

Corporate Plan: Refreshed for 2015-16



OUR PLACE

Wirral is a unique place, home to a growing population of over 320,000 people, including 196,300 people of working age and over 8,755 businesses providing employment for 94,500 people. The Wirral peninsula extends to 60 square miles, with 25 miles of coastline. It is an area of outstanding natural beauty, packed full of spectacular scenery, with a rich mixture of culture and heritage.

Strategically located between the economic centres of Liverpool and Chester, Wirral benefits from an infrastructure that presents significant opportunities for development.

Wirral has many examples of excellent housing, schools and a high quality environment; however there are unacceptable levels of inequality which exist within the borough, particularly in relation to life expectancies.

There is a strong contrast between the East and West of the borough. Wirral's neighbourhoods range from some of the most deprived in the country, around St James Church in Bidston, to one of the most affluent, or least deprived, in South West Heswall less than six miles away. 23 areas in Wirral fall into the highest 3% in England in terms of levels of child poverty, with a total of 57 areas in the highest 20%. This results in serious quality of life issues and health inequalities, including a completely unacceptable difference in life expectancy of up to 10 years for females and 12.4 years for males depending on where a person lives in Wirral.

A combination of low income and poorer property standards have resulted in households in Wallasey and Birkenhead having the highest rates of fuel poverty in Wirral. The affordability of housing in the borough will also need to be addressed to narrow the inequality gap for individuals who are unable to take that first step on the housing ladder.

Population projections have identified that Wirral's demographic will alter considerably by 2033, with those aged 65 and above expected to increase by 24,600 people, to almost a third of the local population. The rise in the number of older people over the next two decades will force Wirral to adapt to new challenges.

25

MILES OF
COASTLINE

60

SQ MILES

8,755

BUSINESSES

94,500

JOBS

320,000

PEOPLE

LEADER'S FOREWORD



This is a time to be excited about the future of Wirral.

Despite the unparalleled financial challenges before us, we have huge opportunities at our finger tips. Over the coming year we will overcome our challenges and we will grasp those opportunities. This Corporate Plan sets out how we will do it.

Over the past two years we have achieved a great deal together. Wirral Council's response to previous challenges and the scale of our improvement has been hailed as the fastest turnaround of any Council in the country, and has been championed by the Local Government Association as an example of best practice. Our progress is also reflected in our recent external audit report which highlights that significant progress has been made and confirms that we now have appropriate arrangements in place to manage our financial risks and challenges.

We can now look forward together with a renewed and justified confidence that we can continue to improve our services and also our residents' quality of life. Wirral's communities are its strongest asset

- they are vibrant, engaged and vital to the future of this borough. Crucially, we will seek to work with local people in decision making and service design and delivery.

Due to the Governments's continued austerity policies, our budget challenge remains extremely serious. Despite making savings of £151 million since 2010 we still require further savings in the region of £70 million before 2018, including £18 million this coming year.

It is an inescapable fact that, by 2017, our Government grant will have reduced by 57%. A reduction in funding of that magnitude means we have to radically transform the Council on an unprecedented scale. We have to change the way we deliver our services - critically evaluating everything we do and finding new, innovative solutions with our partners and communities.

We will continue to uphold and deliver on our pledge to reduce the running costs of this Council, including continuing to streamline our services, reducing bureaucracy and management costs. This includes investing in IT systems; a complete reshaping of our administrative and process-based work, enabling further work to evaluate the most appropriate way to provide services in future. Centralised, targeted new functions will cover income and debt, governance and compliance and commercialisation and change.

Our commitment to deliver more efficient but high quality services is also illustrated by our investment in new technology to provide LED Street Lighting. Cheaper to operate, better for the environment

and, crucially, brighter – this investment will see long term savings in this area without switching off the street lights on the borough’s highways.

Our priorities are clear – protecting the vulnerable, reducing health inequalities and driving economic growth. We will never invest diminishing resources in unnecessary bureaucracy when that money could be better spent on protecting the front line services which are working towards those vital goals. Our commitment to these priorities is evident in some of the flagship policies that we have supported over the last year, including:

- Supporting hardworking local residents by freezing Council Tax
- New investment in affordable housing
- Continuing to grow our economy and reduce unemployment through the Reachout employment project & our Health Related Worklessness Programme
- Attracting significant international support and investment through this year’s extremely successful Open Golf Championship – with a total economic benefit of around £76.3m to Wirral and the wider economy of the North West
- Offering support to Wirral’s most vulnerable residents who are impacted by the Government’s welfare reforms.

In spite of the budget cuts which continue to be imposed upon us, we will strive to address the absolutely unacceptable levels of inequality that exist within Wirral. I am determined that we must never, and will never, lose focus on our commitment to do all we can to tackle the disparities that exist

– in particular in terms of economic achievement, child poverty and aspiration and improving people’s health and well being. I am proud that Wirral Council pays the ‘Living Wage’ and I am determined to extend this commitment to our contractors and Wirral employers to enable Wirral to become a ‘Living Wage’ borough.

Our ambitious, but achievable, plans to grow our economy underline the importance of how we must punch above our weight on a regional and national level. As Chair of the Liverpool City Region Combined Authority, I have worked hard to ensure that Wirral plays a key role in working with the other local authorities in the North West to drive forward economic growth and support for the entire North of England.

Using our influence in the region, we will continue to promote Wirral’s interests, and build a strong case for why we should have greater devolved powers, budgets and decision making from Westminster.

These are challenging times for all of us, councillors, staff and communities, but together I am confident that we can continue to make excellent progress towards a better, healthier and fairer Wirral for all our residents. This Corporate Plan provides the blueprint for the next stage in our work towards becoming an excellent council.



Cllr. Phil Davies, Leader of the Council.

OUR VISION

This refreshed Corporate Plan will provide the framework to enable a robust approach to the Council's business planning; ensuring that our vision, priorities and spending decisions are based on sound evidence, thorough analysis and understanding of community needs. Crucially, it will ensure that the priorities identified in the Corporate Plan will be underpinned by a sustainable budget for the final year of the plan and can be delivered within resources available to us. We pledge to support the vision and serve our residents, by further improving our organisation and becoming the outstanding Council that the people of Wirral deserve.

Our priorities are situated at the heart of our Corporate Plan vision and are underpinned and updated in accordance with our continuous and extensive consultations with local residents:



PROTECTING THE VULNERABLE IN OUR BOROUGH

It is of the utmost importance that we safeguard our vulnerable people and deliver our services with empathy at all times. By working together across the Council and agency boundaries, we will ensure that our systems and procedures are designed, so that we can promptly identify and mitigate problems before they develop.



DRIVING GROWTH IN OUR ECONOMY

Through our desire for economic growth, we will continue to seize the unprecedented opportunities that are within our grasp and will continue to capitalise on exciting regeneration projects, which will transform our economy and promote Wirral as a borough where businesses prosper.



TACKLE HEALTH INEQUALITIES

To reduce the levels of child poverty and tackle the health inequalities that exist in our communities, we will embrace our Council's leadership role on the public health agenda.

Our vision is:

“Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here”

OUR APPROACH

Wirral Council will be one organisation working in collaboration with our partners wherever we can. At all times we will be focussed on outcomes for residents and not on organisational distinctions. We are committed to learning from past mistakes and will continue to identify and deal with issues in a prompt and effective manner, so that they are not repeated in the future.

The Council continues to make strong progress to improve and transform every aspect of its operation; from corporate governance arrangements and service delivery models to organisational design.

We have received positive external feedback that we remain on the right track and have put in place a strong foundation to achieve financial stability and respond to the challenging financial situation that local government continues to face.

The framework set out in this Plan is designed to further drive improvements in our services and how

we operate to ensure that we are a Council that works efficiently and effectively.

Using our role as the leader of public services in the borough, the Council will work with our partners and residents to ensure that these principles support and drive a change in relationship between the Council and residents. Rising demand for many of our services including social care, housing and debt advice, combined with the scale of reductions to our budget, is forcing us all to re-evaluate the way we do business.

We will continue to strengthen our public health role and shape services to meet local needs, tackle inequalities and influence the many factors that affect our residents health and well being. We will take an evidence-based approach to improving public health and protecting our residents to ensure that we create the right environment for healthy lifestyles. There is a good evidence base that shows how Council services can have a positive impact on





health. This highlights the importance of healthy places and healthy people who are able to take advantage of opportunities arising from education and employment.

We will support children to have the best start in life and target the most disadvantaged and vulnerable children and their families with intensive support. We will work with schools to ensure that pupils have access to a safe, healthy school environment where they can achieve the best educational outcomes and where schools promote healthy behaviours.

We will help people find good jobs and stay in work and ensure they have access to safe travel. We will deliver on a range of housing initiatives to achieve warmer and safer homes for our residents which will help tackle respiratory illnesses and prevent accidents in the home

We will ensure that our residents have access to green and open spaces and leisure services that support behaviour changes and encourage active lifestyles.

We will demonstrate strong civic and community leadership through a strengthened role for local members. We will build on the assets already in our communities and ensure local residents are empowered to take a leading role in tackling issues in their communities. Innovative approaches to services that are delivered in partnership with citizens are essential.

We must significantly reconfigure our business and organisational arrangements over the next three years in order to continue to provide services that are good value for money. Where appropriate, we will adopt a business - focussed approach to generating income and explore all opportunities to deliver our services differently.

Changing the way we work will ensure that even in times of unprecedented financial challenges we are able to prioritise the safety of our most vulnerable residents, through seeking new and innovative ways of providing services, and through capitalising on the huge opportunities for economic development which are within our grasp. In this way we will ensure that where you live is never a barrier to having and achieving high ambitions and enjoying an excellent quality of life.



WORKING TOGETHER

We recognise that, at a time of rapidly diminishing resources from central government, we must prioritise our efforts and make tough choices to ensure a sound financial base. While doing this we will never compromise our ambitions for Wirral and everyone who lives here - regardless of how strong their voices are.

We will do nothing alone that we could not deliver more efficiently and effectively with others and we will integrate our services wherever possible if it will improve standards for residents. Most importantly, we will capitalise on Wirral's strong physical, economic and community assets to ensure a positive legacy and a better future for this generation and the next.

We will be an inclusive Council, valuing the principles of equality and diversity in all we do. Our workforce is our most important asset and we will ensure that our organisational values of integrity, efficiency, confidence and ambition shape how the Council delivers services to Wirral residents.

We have implemented our Neighbourhood Working programme in the borough, and will

continue to develop this approach, empowering our Members, as community leaders, to use devolved powers and responsibilities to secure value for money from the public resources in their areas.

Our aim is to inspire local people to come together and find the right solutions to the issues and challenges in their local communities. This approach will not just deliver more cost effective services; it will deliver better outcomes for local residents.

The Wirral Public Service Board is well established to drive this work forward. The Board brings together senior representatives from Merseyside Police, Merseyside Fire and Rescue, Wirral Metropolitan College, Job Centre Plus, Health organisations and Magenta Living.

The Board aims to bring together the public sector to join up services to make them better for residents and to make the best use of resources. This important work will help to tackle the stark health inequalities that exist within Wirral.

We are working closely with partners and colleagues on the Health and Wellbeing Board to transform health and social care. The intention is to re-shape health services and social care in Wirral, whilst supporting people to take more responsibility for looking after their own health.

We are working closely with the other local Councils across Merseyside, and playing a key role in major partnership developments including the Liverpool City Region Combined Authority. One of the aims of the Combined Authority is to gain more powers and funding from Government so we can attract more jobs and investment. The Combined Authority is already seeing successes and greater strategic working across the key themes to join up decision making across Transport, Logistics, Economic Growth and Skills.

The following sections outline what we will deliver during 2015-16 through working closely in partnership with key stakeholders and most importantly our communities.



WHAT WE WILL DELIVER IN 2015-16

INVESTING IN OUR FUTURE

We will continue to provide a clear leadership role within the City Region and Combined Authority and use this role to lobby for Wirral at a regional and national level. We will help to drive continued economic growth in Wirral's economy, prioritising job creation and skills by capitalising on our unique strengths, particularly in green technologies.

We recognise that it is vitally important to Wirral that the Council should be successful in driving local, regional and national economic growth. Wirral's ambitious aims for the economy underline the importance of how we must continue to punch our weight on a regional and national level.

We believe that there is a central role for Wirral and the Combined Authority in contributing to the national debate and discussion for greater devolution from the Government. Devolved budgets, resources and political powers will help to tackle entrenched problems of unemployment and poor skills; to secure better transport and rail infrastructure; and to harness our significant economic assets to create a Northern economy that can be truly competitive on a global scale.

Wirral's local environment and the economy are arguably the two biggest factors in driving the quality of life, health and levels of achievement for our residents. Every year, the Council invests huge resources in both maintaining and improving the local environment, and in stimulating the local economy – through helping our local businesses to succeed and expand, and encouraging businesses to start up or relocate in Wirral.

We will deliver on our transport schemes as part of the city region growth deal and maximise our future opportunities to strengthen Wirral's transport infrastructure and access to employment opportunities. We are determined that Wirral will be a place where businesses flourish and people have access to good jobs, and quality, affordable homes in a safe and clean environment.

Wirral's economy today has a total value of around £3.4 billion per year and is home to many international

businesses. Our tourism economy is now worth over £327 million, attracting over 7 million visitors each year, and increasing annually due to borough-wide investment and international marketing. We are at the forefront of developing significant projects in the borough which will drive further investment and increase jobs.

We have a strong track record in securing opportunities for investment in key growth sectors such as the offshore wind energy industry, low carbon economy, advanced engineering, technology and manufacturing services and in particular the automotive supply chain.

Wirral continues to play a key role with our Liverpool City Region partners in tackling youth unemployment. The City Region recently received the largest allocation across all City Deal areas, to deliver an employment support programme with an additional flexible budget to support young people into employment. We will inspire our young people to grasp these opportunities, helping to reduce poverty and securing a healthier economic future for all.

Growing our economy and reducing unemployment continues to be a key priority for us and our partners. Wirral has made significant progress in reducing worklessness in the borough, however current levels exceed regional and national averages with a significant majority attributable to residents with a health condition; specifically mental health. A number of activities aim to address this, including our Health Related Worklessness Programme, which is one of a suite of Government's Transforming Public Services Projects led by Wirral's Public Service Board.

We are extending our current worklessness support contract, so that we can continue to tackle unemployment. This has been made possible by using some funding from the Council's public health grant, recognising the role that public health can play in tackling inequalities and the many factors that affect our resident's health and well-being.

Economic regeneration continues to be a key priority for us. The successful New Brighton Marine Point development continues to go from strength to strength,

WHAT WE WILL DELIVER IN 2015-16

with current work moving it into its next phase. We are building on the revitalisation of Birkenhead Park to celebrate its distinction as the world's first publicly funded park and a major influence on the design of Central Park, New York. The two parks are closely linked, with good partnerships being established, and a number of exchange visits taking place.

During the coming year we will progress plans for the redevelopment of Birkenhead Town Centre. The key objective of these proposals is to enable the Town to re-establish itself as a principal retail destination for Wirral residents, and to increase the town's food and leisure offer.

Our regeneration projects are underway and will transform our economy, and our physical landscape and location are the envy of the country – proven by the numbers of visitors to Wirral rising at a faster rate than anywhere in the North West.

Wirral has a wealth of green and open spaces, and we are proud of our diverse range of historic parks, open spaces, coast and countryside sites. We have recently agreed our Parks and Open Space Strategy, following extensive consultation with our residents and partners. Our new Strategy sets out how, with input from staff, volunteers, Friends groups and other partners, Wirral's parks and open spaces will be well managed and provide a wide range of positive activities, supporting good health, improved life chances and an excellent quality of life, within reach of everyone who lives in or visits Wirral.

We are also transforming the way we deliver services at the most fundamental level – giving every Wirral community, every resident and every group the opportunity to almost design their own Council, in their own street. We will continue to transform our neighbourhoods through the development of quality mixed tenure housing schemes and protect the health, safety and wellbeing of our most vulnerable residents through targeted housing services.

Our approach to Neighbourhood Working continues to be integral to the design of our services and will enable

residents to direct Council funding and resources in their own community towards the areas that matter most to them.

This year, we will:

- Continue to deliver Wirral's ambitious investment strategy, focussing on key sectors and investments to drive economic growth within the borough
- Continue to develop, support and encourage the creation and accessibility of jobs through providing a supporting and enabling environment. There will be a specific focus, working with our partners on health related worklessness to support access to skills and employment
- Progress the plans with our partners to reinvigorate Birkenhead Town Centre through a comprehensive redevelopment programme
- Continue to grow Wirral's economy by working with and supporting businesses and creating environments and opportunities where the private sector wants to invest
- Continue to encourage and attract investment into Wirral by securing resources to support the delivery of key infrastructure that will enable the creation of jobs and unlock the substantial potential for economic growth
- Continue the development of a selective licensing scheme to drive up standards in the private rented sector
- Enable vulnerable people to achieve greater independence, quality of life and integration through the development, provision and continued funding and monitoring of supported housing services
- Prevent and tackle homelessness and rough sleeping, through early intervention and effective collaboration, thereby improving housing outcomes for Wirral's most vulnerable people

WHAT WE WILL DELIVER IN 2015-16

PROMOTING INDEPENDENCE

The challenges we are facing, both in a financial and demographic sense, mean that we must change, we must adapt, and we must innovate to ensure that we continue to deliver services which are relevant to those who need them.

We have an ageing population, and more vulnerable adults needing our help. We have more children and young people needing our support, and we have growing levels of child poverty.

At the same time, the aspirations of the people we work with are, quite rightly, rising – as are their expectations of us. However, we have less money than ever to support them. Our challenges are clear – they are significant, but not unachievable.

Against these challenges the new Care Act will fundamentally change Adult Social Care Law and demand from 2015. The legislation places a duty on local authorities to promote a whole system approach, commissioning services co-productively with stakeholders. It also means commissioning for the care and support needs of the whole population to use resources to their best effect. We have made substantial progress to deliver our improvement plans for children's and adult social services to ensure that we have robust arrangements in place to manage our resources and transform services. We are working closely with our partners to meet shared objectives, including implementing new models to deliver services such as social enterprises and services provided from non-traditional settings. These new ways of delivering our services will make greater use of our community assets and delivering more support to people in their homes.

We will continue to fulfil our duties to safeguard those who are most vulnerable whilst targeting the resources we have to ensure we achieve maximum value for the Wirral pound. We recognise that our partners and communities also have an important part to play in the safeguarding and prevention of abuse.

We will provide clear and committed leadership, to effectively tackle child sexual exploitation and ensure that safeguarding professionals work together to provide a multi-agency response to identify and support all young people identified as being at risk of harm. The development of a Multi-Agency Safeguarding Hub will also significantly improve intelligence gathering across partner agencies and the sharing of information to protect children and young people. Wirral's Safeguarding Children's Board plays a key role through their coordination and monitoring of multi-agency safeguarding activity.

We will also strengthen our safeguarding arrangements for vulnerable adults and ensure that a multi-agency approach is adopted to ensure that a wide range of agencies, services and people work together to safeguard adults at risk. The Adult Safeguarding Partnership Board will have statutory status from April 2015 and will continue to play an important role to coordinate safeguarding activity and seeks to ensure that all adults at risk in Wirral are able to live free from the fear of abuse, neglect, harm and exploitation.

We will continue to work with our partners and voluntary, community and faith organisations to further tackle child poverty and reduce the developmental gap that currently exists within parts of Wirral. In Birkenhead, The Foundation Years project is working closely with parents, families and partners within early years services to provide appropriate resources and training to ensure that children in this area have the best start in life; there are other excellent examples of innovative projects across Wirral that are having a real impact on child poverty in our communities.

We will continually adapt and find innovative solutions to make certain the financial restraints being placed on the Council do not impact on our residents' ability to live full lives and achieve their aspirations.

To do this we must adopt a new way of thinking – working with and supporting individuals and communities to become more resilient, thereby

WHAT WE WILL DELIVER IN 2015-16

reducing dependency, tackling loneliness and social isolation and supporting mental health and wellbeing. This will require residents, people using our services and also our workforce to think and work differently.

We will also shift our focus – away from professions and organisations and onto residents and communities. This means we will involve people who use our services in the design, delivery, commissioning and evaluation of the services they use.

We will put more emphasis on early intervention in order to reduce spending on crisis situations. We will utilise the Better Care Fund to continue to work with our partners in the NHS to integrate health and social care in a way which looks at the ‘whole person’ as opposed to individual elements of an individual’s care needs.

This will provide improved outcomes and experiences for individuals and communities, and will implement preventative and early intervention strategies to help care for people at home or in the community, without them having to rely on long or short-term care placements.

Our Vision 2018 approach will transform GP, primary care, community health, hospital and social care services in Wirral. It will mean:

- Community based health services operating seven days a week, including access to GPs, community nurses and social workers
- More hospital services in the community, with consultant led teams
- Health and social care professionals working together for people with ongoing needs: one assessment, one care plan, one key coordinator
- Specialist in-patient hospital care for those who need it
- Support for people to look after themselves and stay healthy

We will continue to focus on the redesign of our early intervention services for children, young

people and their families. We will continue to learn the valuable lessons from the intensive family intervention programme to ensure that we provide effective support to those most in need.

We will continue to work closely with schools and ensure that we work in partnership to deliver our priorities within available resources and achieve the best outcomes for our children and young people.

We will work with a range of partners from the public, private and voluntary and community sector to deliver the proposals for a new Youth Zone in Birkenhead. This will provide a state-of-the-art facility offering a variety of specialist and inclusive activities for young people throughout Wirral. We will also continue to target resources to provide a range of outreach support services to those who most need our support.

We will strive to ensure all residents, especially the most vulnerable, are given the tools to enable them to make the choices that are right for them and their families. We believe this will help to deliver healthier and happier outcomes for those who need our help the most.

WHAT WE WILL DELIVER IN 2015-16

This year, we will:

- Ensure that our safeguarding arrangements for vulnerable children and adults continue to strengthen
- Focus on our children and families, with partners, to ensure that children are ready for school; young people are ready for work and adult life and that children and young people feel safe and are safe.
- Transform our approach to Early Years and Children's Centres delivery
- Implement and embed our new model of delivery for children's social care, with an emphasis on the child's journey
- Review and reposition the Council's relationship with schools to ensure priorities are delivered, including closing the attainment gap
- Create a community interest company with Cheshire West and Chester Council to deliver sustainable services to schools and ensure resources are used effectively
- Implement our proposals to establish a local authority trading company for adult disability services
- Implement a new model for an all age disability service for children, young people and adults
- Maximise our opportunities, utilising Better Care Fund, to ensure sustainable and improved outcomes for older and disabled residents whilst also achieving greater value for money
- Review the assessment process for adult social care to embed the new Care Act responsibilities
- Implement our health and social care integration plans with our health partners as part of the vision 2018 approach
- Continue to deliver our transformation programme for leisure services
- Implement a new model for our early intervention and prevention services to ensure we manage demand efficiently and community based care effectively

WHAT WE WILL DELIVER IN 2015-16

TRANSFORMING THE COUNCIL

The work of the Wirral Improvement Board was essential in providing external challenge and support to the Council. Since its withdrawal in November 2013, we have continued to demonstrate our ability to transform and improve our organisation in accordance with the lessons that we have learnt.

The Council's external auditor has confirmed that Wirral Council now has proper arrangements in place for 'securing financial resilience and challenging how it secures economy, efficiency and effectiveness.' The 2013-14 Value for Money assessment has concluded that improvements have been made across all areas, demonstrating significant progress compared to the 2012-13 report.

Significant improvements have been made to strengthen our corporate governance arrangements. The Council's constitution has been completely overhauled to significantly strengthen governance and accountability. The Council's contract procedure rules and financial regulations have also been revised to ensure transparent and robust arrangements are in place.

We will now implement our new strategic commissioning approach to ensure that we improve outcomes for our residents and invest our resources in the most efficient, effective, equitable and sustainable way possible.

We will continue to ensure that Wirral Council becomes more efficient and streamlined, removing unnecessary bureaucracy wherever it exists. Our corporate support functions are in the process of being completely transformed and improved to deliver effective support to services across the Council.

The majority of our back-office services are currently undergoing a major transformation. These services are ones which you, as a Wirral resident, rarely see but which are essential to the running of the organisation – things such as finance, IT, human resources and procurement. We will make these functions as efficient

as possible, and ensure that they provide the best value for money.

A similar approach is being adopted for our internal business support, which is being transformed to maximise efficiencies, through the establishment of a new 'Transaction Centre'. The development of our Transaction Centre will enable all administrative and processing activity to be centralised, enabling generic working, integration and flexibility amongst teams. This new way of working will reduce overheads, provide leaner management structures and lead to shared systems, ultimately resulting in reduced transaction costs.

We will continue to work with our partners to support residents who are impacted by the significant changes in Welfare Reform. This will include developing services in response to the introduction of Universal Credit.

We will ensure that our organisational values of integrity, confidence, ambition and efficiency are integral to the culture and operations of the Council. We will work hard to make sure that even with vastly reduced resources, our workforce remains as committed to public service as ever and our focus on delivering the very highest level of performance never wavers.

We will develop a culture of responsibility, accountability and pride across the whole of the Council. We will be a confident organisation that is risk aware rather than risk averse. We will reduce demand for services and increase community resilience by focussing on building upon the great assets that exist at the heart of all our communities.

We have continued to invest in the development of our staff and have introduced a new training and development programme, to enable both our Members and Officers to further embrace change and innovation to drive our organisation forward.

Our staff structures and organisational systems will be stable and designed to ensure that Wirral becomes an organisation that is focussed on identifying innovative solutions, with a workforce that operates flexibly, has the right skills and delivers what residents need.

WHAT WE WILL DELIVER IN 2015-16

This year, we will:

- Continue to transform our corporate support services ensuring effective and fit for purpose functions
- Maximise efficiencies and deliver savings through the establishment of a new 'transaction centre'
- Implement our new approach to strategic commissioning and review our procurement processes to ensure that our contracts are best practice and deliver value for money
- Develop a robust transformation programme to plan and deliver future savings and deal with our financial challenges in 2015-18
- Develop the ways in which residents access Council services to ensure they are cost efficient, effective and make the best use of technology
- Continue to improve our governance arrangements in order to strengthen the Council's decision making processes through our programme of member development
- Embed our organisational values and create a culture of leadership and accountability through the development of a new workforce strategy
- Continue to support our residents who are impacted by the changes in welfare reform and roll out of universal credit
- Implement our new asset management strategy to maximise savings and efficiencies



HOW WE WILL DELIVER THIS PLAN

A performance management framework is in place which includes measures and targets subject to regular and rigorous review. This will form the basis of robust performance management and monitoring arrangements for the next year. The delivery of the Corporate Plan will be supported by key strategic policy documents including the Medium Term Financial Strategy and Commissioning Strategy. The Council's three Strategic Directors will develop plans that underpin the Corporate Plan and set out in more detail how the activities identified within the plan will be delivered together with the agreed resources required.



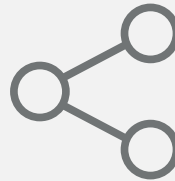
Delivering Differently:

For our services to remain efficient and effective, we must embrace alternative delivery models. Inevitably, we will commission more services than we provide in the future. This does not mean that we will simply 'outsource' services; we will remain committed to robustly assessing and evaluating the most appropriate and cost effective way of delivering our services. We will continue to utilise our influence to ensure that all of our partners and public services in the borough can work and develop together.



Income and Efficiency:

Every pound spent on bureaucracy and subsidies is a pound diverted from frontline services. To minimise this risk we will continue to streamline the way in which we operate and will aim to bring a commercial approach to the Council's businesses where it is appropriate.



Managing Demand:

We will seek to reduce the demand on specialist and costly Council services, by empowering and inspiring communities to improve their aspirations and be self-sufficient. We will continue to work in collaboration with our partners, such as the NHS, to ensure that the Council can make major savings through integrated services for people receiving support.



Customer Contact:

The Council spends millions every year on various forms of information, advice and guidance. To reduce the amount we spend, we will conduct a systematic review of all of our customer access channels, to enable us to focus on moving as many services as possible online, whilst also ensuring that we maintain face to face support for those who need it.



SUPPORTING PROGRAMMES



PEOPLE: Enabling the Council to define and deliver workforce requirements for the future; enabling people based change such as culture, up-skilling of staff and ensuring appropriate policies and procedures are in place.



TECHNOLOGY AND INFORMATION: Driving a strategic approach to the use of systems, data and information to support Council services.



ASSETS: Delivering the consolidated asset requirements of the services, enabling key service changes through the rationalisation and future proofing of the asset base.

