

WIRRAL COUNCIL PLAN

2025

FOREWORD

We are going to make Wirral a place we can all be proud of.

We care about this borough; we are ambitious for its future and we know that when we work together there is nothing we can't achieve.

Wirral's public services – what we call the Wirral Partnership – have a simple, shared duty: we are responsible for improving the quality of life every resident gets to enjoy.

We do this by delivering better outcomes for local people; by keeping the streets clean and improving the environment, making sure communities have good quality affordable housing, are safe and roads are kept in good condition. We protect the vulnerable, help people recover and stay healthy, and we create the conditions to help the economy grow so residents get more opportunities to secure good, well-paid jobs.

Wirral Council touches almost every aspect of every residents' life. That is a huge responsibility. We're expected to do our job, do it well, and help people live better, happier and safer lives. We're committed to reducing inequalities across the Borough.

We will deliver on those expectations. Our residents deserve nothing less.

This document is the Wirral Council Plan for 2025. In it we set out our stall and commit to what we will deliver over the next five years. These are the things you have told us matter to you.

Within this document you will see exactly what we will focus on for Wirral residents in the coming years, how we will do it and what we will achieve. Our ambition is for:

- A prosperous, inclusive economy where local people can get good jobs and achieve their aspirations
- A sustainable borough that's not only environmentally friendly but one which plays its part in urgently responding to the environment and climate crisis
- Brighter futures for our young people and families – regardless of their background or where they live
- Safe, vibrant communities where people want to live and raise their families
- Services which help people live happy, healthy, independent and active lives, with public services there to support them when they need it

The Plan also includes some things that we commit to do this year and that local people can hold us to account for. We promise to:

- Ensure the Council is financially sustainable, performs well, is efficient and provides value for money
- Deliver a stronger focus on the customer: providing Councillors, residents, businesses and other stakeholders with a better service
- Continue to radically improve children's services

- Deliver Wirral's Local Plan, based on brownfield first and within the timeframe set out to Government; shape vibrant Neighbourhoods
- Support inclusive economic growth and increase community wealth and increased social housing and social value
- Set out our actions in response to the environment and climate emergency
- Increase Wirral's role and profile in the Liverpool City Region; in strategic partnerships; and within the wider local government sector
- Lead local Brexit planning and preparedness

Decisions will never be taken behind closed doors. We will never take any decision without first actively seeking out, and taking account of, the views of the people that decision affects. Public services in Wirral will be accountable, and they will equally be inclusive, open and transparent.

The results in the 2018 Local Elections significantly changed the political make-up of Wirral Council. Every political party represented in the Council Chamber knows that if we are to deliver on our promises then we must work together, regardless of party, on behalf of the people who elected us.

I am pleased we have been able to work together to develop this Plan for Wirral, and I am sure if we continue to work collectively, alongside local people, focussing on what unites us rather than divides, then we can achieve everything we want to for local people. There should and will be no limit to our ambition for Wirral.

I encourage every resident to read this report.

Cllr Pat Hackett
Leader of Wirral Council

VISION FOR WIRRAL

We will secure the best possible future for our residents. This future is defined by the community prosperity we create and supported by our excellent people and services.

Wirral in 2025

Wirral is a stunning place. It's a place we can all be proud of, where people want to live, work and visit. It is creative, and confident – using its unique location on the banks of the River Mersey to be both quaint seaside town and vibrant entrepreneurial centre. We're at the forefront of the sustainable growth transition.

It's got everything you'd expect of a picturesque peninsula: miles of beautiful coastline, vast green open spaces, and a charming array of cultural and leisure opportunities. That's why we are welcoming record numbers of visitors every year, and why our economy is growing and creating opportunities and prosperity for residents and businesses.

Residents are part of a community; from the moment they are born. First-rate education and training are on our doorstep, so everyone who lives here can dream and achieve big for their futures. People here live happy and healthy lives. Services are designed based on what people need – who provides them or how they're delivered is less important than the impact they make.

Communities here are vibrant, close-knit, and have a real voice. We play our part in the world. Public services work in partnership with the people they are here to serve. In return, people care for each other and look out for their neighbours – especially those who are elderly or who need an extra helping hand. No-one goes lonely in Wirral.

It's a place which has got something for everyone. It's a place we are all proud of.

OUR PURPOSE

Public servants in Wirral are ambitious, accountable, customer-focussed and professional. We are committed to making Wirral a better place and enabling a better quality of life for every resident.

To work for Wirral Council, you have to be an excellent public servant. We are here to serve our residents, to meet their needs, to protect them and to help them raise and achieve their aspirations.

This is the principle our organisation is built upon.

We have unrelenting focus on our residents. What they expect, what they need, and what they want underpins every decision we make. We do everything within our power, with the resources at our disposal, to make Wirral a better place for its residents.

How We Work

Wirral Council staff work to a clear set of values. Regardless of what department or service people work in, we are 'one council', and we have high standards. The Council workforce is supported, developed and invested in, and in return they commit to meeting a specific customer service standard which governs how we go about our work.

Our values define how we work with each other, how we work with members and residents, and how we go about our daily business to give Wirral residents the best possible service.

The values have been developed with staff from across the council, who all show immense pride in what they do. Staff told us what matters to them, what motivates them and what inspires them to make Wirral a better place.

We put the customer first. Always.

We are here to make Wirral a better place for its residents.

We are the only democratic organisation in the borough. It is our job to support Members, and to deliver outcomes. Our Members set policy, then we deliver.

A better quality of life for every Wirral resident is the ultimate goal of every Wirral Council employee.

We are relentless in our pursuit of this goal.

Our Value	What It Means
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Our Value	What It Means
Be Customer Focussed	<p>Our residents are our customer. Make them feel like that. Treat residents as if they're paying your wages. Because they are.</p> <p>Your colleagues are customers. Help them be the best they can be.</p> <p>Help Elected Members do their jobs. They are the leaders in their communities.</p>
Be Accountable	<p>You're a leader. Take personal responsibility. Solve problems. If something isn't working, fix it. When you say you are going to do something, do it. Never walk away. Never say 'it's not my job'. Never give up</p>
Be Ambitious	<p>Aim high, always. Don't settle for second best. Don't make excuses. If you can do something better, do it. Come up with ideas. The old way isn't always the best way.</p>
Be Professional	<p>Treat everyone with respect. Colleagues, residents and Members deserve the same great service.</p> <p>If someone asks a question, answer it – quickly and clearly.</p> <p>If you're talking to a resident, you're talking to your boss. Act like it.</p>

BY 2020

This is the final year of the Wirral Plan for 2020. The Wirral Plan was about bringing public services together, integrating our efforts and scarce resources to help deliver a bigger impact for local people. We have made excellent progress against all the Pledges which were set back in 2015.

- **70%** children reaching 'good' level of development
- **4045** jobs created
- **250,000** visitors to *Imagine Wirral* events
- **74%** highest-ever employment rate
- **1252** empty properties back in use
- **32** national awards for parks

Now, we've got to finish the job.

There are 6 months left until the end of this Wirral Plan, and the transition into our next plan for the borough. We must make those six months count. Between now and April 2020 we have many major projects to deliver.

WIRRAL COUNCIL DELIVERY PLAN FOR 2019/20

WHAT WE'LL DO	BY WHEN
Start the replacement programme for streetlights	October 2019
Agree our new 5-Year Plan for Wirral	October 2019
Propose our new Financial Strategy for Wirral	December 2019
Launch Consultation on our Local Plan	December 2019
Agree the Business Plan for Wirral Growth Company	January 2020
Accelerate visible Wirral Waters delivery	Ongoing 2019/20
Launch our Climate Emergency Action Plan; Cool Wirral and Tree Strategies	Autumn 2019
Break ground on Wirral Waters residential schemes	Underway
Tackle homelessness and launch our new strategy for social and affordable homes	2019
Take the regeneration of New Ferry to the next step	Underway
Prioritise regeneration of our Town Centres & High Streets	Underway
Develop plans for our new Community Bank and drive forward Community Wealth Building	Ongoing 2019/20
Drive forward the continued growth and regeneration of New Brighton as a vibrant tourism destination	Ongoing 2019/20
Finalise work to understand the needs of the creative enterprise sector and use this evidence to develop an action plan focused on enabling sector growth;	March 2020
Launch Wirral's Borough of Culture legacy plan and 2020 events programme;	January 2020
Deliver a Destination Marketing work programme and campaign strategy focused on increasing visitor numbers	December 2020
Drive forward our new Children's Vision	Ongoing 2019/20
Continue to drive improved outcomes for Wirral's residents through joined up arrangements with the NHS that deliver the Right Care in the Right Place at the Right Time	Ongoing 2019/20
Launch our consultation with Wirral residents and stakeholder groups	Autumn 2019
Take forward our plans for accessible and popular community and leisure services, supporting our residents in their health and wellbeing goals	Ongoing 2019/20

OUR PRIORITIES FOR 2025

Our priorities are clear: they are developed based on what people have told us in conversations, consultations, surveys and community events.

This Wirral Council Plan is a set of goals and objectives, which every everyone involved in Wirral Council owns and will strive to achieve over these next five years.

They are a commitment to local people, a specific and clear set of priorities we will achieve together. The rest of this document describes those priorities – what we will achieve, and how we will do it.

These priorities are summarised overleaf in our 'Plan on a Page'.

Wirral Council Plan

Our vision to secure the best opportunities and outcomes for residents

For you as a resident this means

You will live in safe, pleasant and clean communities where people want to live and raise their families

You will live in a cleaner, greener borough which defends and improves our environment

Access to services which help people live happy, healthy independent and active lifestyles with public services there to support them when they need it

You will benefit from a prosperous, inclusive economy where local people can get good jobs and achieve their aspirations

Young people and families will have brighter futures - regardless of their background or where they live

How we will do this



Working for AN INCLUSIVE ECONOMY

OUTCOME:

Wirral Residents have access to great jobs and good quality affordable and social housing



We want to create ambitious and prosperous communities. Our plans for sustainable economic growth are about creating community wealth. They're about encouraging inclusive and sustainable growth, where the benefits are felt by every resident without damaging the environment on which we all rely. They're about creating opportunities for local people, and inspiring ambition. Prosperous communities are happier, healthier and better places to live.

People want the chance to get a good job, and live in a nice home on a clean, safe street. A successful local economy – built on these inclusive principles – helps deliver that. Attracting investment into our borough helps create good jobs for our residents. It helps people improve their skills, improve their prospects and raise the aspirations of their whole family. It's about helping everyone in the borough to become better off and live more comfortably.

The work we do helps support local employers to succeed, to win more business and grow – to attract more inward investment, creating more jobs and opportunities for local people. We will help make sure our residents have the skills and education they need to secure their best possible futures and to make the Wirral economy fit for an environmentally sustainable future. We work side-by-side with the independent traders who keep our high-streets alive, helping them adapt to modern trends.

We make sure people have a choice of attractive and safe and sustainable homes – within their price range, suited to their needs, and built in the right places to protect the unique character and special charm of our borough. We will continue to work to ensure more and more people discover Wirral. We will help it become a thriving tourist destination, so that it supports thousands of local jobs and puts money directly into hundreds of local businesses.

What we'll do	How we'll measure success
<p>Focus on transformational & inclusive growth Create jobs and support businesses Attract ethical investment</p> <p>Set up a Community Bank Create Community Wealth & Social Value</p> <p>Encourage quality, affordable, sustainable homes Bring empty properties back into use Improve private sector properties</p> <p>Maximise the potential of Wirral's creative enterprise sector as a driver for economic regeneration and community wealth building</p> <p>Deliver an ambitious, high quality and inclusive culture events programme which impacts positively on civic pride and outcomes for residents as well as attracts visitors</p> <p>Promote Wirral regionally, nationally and internationally as a world-class visitor destination which is rich in assets and experiences</p> <p>Encourage environmentally friendly growth, sustainable energy and the circular economy</p>	<ul style="list-style-type: none"> • Total investments secured in Wirral developments • Gross Value Added per head of population • Number of jobs created and/or safeguarded • Number of apprenticeship starts • Increase the employment rate in Wirral • Major planning decisions made within agreed timeframes • Number of Council Contracts with social value commitments • Increase in Council spending on local supply chains • Increased visitor numbers • Increase the value of visitor economy

Working for A SUSTAINABLE BOROUGH

OUTCOME: WIRRAL RESIDENTS LIVE SUSTAINABLY



The latest global scientific evidence makes clear that the way with live our lives is not sustainable. The impacts our lifestyles have on the earth's life support systems and climate about climate change present a deeply worrying picture

We need to act fast to turn things around. We need a shift away from the use of fossil fuels for heat, power and transport to clean alternatives. We need to use resources and find ways of living that replenish and renew rather than consume and damage the environment upon which we ultimately rely. The challenge presents a massive opportunity to improve our environment, improve our health and create new jobs in a clean and sustainable economy. In short, working for a sustainable borough will make Wirral a better place.

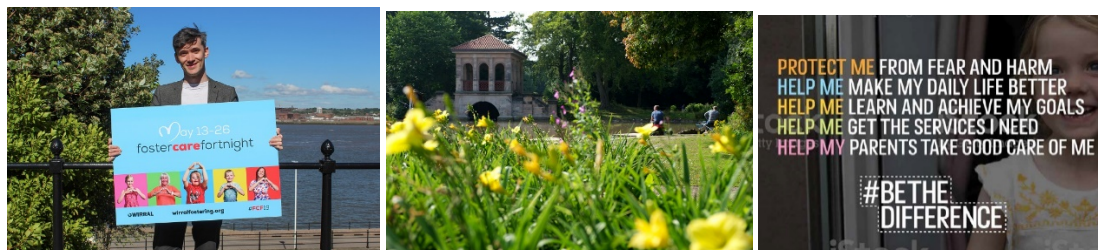
The transition towards sustainability has already begun but we need to accelerate the changes required. We must eliminate all climate damaging pollution locally by 2041 at the latest .to meet our fair share of the global burden. Transformation on an extraordinary scale is needed to do this. Locally we must cut the main climate damaging pollutant, CO₂, by three and a half times more each year than we have managed to do so far. We also need to adapt and develop resilience to damage that has already been done. We need to extend tree cover and protect habitats and soils. The old, the young and those with existing health problems are most vulnerable to more hostile environmental conditions. Acting to stop the situation deteriorating really matters to our families and our communities now.

We have traditionally focused on keeping Wirral clean and tidy and protecting our cherished local environment. Working for a sustainable borough means going far beyond these concerns. We have a role to lead the way.

What we'll do	How will we measure success?
<p>Urgently tackle the environment emergency</p> <p>Protect biodiversity</p> <p>Improve street cleanliness</p> <p>Take forward our 'Cool Wirral' approach</p> <p>Support active travel networks that work for all</p>	<ul style="list-style-type: none"> • Increased recycling • Reduce the overall collected general waste (non-recycling) per household • Increase energy efficiency in Council owned buildings • Increase in the number of trees planted and wildflower verges in Wirral • Increase the number of people cycling • Public satisfaction in transport • Increase in Local Environment Quality • Increase in electric charging points for cars in Wirral • Increase in homes with energy efficient adoptions in Wirral

Working for BRIGHTER FUTURES

OUTCOME: WIRRAL FAMILIES HAVE A PROMISING FUTURE, WHATEVER THEIR START IN LIFE



There is no limit to our ambition for families in Wirral. We put the support in place so people can increase – and achieve – their aspirations. Children are the forefront of every decision we make. They are right at the top of our list of priorities, and they will stay there.

A family's history should not and will not impact on the ambition of the child. We are focussed on breaking the cycle of poor outcomes and low ambition, raising the aspirations of every child in Wirral – regardless of where they live or their background. Our job is to encourage, and inspire, and we are relentless in pursuit of that goal. We will enable families to bring up children in safe, happy and secure environments.

Wirral will become a great place to grow up, and a great place to work. For children, particularly those experiencing poverty, living in care, or leaving care, we go the extra mile. They are given every possible helping hand to lead a successful, fulfilling life. Teams are supported, well-led, and are provided with the tools to do their jobs well.

Our Children's, Young People and Family Partnership Board drives forward our ambitious Vision for Children. Early intervention is a culture, which permeates through every public service in the borough. Keeping children safe is everyone's responsibility – whether you work in a leisure centre, a library, a fire station or a social work team – and we take it seriously. We identify and tackle issues before they develop.

Our work will make sure Wirral is a great place to grow up and succeed.

What we'll do	How will we measure success?
<p>Invest in our children and young people and their future by making sure they access a good education and are given the skills and opportunities to find employment and follow their chosen careers</p> <p>Ensure that the children in our care are better off as a result of being in care</p> <p>Enable families to access the support they need when they need it most and as early as possible</p> <p>Help all children with special education needs or disabilities and their families to be and feel included</p>	<ul style="list-style-type: none"> • Increase in the percentage of children making expected progress educationally • A closing gap in educational achievement between disadvantaged children and their peers • Increase in children ready for school • Decrease children leaving care NEET rate • Increase in adoption rates for Wirral children in care • Decrease in rate of looked after children in Wirral • Children in Need rate per 10,000 0-17 population • Increase success of the early intervention Team Around the Family programme

Working for ACTIVE & HEALTHY LIVES

OUTCOME: WIRRAL RESIDENTS LIVE IN A GREAT PLACE, ARE HEALTHIER AND HAPPIER FOR LONGER



In Wirral we want all our residents to have a good quality of life. Good health and wellbeing is key to this and achieving that is more than about health services. A good start in life, education, decent work and housing, the environment in which we live and strong and supportive relationships all play a part.

We're proud of our reputation that people tell their story once, to one healthcare professional, and they will design a personalised care package to meet those needs. Our system is easier to access, it is better value, and it provides better care.

Wirral is a place where older people are treated with dignity and respect, supported by our Ageing Well and Dementia Friendly approaches. Wirral is a place and where having a disability is never a barrier to leading a full and fulfilling life. We are an accessible borough, which welcomes diversity and champions inclusion and social cohesion.

We promote active lifestyles. We're proud of our reputation as the leisure peninsula, and our residents benefit from first-class opportunities for leisure, sports and exercise – through our fitness centres or in our world-class parks, beaches and open spaces. Where people need extra help to stay healthy, we commission outstanding services to help people live more healthily.

Vulnerable people are supported, protected and inspired. We embrace new technologies to help people to live independently, and we engage with communities who do invaluable work to keep their neighbours safe and happy.

What we'll do	How will we measure success?
<p>Improve wellbeing, reduce loneliness and social isolation through increased neighbourhood and voluntary support</p> <p>Improve people's experience through making safeguarding more personal</p> <p>Help people live independently through investment in digital assisted technology</p> <p>Support many more people to stay healthy and safe at home, preventing hospital admission</p> <p>Work with partners to promote healthy active lives</p> <p>Support more people with disabilities to live independent lives</p> <p>Continue to address health focusing on our priorities to give children the best start in lives, having a secure job and living in a home and environment that supports health and connects people</p> <p>Work with partners to promote wellbeing and improve positive mental health</p> <p>Continue to deliver programmes of work to prevent ill health focusing on key local challenges such as obesity, alcohol, drugs and smoking</p> <p>Develop Wirral as a place in which healthy choices are easy choices</p>	<ul style="list-style-type: none"> • Older people feeling safe and well in their area (during the day and after dark) • % safeguarding contacts completed within 24h • % safeguarding investigations completed within 28 days • Fewer people admitted to hospital or long term care by supporting people at home • Number of home adaptations completed • Proportion of residents over 50 living in housing that meets their needs • Adults with a learning disability who are living in stable and appropriate accommodation • Employment rate for disabled people age 16-64 • Reduced levels of childhood and adult obesity • Reduction in smoking rates • Reduction in hospital admission rates for alcohol abuse • Successful completion of drug and alcohol treatment programmes • Increase number national quality awards for Wirral parks and beaches • Increase levels public satisfaction with walking and cycling facilities • Utilisation of outdoor space for exercise and health reasons • Number of people using the Council's leisure centres

Working for SAFE & PLEASANT COMMUNITIES

OUTCOME: WIRRAL RESIDENTS FEEL SAFE INSIDE AND OUTSIDE THEIR HOME



For many thousands of our residents, the thing which is most important to them is what they see when they open their front door. They want to see clean streets, parks and beaches which are well-maintained and attractive. They want to live in a place which is free of anti-social behaviour and crime, and to be able to take an active role in making their community a better place to live.

Our job is to help make this happen. The everyday services people want the most – street cleaning, tackling dog-fouling, road maintenance, streetlights, grass-cutting – will be delivered to the best possible standard. Almost as importantly, we will be responsive: if a resident asks us something, we will answer – quickly, clearly and with empathy.

We'll also tackle the growing problem of rough sleeping and homelessness. In Wirral, people will never have to spend a second night outside. We will redouble our efforts in working with these vulnerable people and we will keep them safe. We will ensure people have a good standard of housing.

Getting better at communication is a theme which will run throughout our new approach to doing business. Decisions made which affect people should be made in partnership with those people. Public servants do not always know best, we must be brave enough to ask for and listen to the alternative view. This new culture of collaboration and consultation will underpin everything we do.

What we'll do	How will we measure success?
<p>Tackle homelessness and rough sleeping including using the Housing First approach</p> <p>Work with partner agencies to reduce crime and tackle anti-social behaviour</p> <p>Replace streetlights in the borough</p> <p>Protect our most vulnerable</p>	<ul style="list-style-type: none"> • Reduce homelessness • Reduce number of people sleeping rough • Decrease in anti-social behaviour • Reduction in the number of crimes reported to the police • Reduction in the number of violent crimes reported to the police • Reduce first time entrants into the Youth Justice System • Reduce the incidents of repeat domestic abuse reporting • Replace streetlights in Wirral with LED lights by 2021

WORKING FOR YOU: DELIVERING EXCELLENT SERVICES



People want to live in nice houses, on safe and clean streets. They want their children go to great schools and have things to do with the friends. They want their roads to be in good condition, with transport, which is safe, quick and convenient. They want all services to be available, where and when they're needed.

Often, these services we provide, commission or deliver with our partners provide a lifeline to the most vulnerable residents in the borough. Because these services are so important, we must never rest on our laurels, and never settle for anything less than outstanding.

Our services should be focussed, entirely, on what the customer needs. They should be responsive, easy to access, and deliver what people need. Nothing else is acceptable.

Organisational boundaries do not matter, all that matters is the outcome and meeting the needs of our residents. This customer focus – of being completely focussed on what local people want and need – is what sets Wirral apart and makes this such a great place to live.

This is how we will deliver everything we have promised.

What we'll do	How will we measure success?
<p>Involve you, ask your opinion and act upon your feedback</p> <p>Live our organisational values</p> <p>Ensure our staff and elected members have the necessary knowledge and skills to deliver excellent services</p> <p>Working in a joined up way with our partners</p> <p>Work with our communities to shape Neighbourhoods</p> <p>Work with residents and not get in the way</p> <p>Ensuring council services are accessible to all</p> <p>Making the best use of technology</p> <p>Being transparent about our decisions and spending</p> <p>Promote and advertise the many examples of excellent services and our successes</p>	<ul style="list-style-type: none"> • Resident satisfaction survey • Number of complaints • Deliver the People Strategy • Deliver the Digital Strategy • Deliver the Local Plan based on brownfield first and Place Shaping • Build our Wirral Partnership and agree a new 5 year Place Plan

HOW WE'LL DO IT

WE'LL BE FINANCIALLY SUSTAINABLE

We want Wirral to be self-sustaining, investing in making the place better through the money we have made ourselves. We cannot be reliant on Government support or additional grants in order to deliver on our objectives.

We will develop a new, ambitious, 5-year financial strategy to make sure we have the resources we need to deliver our promises to local people. This strategy will focus on investing public money where it will deliver most impact.

WE'LL BE OPEN AND INCLUSIVE

Decisions affecting local people should be made by local people. This principle will underpin every policy, project and new initiative we deliver this year.

We will take steps to increase the opportunities for local people to get involved in decision-making. We will encourage, enable and empower Wirral residents to take an active role in the decisions made in the Town Hall.

WE'LL INVEST IN OUR PEOPLE

Our workforce is our most valuable asset. To deliver on what we have promised we need talented, dedicated and skilled employees – which Wirral is blessed with in abundance. We will support these public servants to be the best they can be.

We will also expect a lot in return for this support. Residents and Members will be treated with the respect they deserve. Our staff will pride themselves on delivering the very best customer service.

WE'LL CREATE A PARTNERSHIP WITH LOCAL PEOPLE

We will be more collaborative, and we will work in a new way with local people. Where they can get involved more, we will encourage and empower them – not stand in their way.

We will help local communities to help themselves, and we will celebrate and champion those engaged, vibrant neighbourhood and community organisations who have taken it upon themselves to make their local area a better place to live.

OUR PROMISE TO RESIDENTS

The ambitions described in this report are our promise to Wirral residents. These are the things we will deliver to make this borough a better, more prosperous place for everyone who lives here.

They are about creating jobs, improving services and making public money work harder for public benefit. They're about making sure Wirral residents can continue to live in a place which they are proud of, with modern public service there to support them.

In 2025, when this Wirral Plan is complete and we reflect on our progress, I am keen to be held accountable for delivering the priorities set out in this document.

Now it is time to deliver on our promises.

Cllr Pat Hackett
Leader of Wirral Council