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WIRRAL COUNCIL

DRAFT UPDATED CORPORATE PLAN 2012/13

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FOREWORD and VISION

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

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

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

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

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

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

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

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

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

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

Cllr. Phil Davies
Leader of Wirral Council

Our Vision for Wirral

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

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

How we will get there

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

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

Our Values

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

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1. YOUR ECONOMY

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

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

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

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

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

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

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

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

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2. YOUR FAMILY: CHILDREN AND YOUNG PEOPLE

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

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

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

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

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

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

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

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

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

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

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

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

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

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3. YOUR FAMILY: ADULTS

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

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

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

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

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

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

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

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

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

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

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

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

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

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4. YOUR NEIGHBOURHOOD

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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5. YOUR COUNCIL

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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