

**Your FAMILY: CHILDREN AND YOUNG PEOPLE**

Our goals for the next three years 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 in out of borough residential placements to 615</p> <p>Ensure at least 15% of Looked After Children are adopted during the year</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 [not reported 11/12, deleted for 2012/13]</p> <p>Reduce the percentage of off licence premises which sold alcohol to an under age sales volunteer during a Trading Standards test purchasing exercise to 15% [poor performance 11/12, removed 12/13]</p> <p>Dept wants to add: Reduce the rate of permanent exclusions from school to 0.0%</p>
<p><b>Support schools and other settings to improve educational provision and attainment maintaining</b></p>	<p>Developing a new school improvement service focused on providing services to schools which demonstrably improve attainment in class rooms, supporting schools that wish to, to transfer smoothly to academy status</p>	<p>Provide 80% of Wirral schools with school improvement services [deleted for 2012/13]</p> <p>Improve achievement at Level 4 and above in both English</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p><b>a specific focus on addressing the impact of poverty and disadvantage</b></p>	<p>Improving outcomes for children and young people where poverty and disadvantage 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 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 (by 50% in English and by 20% in Maths) and those achieving 5+ GCSE A*-C (including English and Maths) by 20%</p> <p>Reduce the achievement gap between pupils eligible for free school meals and their peers at by 17% at Key Stage 2 and by 29% at Key Stage 4</p> <p>Increase the attainment of children with Special Educational Needs statements at Level 4 and above in both English and Maths at Key Stage 2 to 18% of pupils</p> <p>Increase the number of children with Special Educational Needs statements achieving 5 A*-C GCSE (including English and Maths) to 10% of pupils</p>
<p><b>Ensure children and young people can participate and achieve their potential</b></p>	<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</p>	<p>Decrease the numbers of young people not in education, employment and training to 9% of those aged 16-18 to 9% (target was 7.9% in 2011/12)</p> <p>Increase the numbers of care leavers in education, employment and training to 65%</p> <p><del>Implement the Ofsted action plan to reduce numbers of care leavers who are not in education, employment or training by September 2011</del> [completed]</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</p>

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	people to be actively engaged in community and democratic decision-making processes	<p>the function of the Children in Care Council</p> <p><del>Have a dedicated website for children in care in place by August 2011</del> [completed]</p> <p>Dept wants to add 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>Working toward ensuring that every child is ready for school</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> <p>Build on the early progress made through the E-start data base to produce regular monitoring reports and ensure targeted provision for the most vulnerable with 70% registration</p> <p>Dept wants to add:</p> <p>Increase the % of Early Years Settings delivering flexibility in relation to the 15 hours free entitlement to 45%</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>Increase the % of parents who rate the parent intervention service as successful to 90%</p> <p>Target activity with 50 families resulting in improved or stabilised family functioning in 50% of families.</p>
<b>Improve the health and wellbeing of children and young people, maintaining a clear</b>	Effectively implementing the Child Health Strategy and so reducing inequalities in the physical and mental health of children and young people	<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</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<b>focus on tackling health inequalities</b>	Encouraging and supporting all children and families to achieve and maintain a healthy weight and lifestyle	unintentional and deliberate injuries (0-4 years) by 5% Reduce the obesity rate to 9.4% for 4-5 year olds and 18.6% of 10 – 11 year olds

**Your FAMILY: ADULTS**

Our goals for the next three years 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><del>Delivering the Care Quality Commission DASS Improvement Plan (completed)</del></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>Co-ordinate safeguarding activity and preventative work through a strong Safeguarding Adult Partnership Board <del>[delete]</del></p> <p>Implement a performance management framework for safeguarding adults which will include response times, investigations, protection plans and outcomes by June 2012 <del>[delete]</del></p> <p>Ensure and be able to demonstrate that 100% of our relevant staff are trained and effectively safeguarding adults <del>[delete]</del></p> <p>Further develop the Transition Service and evidence this by reporting numbers of service users and families whose outcomes have been met through support plans <del>[delete, but add 100% of young adult transition plans are put in place during 2012/13 in section below]</del></p> <p>Dept wants to add from national ASCOF:</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 (non ASCOF)</p>

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<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>Have dedicated, co-located teams of social care fieldwork and health professionals to help people gain full independence after serious illness in the three Wirral localities, Adult Learning Disabilities Service and the Hospital Discharge Service by April 2012 [deleted]</p> <p>Support the establishment of an Information Hub, which will provide Wirral residents, social care and health professionals and the voluntary, community and faith sector access to information and advice regarding available care services by April 2012 [deleted]</p> <p>Dept wants to add from national ASCOF:</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 for the next three years 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>Ensure that 100% of those who approach us for support have the opportunity of completing their own, self-directed assessment [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>Support 3,000 people to have a personal budget [deleted]</p> <p>Ensure that 100% of people who need social care support are offered the opportunity of taking up a personal budget [deleted]</p> <p>Ensure that 100% of people who have a personal budget or direct payment are made aware of the range of care services available to them [deleted]</p> <p>Dept wants to add from ASCOF:</p> <p>100% of young adults transition plans are put in place during 2012/13 (not ASCOF)</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> <p><b>H&amp;WB O&amp;S - should state how integrated, high quality services would be measured and therefore how it could be scrutinised (1) There was no mention of continuing public consultation (7)</b></p>

Our goals for the next three years 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>Ensure that everybody who needs social care support has an opportunity to consider whether Assistive Technology, such as fall detectors and epilepsy sensors, may be able to support individuals to live independently for a long as possible [deleted]</p> <p>Ensure that all representatives of voluntary, community and faith social care organisations are involved in our service planning activities [deleted]</p> <p>Dept wants to add:</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 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 address issues around drugs and alcohol</p>	<p>No more than 3113 alcohol harm related hospital admissions per 100,000 population</p>



**Your NEIGHBOURHOOD**

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><del>Deliver savings of £80,000 from improved Council Energy Efficiency</del> [completed]</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>Increase levels of CRed take up by 500 pledges – CO2 reduction saving is approximately 200 tonnes [deleted]</p> <p>Install 8,000 cavity wall and loft insulation measures in private sector properties in 2012/13</p> <p>Effectively implement the Community Energy Efficiency Fund by March 2012 [deleted, on target at Q3]</p> <p>Deliver a heating improvement programme to 140 vulnerable private sector residents per year in 2011-12 and 2012-13 [dept requests deletion but this was a 2 year programme and therefore should consider adding "Deliver a heating improvement programme to 280 vulnerable private sector residents per by 2012-13"]</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>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>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
	Maintaining high levels of participation in the kerbside recycling scheme through the delivery of a reliable waste collection service	<p>Provide access to recycling collections to all households in Wirral by May 2011. [completed]</p> <p>Maintain current low levels of missed bins collections (40 missed bins per 100,000 collections) [deleted]</p>
<b>Have high standards of environmental quality across Wirral</b>	<p>Delivering a reliable street cleansing service</p> <p>Delivering a targeted programme of street cleansing and environmental improvements in our 27 local and district shopping centres</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>Deliver street cleansing programme and environmental improvements in shopping centres during 2011/12 [deleted]</p> <p>Reduce the quantity and incidence of fly-tipping across the Borough to maintain Flycapture 'good' rating. [deleted]</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<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>Delivering a comprehensive inspection programme on the highway network</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 2011 : reduce to 106</li> <li>▪ Target for 2012 : reduce to 104</li> <li>▪ Target for 2013 : reduce to 102</li> </ul> <p>Implement a speed restriction programme during 2011/12 [deleted – Q3 amber]</p> <p>Prevent any increase in the length of principal classified roads requiring maintenance treatment during 2011-12 [replace with single measure see below]</p> <p>Prevent any increase in the length of non-principal Classified roads requiring maintenance treatment during 2011-12 [replace with single measure see below]</p> <p>Prevent any increase in the length of unclassified roads requiring maintenance treatment during 2011-12 [replace with single measure see below]</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>Delivering a programme of improvements in parks funded by the capital programme</p>	<p>Increase the number of parks attaining an agreed quality standard from 12 to 13 by 2012/13</p> <p>Dept to add: Achieve 100% of the 9 key outcomes of the delivery action plan by March 2013</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>Developing the museum service by implementing a marketing and promotions plan</p>	<p>Roll out Wi Fi across Libraries by July 2011 [<del>deleted – projects delayed confirm completion</del>]</p> <p>Install information Screens in every Library by July 2011 [<del>deleted – projects delayed confirm completion</del>]</p> <p>Install E books in every Library by September 2011 [<del>deleted – projects delayed confirm completion</del>]</p> <p>Complete 1<sup>st</sup> phased integration to co-locate two libraries with one stop shops by July 2011 [<del>deleted – projects delayed confirm completion</del>]</p> <p>Increase the number of Wirral residents participating in sport and physical activity by 1%</p> <p>Increase the numbers of visitors to the Williamson Art Gallery and Priory by 10% in 2011/12 [<del>deleted, difficulties reporting during 2011/12</del>]</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p><b>Respond to and recover effectively from incidents and emergencies</b></p>	<p>Planning and collaborating with all stakeholders through an effective Flood and Water Management Partnership 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>Investigate all occurrences of surface water flooding that affect Wirral properties [deleted Q1- 3 green]</p> <p>Review the 2010/11 performance of winter resilience arrangements and the highways winter maintenance service by June 2011 [deleted Q1- 3 green]</p> <p>Publish a programme of snow and ice clearance in the busiest pedestrian and shopping areas by October 2011 [deleted Q1- 3 green]</p> <p>Consider arrangements for waste collection during severe winter weather in renegotiation of the waste collection contract by November 2011 [deleted Q1- 3 green]</p> <p>Ensure that Council response meets national guidelines on minimum temperatures [deleted Q1- 3 green]</p> <p>Ensure that all plans are reviewed and exercised by March 2012 [replace with Develop assurance measures to ensure partners have agreed business continuity arrangements in place]</p> <p>Dept added:</p> <p>Develop a Wirral Emergency Volunteer Scheme (WEVS)</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<b>Support vulnerable people in maintaining their independence in the community</b>	Reviewing housing services for vulnerable people and ensure that Council services work together to deliver outcomes to agreed quality	<p>To review 23 housing services to inform contract negotiations due for renewal</p> <p>Retender supported housing services for people with learning disabilities by March 2012 [suggest requesting confirmation of status of 11/12 target and planned completion date (Q1-2 Amber, Q3 Green) - Cabinet 13/10/11 approved an extension of 4 months, with an option to extend further up to 6 months if required), if not to be completed during 11/12 request update for 12/13 Q1 performance review. Suggest consideration of new target, maybe based around implementation of renegotiated services]</p> <p>Increase the percentage of care leavers in suitable accommodation to 95%</p>
<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>	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>Bring back into use 250 homes per year which have been empty longer than six months</p> <p>Accredit 200 privately rented properties per year</p> <p>Implement a new Sub Regional Choice Based Lettings Scheme by December 2011 [(Q1 &amp; 3 Green, Q2 Red - Cabinet notified at Q2 delivery date slipped to Apr 12, with implementation date June 12)</p> <p>Implement proposals to reduce under occupation in social housing by August 2011 [deleted (Q1 Green Q2-3 Amber)]</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<b>Provide new and affordable homes</b>	<p>Responding to housing market failure and restructuring housing market with partner organisations</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 by September 2012 and set out an action plan to implement scheme</p>
<b>Reduce anti-social behaviour and improve community safety</b>	<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) <del>deleted,</del> dept suggests Indicator to be agreed and baselined during 2012/13. Possible priority target for 12/13 whilst domestic violence indicator is being agreed / baselined]</p>

**Your ECONOMY**

Our goals for the next three years 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 313 apprentices by 2012 [Directly support 30 apprenticeship opportunities ensuring they attain level three in the programme]</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>Supporting the Destination Marketing of Wirral as a business and visitor location, including in regard to the 2012 Women's Golf Open</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>



Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
	<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>Deliver recommendations further to the Green Growth review undertaken by scrutiny</p> <p><b>Dept to add :</b></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 [by ????] as part of the 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><del>Single touch point investor strategy in place by July 2011</del> [complete]</p> <p>[Dept to add: Engage with 800 businesses]</p> <p>Increase membership of Wirral Business Forum by 500</p> <p>Increase Tourism Business Assists to 300 in 2011/12 [deleted]</p>

**Your COUNCIL**

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p><b>Deliver Wirral's improvement priorities</b></p>	<p>Putting in place an agreed Corporate Plan that sets clear priorities reflecting a good understanding of citizens and customers views through consultation, participation and localism</p> <p>Developing a rigorous performance management framework and performance appraisal arrangements</p> <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>Developing a clear longer-term financial plan, linked to the Corporate Plan, including the enhancement of the Strategic Change Programme and development of a clear commissioning strategy</p> <p>Ensuring that there are strong arrangements in place for risk, audit and whistleblowing</p> <p>Put in place a clear scheme of delegation and agree a clear protocol on sharing information with members</p> <p><b>Need to consider how issues of openness and leadership can be reflected, e.g. delivery of cultural change programme</b></p>	
<p><b>Reduce the running costs of the Council by improving the efficiency and value for money of</b></p>	<p>Delivering the Strategic Change Programme (SCP) to improve the way we work and drive down the costs of running the Council.</p>	<p>Deliver SCP 2011-2012 projects to deliver agreed benefits to the agreed quality, on time and to budget [targets not set for 2012/13, Q3=red]</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<b>Council services whilst reducing bureaucracy</b>	Ensuring every pound spent by the Council adds value to services or is returned to residents through its Council Tax requirement	<p>Ensure all projects proposed to SCP during 2011-2012 have defined and achievable benefits to Council services, or budget [targets not set for 2012/13, Q3=red]</p> <p>Deliver 2011-2012 budget &amp; ensure 2012 -2013 budget is sustainable, matched to agreed need and aligned to residents' priorities. [targets not set for 2012/13]</p>
<b>A well led, skilled, committed and flexible workforce working on behalf of Wirral residents and businesses</b>	<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><del>Put a People's Strategy and Organisational development plan in place by July 2011 [completed, suggest measure to delivery of cultural change programme]</del></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 by July 2011 [targets not set for 2012/13, (Q1 Green, Q2-3 Amber)],</p> <p>Review HR policies by April 2012 (Q1-3 Amber - Focus on other key projects has led to slippages in timescales, resources need to be re-allocated and plan put in place to deliver to timescales) revised completion date September 2012, but deleted for 2012/13]</p> <p>Implement Job Evaluation (Stage 3) by April 2012 [project assessed as Green (Q1), then Amber (Q2-3). Likely end date July 2012, not put forward for 2012/13]</p> <p>Implement a Internal Communications Strategy by July 2011 [targets not set for 2012/13, Q1-3 reported Green]</p> <p>2012/13 suggested targets included absenteeism, absenteeism due to stress, number of appraisals completed, managers completing mandatory training. Dept submitted targets for % of workforce who are women, black and disabled, which does not reflect the goal of a</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
		committed flexible workforce.
<b>Support the development of a bigger and stronger society</b>	<p>Involving residents in determining Council priorities through meaningful and transparent consultation</p> <p>Ensuring the Council meets the legal requirements of the 2010 Equality Duty</p> <p>Increasing opportunities for local Councillors, residents and communities to make real improvements to their neighbourhoods</p> <p>The Council playing its full part in ending child poverty</p> <p>Reviewing how the Council promotes volunteering, funds the voluntary, community and faith organisations and provide opportunities to increase their involvement of the sector in delivering Council services</p> <p>Promote cooperatives, mutuals and social enterprises</p>	<p>Put in place an annual budget consultation programme</p> <p>Publish specific and measurable equality objectives [date required]</p> <p>Develop local plans for each area forum in consultation with communities</p> <p>Deliver a Wirral Child and Family Poverty Strategy and action plan</p> <p>Work with the voluntary, community and faith sector to:</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>Establish a 'Right to Provide' policy framework [date required]</p>
<b>Develop wider public sector partnerships for the improvement of</b>	Effectively manage the transfer of Public health responsibilities from the Primary Care Trust to Wirral Council	In advance of full transfer of public health responsibilities and budget in April 2013:

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p>services to Wirral residents</p>	<p>Revitalising the Local Strategic Partnership</p>	<p><del>Establish a Health and Wellbeing Board by October 2011 [completed]</del></p> <p><del>Agree changes in Wirral Council organisational structures required by April 2012 [completed]</del></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 [date required]</p>