Wirral	Strategic / regulatory	Regular and responsive updates on progress; additional capacity now in place	2	5	10	Quarterly	Targeted action where milestones are not being met	Ongoing	
Integrated Regeneration Strategy for Birkenhead	Failure to take into account existing evidence base to support strategy; failure to integrate regeneration approaches into a single, cohesive strategy	Kevin Adderley	Strategy is not evidence-based; regeneration approaches are not integrated	Strategic / operational	Range of consultation activities planned to engage stakeholders and assess evidence	1	4	4	Quarterly	Targeted action to embed Integrated Strategy with other plans and strategies which set out the long-term vision for Wirral, including the SCS	June 2010	
Implementing the International Links Strategy	Failure to implement strategy	Kevin Adderley	Benefits of international links are not realised	Strategic / operational	Capacity in place to support delivery of strategy	1	3	3	Quarterly	Targeted action to ensure progress on key projects is reflected in international links activities	Ongoing	
Leading the development of	Failure to produce statutory	Kevin Adderley	Council fails in its statutory	Strategic / regulatory	Initial planning undertaken;	2	5	10	Quarterly	Additional linkages to be	Ongoing	

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Local Economic Assessments, linked to the development of Wirral's evidence base and other needs assessments such as child poverty	Local Economic Assessment		duty; Wirral does not have a Local Economic Assessment to underpin its regeneration ambitions		linkages with key stakeholders established					made with stakeholders such as via Joint Strategic Needs Assessment work	
Wirral Business Forum, engaging with Wirral businesses and key sectors	Forum not appropriate, accessible and / or effective	Kevin Adderley	Potential opportunities to develop businesses in Wirral are missed	Strategic / operational	Regular monitoring of effectiveness of Forum	1	5	5	Quarterly	Continue to work closely with the private sector in Wirral to develop Forum	Ongoing
Refreshing and monitoring Wirral's Employment and Skills Strategy	Failure to develop, co-ordinate and monitor employment and skills activities	Kevin Adderley	Appropriate interventions are not put in place; Council and partners fail to understand impact of activity	Strategic / operational	Stakeholders engaged; robust monitoring of the impact of activities	2	4	8	Quarterly	Continue to work closely with partners; ensure that strategy is reviewed in light of economic needs assessment	Ongoing
Leading on the strategic development of Working Wirral activities	Failure to put in place suitable policy frameworks for implementation of Working Wirral	Kevin Adderley	Working Wirral programme does not deliver appropriate interventions needed for economic and employment growth	Strategic / operational	Regular and responsive updates on progress and refresh of appropriate policies	1	4	4	Quarterly	Continue to maintain close working relationship with partner organisations	Ongoing
Maximising tourism in 2010	Failure to deliver successful core and other events, and other marketing	Emma Degg	The Investment Strategy is not adequately supported by appropriate	Strategic / operational	Robust programme management, with clear objectives,	2	3	6	Quarterly	Continue to maintain close working relationships with the	Ongoing

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	activities relating to tourism and investment		marketing activity, thereby reducing its potential impact		targets and mechanisms					private sector	
Programme of activity in response to the organisational assessment element of CAA, including managing performance and use of resources	Failure to engage CAA framework and ensure that the Council is taking appropriate action	Carolyn Curr	Poor CAA rating	Strategic / regulatory	2009/10 CAA findings aligned with Corporate Plan framework to ensure robust monitoring in 2010-11 performance reports	1	4	4	Quarterly	Additional action planning to ensure that the Council is improving in key areas	April 2010
Activity to improve co-ordination and use of customer intelligence and performance data to drive planning and service improvement	Failure to use information effectively in strategic planning and service improvement	Carolyn Curr	Plans are not evidence-based and activity is not targeted appropriately	Strategic / operational	Improvements in performance monitoring in place to ensure that the Council understands the impact of activity	2	3	6	Quarterly	Process for improved co-ordination of customer intelligence to be put in place including quarterly monitoring of consultation and engagement outcomes	April - May 2010
Council's Equality Watch Scheme	Failure to deliver the Council's Equality Watch Scheme	Carolyn Curr	The Council does not deliver on its commitment to fair and equitable service delivery and recruiting a diverse workforce	Operational / Reputation / People	Robust programme management in place, monitored at appropriate levels	1	4	4	Quarterly	Establishment of an Equality Watch Monitoring / Review Group, which includes community members	May 2010
Community engagement review	Failure to complete review and make	Carolyn Curr	Opportunities to join up engagement	Strategic / operational	Consultation undertaken with key	1	4	4	Quarterly	Further consultation and review	May 2010

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	recommendations		activity for the benefit of Wirral residents are not realised		stakeholders; mapping of engagement activities in place					report	
Corporate marketing plan	Failure to implement corporate marketing plan	Emma Degg	Increasing costs incurred by departments due to lack of corporate co-ordination / failure to promote Council activities leading to lack of understanding of services / reputational issues	Strategic / operational	Marketing plan in place	2	2	4	Quarterly	Monitoring of marketing activity in line with plan	Ongoing
Internal communications programme to support the Council's change activities	Failure to communicate effectively with staff about the Council's change activities	Emma Degg	Lack of staff engagement in change activities	People	Ongoing involvement in strategic change management to ensure key messages are communicated consistently through appropriate mechanisms, e.g. OneCouncil	1	3	3	Quarterly	Further work to develop internal communications	Ongoing
Redevelopment of the Council's website to allow more effective online interaction with the Council's customers	Council's website is not redeveloped	Emma Degg	Council is not utilising web technologies effectively to interact with customers; benefits and efficiencies not	Operational	Project near completion	1	3	3	Quarterly	Monitoring of effectiveness of site	Ongoing

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			realised								
Implementing the Comprehensive Engagement Strategy	Failure to deliver Comprehensive Engagement Strategy	Carolyn Curr	Engagement with local people and the development of the third sector is not developed strategically; benefits of joined up approaches, including efficiencies, not realised	Strategic / operational	Structure in place to support delivery of strategy included refreshed Steering Group	1	4	4	Quarterly	Action planning for individual strands; further development of Steering Group	Ongoing
Improvement programme relating to the LSP / SCS / LAA	Failure to put in place actions to improve partnership working and delivery mechanisms; failure to engage with area assessment element of CAA framework and ensure that the Council and partners are taking appropriate action	Carolyn Curr	Lack of added value in relation to partnership working / reduced ability to deliver quality of life outcomes for local people; opportunity to raise profile of improvements happening in Wirral not realised	Strategic / operational	Governance review undertaken; Community Strategy adopted providing clear vision	1	4	4	Quarterly	Work to review and refresh Community Strategy; revisit governance review to ensure structures remain fit for purpose	June 2010

5.2 Departmental Contribution to Managing the Council's Corporate Risks

No.	Description	Officer Responsible	Gross Risk Score	Net Risk Score	Additional Control Action Planned in 2010/11
6	Changing need and demand for services is not managed effectively or co-ordinated at a corporate level	Jim Wilkie	25	8	<ul style="list-style-type: none"> Continue to improve corporate services planning process Implement the Comprehensive Engagement Strategy Drive forward further improvement in understanding and responding to community needs
7	A negative image of the authority impacts on the level of inward investment	Jim Wilkie	20	8	<ul style="list-style-type: none"> Increase community understanding of Council roles and plans Regularly review the appropriateness of public relations arrangements Transparency in services
9	Partners do not work together effectively to optimise outcomes for local people	Jim Wilkie	25	10	<ul style="list-style-type: none"> Periodic checks to ensure partnerships comply with Wirral's governance Annual review of key partnership register Drive forward further improvement in understanding and responding to community needs Enhanced guidance and training regarding grants Develop a performance management framework for the Sustainable Community Strategy Comprehensive review of all economic policy in response to the recession, in line with statutory Local Economic Assessment duty Ensure that partners share operational intelligence and co-ordinate activities in response to recession
13	If planned investment is not forthcoming, then corporate objectives will not be met	Jim Wilkie	25	10	<ul style="list-style-type: none"> Establish Corporate Investment Group Review planning control processes Review economic plans in response to the economic recession Support inward and local investment through programme delivered by Invest Wirral Team Support businesses to access international opportunities

APPENDIX 1: SUMMARY OF CORPORATE SERVICES NATIONAL INDICATORS AND LAA TARGETS

PI No.	Title
NI 1	% of people who believe people from different backgrounds get on well together in their local area
NI 2	% of people who feel that they belong to their neighbourhood
NI 3	Civic participation in the local area
NI 4	% of people who feel they can influence decisions in their locality
NI 5	Overall/general satisfaction with local area
NI 6	Participation in regular volunteering
NI 7	Environment for a thriving third sector
NI 35	Building resilience to violent extremism
NI 151	Overall Employment rate (working-age) (WNF)
NI 152	Working age people on out of work benefits
NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods (WNF)
NI 154	Net additional homes provided
NI 159	Supply of ready to develop housing sites
NI 163	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher
NI 164	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher
NI 165	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher
NI 166	Median earnings of employees in the area
NI 170	Previously developed land that has been vacant or derelict for more than 5 years
NI 171	New business registration rate
NI 172	Percentage of small businesses in an area showing employment growth
NI 173	Flows on to incapacity benefits from employment
NI 174	Skills gaps in the current workforce reported by employers
Local 6280	The amount of floor space (ha) developed for employment use