

OVERVIEW AND SCRUTINY COMMENTS – DRAFT CORPORATE PLAN

Overview and Scrutiny Committee	OSC Comments and Resolution	Response
<p>Economy and Regeneration</p>	<ol style="list-style-type: none"> <li>1. Addressing child poverty needs to be one of the main priorities. The Chair confirmed that the Working Group on Child Poverty would report to this Committee as well as to the Children and Young People O&amp;S Committee.</li> <li>2. Housing – Make one of the targets around the issue of affordable housing and mortgage support schemes for first time buyers.</li> <li>3. ‘Improve access to employment and skills....’ - there was a need to be more specific with an emphasis on level 3 attainment in apprenticeship schemes and at least a level 2 in functional skills regarding employment readiness.</li> <li>4. ‘Position Wirral as a leading, vibrant global location....’ – need to refer to being committed to the Liverpool City Region and Local Enterprise Partnerships.</li> <li>5. Wirral Waters – there was a need to plan for the effects on existing retail and industrial areas of activity in the peripheral parts of Birkenhead which could suffer rather than just rely on a ‘trickle down’ effect from the Wirral</li> </ol>	<ol style="list-style-type: none"> <li>1. Child Poverty is identified as a key priority within the Corporate Plan (see page 9). Arrangements will be put in place to regularly report progress of Wirral’s Child Poverty Strategy to Cabinet and the appropriate scrutiny committees.</li> <li>2. Focus revised in the Corporate Plan (see page 23): <ul style="list-style-type: none"> <li>• Exploring alternative funding and delivery mechanisms to provide high quality new and affordable homes, including the development of a mortgage assistance scheme to help first time buyers</li> </ul> </li> <li>3. Focus revised in the corporate plan to reference level 3 attainment as follows (see page 13): <ul style="list-style-type: none"> <li>• Ensuring that our young people have the best qualifications for whatever employment they want to go into including through Wirral’s Apprenticeship programme. There should be an emphasis on Level 3 attainment in Apprenticeship schemes where appropriate.</li> </ul> </li> <li>4. New focus included in the Corporate Plan (see page 13): <ul style="list-style-type: none"> <li>• Continue our strategic activity with Liverpool City Region partners and The Local Enterprise Partnership</li> </ul> </li> <li>5. New focus included in the Corporate Plan (see page 13): <ul style="list-style-type: none"> <li>• Ensure that any new retail development proposals complement the existing retail offer in and around</li> </ul> </li> </ol>

Overview and Scrutiny Committee	OSC Comments and Resolution	Response
	<p>Waters developments and make sure these areas benefit too.</p> <p>6. Retail – some centres are under stress and there was a need to plan ahead for interventions.</p> <p>7. The current draft plan gave no indication of the targets reached from the previous years’ plan and there was a need for headline priorities with start and end dates through a three year cycle with budgeting year on year.</p> <p>8. Looking at the phraseology used such as, ‘Ensuring that our young people have excellent skills and opportunities into employment,’ this could be phrased, ‘Ensuring that our young people have the best qualifications for whatever employment they want to go into...’</p> <p>9. ‘Continuing to improve our relationships with the private sector....’ – could these sectors be listed?</p> <p>10. Need for a measure of those co-ordinated resources for all business support services through Invest Wirral.</p> <p>11. ‘An increasing role for social enterprises in Wirral’s economy’ should be shown as a percentage.</p> <p>12. Wirral was over-dependent on the public sector for employment opportunities and there was a need for a re-balancing of this.</p>	<p>Birkenhead</p> <p>6. New focus included in the Corporate Plan (see page 14):</p> <ul style="list-style-type: none"> <li>• Building on existing activity to tackle empty shops, &amp; support local retail centres, businesses and traders</li> </ul> <p>7. 2011/12 Corporate Plan continues to be delivered with quarterly reports provided to Cabinet and OSC. An end of year report will be prepared for the current Corporate Plan in May / June 2012. Targets have been set on the basis of previous year’s performance.</p> <p>8. Focus revised as outlined in 3.</p> <p>9. Engagement with the private sector will be through the Business Forum which is comprised of sectoral networks and some spatial networks. It is therefore not appropriate to list all specific sectors.</p> <p>10. Specific targets included within the Corporate Plan for Invest Wirral which focus on business engagement, jobs safeguarded / created and value of inward investment.</p> <p>11. Target included in the Corporate Plan to support 5 new social enterprises to set up.</p> <p>12. New focus included in the Corporate Plan (see page 11):</p> <ul style="list-style-type: none"> <li>• Wirral currently has a high proportion of public sector employment, and we are working hard to rebalance our local economy through attracting new private</li> </ul>

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

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	<p>3. In the goal on 'safeguarding' there was no mention of the AKA Report, this could be incorporated as an addendum with the actions arising from it.</p> <p>4. There was a need to see where the Department was currently and how it was going to move on.</p> <p>5. There was a need to refer to the Alcohol Scrutiny Review as a reduction in alcohol harm needed to be a target.</p> <p>6. There was a need to refer to the duties that the Council would have under Public Health.</p> <p>7. There was no mention of:</p> <ul style="list-style-type: none"> <li>• Affordability of social care</li> <li>• An increasing elderly population</li> <li>• Personal Budgets</li> <li>• Empowerment</li> </ul>	<ul style="list-style-type: none"> <li>▪ We will listen to people who use services, their carers and communities, to enhance the quality of life of the people of Wirral who have care and support needs. We will work with our local communities <i>and groups including those representing carers</i>, to ensure that people can access services that meet their needs locally, and have greater choice and flexibility in the packages of support and care available to them.</li> </ul> <p>3. The Travelling Safely section (page 7) of the Corporate Plan sets out how the Council will improve its Corporate Governance with further detailed actions set out within the Your Council section of the document. Reference to the independent reports has now been made in the Leader's foreword (page 2) and Your Family: Adults (p.18) introduction section.</p> <p>4. Reference to the independent reports and subsequent action plans have been referenced as above.</p> <p>5. A specific focus is now included in relation to alcohol harm within the Your Family: Adults section (page 20).</p> <p>6. The Journey section (page 5) and Health and Wellbeing section (page 9) now include an expanded statement about the Council's new duties and the role of the Director of Public Health.</p> <p>7. <u>Affordability of social care</u> – it is considered that this is a national issue that the Department of Adult Social Services should address through service planning.</p> <p><u>An increasing elderly population</u> – Reference is now included within the Health &amp; Wellbeing (page 9) and</p>

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	<ul style="list-style-type: none"> <li>Continuing public consultation</li> </ul> <p>8. One reference to regaining independence but no reference to retaining independence.</p> <p><b>Resolved – That the comments of the Committee be referred to the Cabinet.</b></p>	<p>Your Family: Adults sections (page 18) to Wirral's increasing elderly population.</p> <p><u>Personal Budgets</u> – Personal budgets is referenced in the narrative to Your Family: Adults section and a specific target is included against the following focus (page 19):</p> <ul style="list-style-type: none"> <li>Ensuring that people can manage their own support as much as they wish, so that they are in control of what, how and when support is delivered to match their needs</li> </ul> <p><u>Empowerment</u> – Reference to empowerment is now included in the narrative to Your Family: Adults section (page 18).</p> <p><u>Continuing public consultation</u> – Reference to consultation is now included in the narrative to Your Family: Adults section (page 18) to reinforce the Council's commitment to consulting with local residents and users of services.</p> <p>8. The following focus sets out the Council's commitment to help people retain their independence:</p> <ul style="list-style-type: none"> <li>Providing universally accessible information and support to people and their carers so that they are able to make choices about the care that they need to remain independent</li> </ul> <p>An additional statement has also been included in the Your Family: Adults section (page 18)</p>
Children and Young People	<p>1. The Chair suggested that there needed to be a section after 'goals' showing measurable targets. One of the strengths of the Corporate Plan was that Child Poverty had its own section to highlight the importance of addressing this issue.</p> <p>Members made the following comments on the Corporate</p>	<p>1. Targets have been included in the Corporate Plan and reported to Cabinet.</p>

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	<p>Plan:</p> <ol style="list-style-type: none"> <li>2. There needed to be references to foster care and adoption.</li> <li>3. There was no reference to deprivation.</li> <li>4. There was a need to know how things would be measured.</li> <li>5. No reference to further education or higher education.</li> <li>6. There was a vague reference to Sure Start but no mention of enhancement as there had been in the previous year.</li> </ol> <p><b>Resolved - This Committee believes that the draft Corporate Plan contains many well meaning sentiments but few tangible targets by which the people of Wirral can scrutinise the progress of their council. Cabinet be asked to provide and identify some measurable targets within the Corporate Plan.</b></p>	<ol style="list-style-type: none"> <li>2. Focus revised to reference foster care and adoption and appropriate targets included in the Your Family: Children and Young People section (page 16) as follows: <ul style="list-style-type: none"> <li>• Ensuring that children in care and care leavers have appropriate support which best meets their needs, including fostering and adoption</li> </ul> </li> <li>3. The Corporate Plan sets out a clear commitment that tackling child poverty (page 9) is a priority for the Council.</li> <li>4. Targets have been included in the Corporate Plan and reported to Cabinet.</li> <li>5. The following focus is included in the Corporate Plan (page 17) to ensure young people are supported into further education, employment or training: <ul style="list-style-type: none"> <li>• Ensuring that all young people aged 16-18 particularly those in vulnerable groups are effectively supported to access the education, employment and training opportunities available and, as part of this, implement the strategy for raising the participation age to 18 by 2015</li> </ul> </li> <li>6. An additional focus has now been included to specifically reference Sure Start (page 16): <ul style="list-style-type: none"> <li>• 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</li> </ul> </li> </ol>

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Sustainable Communities	<p><b>General Points</b></p> <ol style="list-style-type: none"> <li>1. There are dozens of priorities that have been either omitted from the current corporate plan or so severely watered down as to be meaningless.</li> <li>2. It shows a loss of commitment to engagement, consultation and involvement – these are scarcely mentioned.</li> <li>3. In particular there is no mention of any annual budget consultation.</li> <li>4. There is no mention of the Strategic Change Programme, or of the need for the Council to change.</li> <li>5. There is no reference to reducing the costs of running the council / bureaucracy.</li> <li>6. There is no reference to delegation or devolved decision making or budgets.</li> <li>7. There is no mention of Area Forums.</li> </ol>	<p><b>General Points</b></p> <ol style="list-style-type: none"> <li>1. The Corporate Plan is a three year plan which is refreshed on an annual basis. The 2012-13 plans sets out on pages 9 – 11 that key priorities for the Council will be improving the health and wellbeing of Wirral residents, tackling child poverty and delivering the Council's neighbourhood plans and investment strategy</li> <li>2. The Corporate Plan sets out a commitment to consultation within the Journey section of the Corporate Plan on page 5.</li> <li>3. Reference to consultation on budget issues is now included in the Journey section of the Corporate Plan on page 5.</li> <li>4. Reference to the Strategic Change Programme is now included in the Journey section of the Corporate Plan on page 5.</li> <li>5. The following focuses are already included within the Your Council section of the Corporate Plan (page 24): <ul style="list-style-type: none"> <li>• Improving the delivery of services within available resources</li> <li>• Ensuring the information provided for all service delivery decisions includes value for money considerations</li> </ul> A further statement that the Council will seek to provide high quality and efficient services is now included in the Journey section of the Corporate Plan on page 5.</li> <li>6. This is considered to be a constitutional matter.</li> <li>7. The Area Forums will be a key mechanism for developing neighbourhood plans as set out on page 10</li> </ol>

Overview and Scrutiny Committee	OSC Comments and Resolution	Response
	<p>8. There is no mention of the Voluntary and Community Sector, or of grants.</p> <p><b>Some Key Issues Relevant to this Committee</b></p> <ol style="list-style-type: none"> <li>1. There is no mention of Libraries</li> <li>2. There is no mention of 20mph zones</li> <li>3. There is no mention of Alcohol Harm, despite recent public health reports saying how bad Wirral is for alcohol related hospital admissions and conditions. (Cabinet agreed on 17 March that the recommendation of the Alcohol Scrutiny Review (<i>Tackling Alcohol Harm</i>) be picked up in the Corporate Plan).</li> <li>4. There is no mention of Green Technology / Solar Energy. The pledge in the current plan “we will make sure all future Council projects incorporate green technology and sustainable products and urge private developers to do the same” has been deleted.</li> <li>5. There is no mention of Community Justice.</li> </ol>	<p>of the Corporate Plan. This section has been updated to include a specific reference to area forums.</p> <p>8. There is reference to all partner organisations, including voluntary, community and faith sector, within the foreword on page 1).</p> <p><b>Some Key Issues Relevant to this Committee</b></p> <ol style="list-style-type: none"> <li>1. A specific focus is now included relating to libraries in the Your Neighbourhood section on page 22.</li> <li>2. The following focus has been amended to include a specific reference to 20 mph zones on page 22: <ul style="list-style-type: none"> <li>• Maintaining and improving Wirral’s roads through a programme of highway maintenance and road safety improvements, including the introduction of 20mph speed reduction measures in residential roads.</li> </ul> </li> <li>3. Please refer to Health and Wellbeing OSC comments. Alcohol Harm is now included within the Corporate Plan (page 20).</li> <li>4. The following focuses are included within the Corporate Plan on page 22: <ul style="list-style-type: none"> <li>• Delivering the Council’s carbon budget</li> <li>• Working with local residents, partners and the private sector to improve energy efficiency</li> </ul> An additional target has been included regarding the use of solar energy in Council buildings. </li> <li>5. Reference to using exploring innovative approaches including Community Justice is now included in the</li> </ol>

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	<p>6. That the Plan contains no detail in relation to targets</p>	<p>introduction section to Your Neighbourhood on page 21</p> <p>6. Targets have been included in the Corporate Plan and reported to Cabinet.</p>
<p>Council Excellence</p>	<p>1. That although it is a very important document, it should be more concise.</p> <p>2. That if it does not contain clear and quantifiable targets, it will do nothing to improve performance.</p> <p>3. That the Plan is aspirational and lacks clear targets.</p> <p>4. That the Plan contains no reference to the Strategic Change Programme.</p> <p>5. That the Corporate Plan is all-encompassing and detailed enough for members of the public to engage with and that there is clear indication of where to access specific more detailed information.</p> <p>6. The Plan should not contain specific targets or high levels of detail, but should give an indication as to the general direction of the Council.</p> <p>7. That, being a 3 Year Plan, it should contain goals for the</p>	<p>1. The Corporate Plan is a three year plan which is refreshed on an annual basis. The 2012-13 plans sets out that key priorities for the Council will be improving the health and wellbeing of Wirral residents, tackling child poverty and delivery of the Council's neighbourhood plans and investment strategy.</p> <p>2. Targets have been included in the Corporate Plan and reported to Cabinet.</p> <p>3. Targets have been included in the Corporate Plan and reported to Cabinet.</p> <p>4. Reference to the Strategic Change Programme is now included in the Your Journey section of the Corporate Plan.</p> <p>5. No response required.</p> <p>6. Targets have been included in the Corporate Plan and reported to Cabinet.</p> <p>7. Targets have been included in the Corporate Plan and</p>

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	<p>life of the Plan, rather than targets. Future reports from officers will then include specific targets for the achievement of the goals set out in the Plan.</p> <p>8. That the need for change is clearly set out in the introduction to the Plan</p> <p><b>Resolved –</b></p> <p><b>(1) That the comments of the Committee be referred to the Cabinet.</b></p> <p><b>(2) That the Council Excellence O&amp;S Committee welcomes the principal of the Corporate Plan as a Statement of the Council’s Priorities.</b></p> <p><b>(3) That Committee looks forward to the Plan being produced in a more accessible format.</b></p> <p><b>(4) That Committee looks forward to targets being provided, in order for the Plan to become a more meaningful document and to allow progress to be measured.</b></p> <p><b>(5) That the Committee welcomes the comments contained within the Corporate Plan in relation to poverty.</b></p>	<p>reported to Cabinet.</p> <p>8. No response required.</p>