

THE WIRRAL PLAN 2021-26

Equity for People and Place



FOREWORD FROM THE LEADER OF THE COUNCIL

Without a doubt, there has been some remarkable changes taking place across Wirral during the COVID-19 pandemic. The pace and efficacy in which council services have adapted to the challenges presented by the unfolding situation has been astounding and the willingness of people across the borough to work together to protect lives and support each other has been humbling.

Incredible examples of how partners have joined together in community outreach, for new partnerships with local organisations, businesses, and individuals and how council employees have volunteered to undertake radically different roles, provide support where needed most and to deliver the critical services required to protect our most vulnerable.

Analysis has highlighted the importance of emergency planning, clear and honest communication, flexibility of working arrangements, quick thinking, rapid responses, and forward planning. Underpinning all of this has been a robust digital system, which has provided remote connectivity where face to face contact has been extremely restricted. It has enabled the Council to maintain essential services and redeploy talent.

However, as well as these positive responses, we know that COVID has illuminated and accelerated existing inequalities within the Borough in terms of:

- **Impact on health outcomes is worse for some groups**
- **Impact on wider socio-economic inequalities. Some groups have been and will be much more affected e.g., through unemployment, redundancy, loss of income, debt, hardship, children, families, and young people in poverty.**

There is no doubt that this crisis has sharply exposed existing unacceptable socio-economic and health inequalities in our Borough. We know the unfair impact of the pandemic on those already disadvantaged groups, and the additional burden COVID-19 has placed on areas with already poor health outcomes. That is why we are committed to building a fairer, more prosperous Wirral, where local people can get good jobs and achieve their aspirations. Community Wealth Building is a key part of how we will achieve this and will help improve the economic, social and health chances for residents. Community Wealth Building is therefore at the heart of our refreshed Wirral Plan, to help drive inclusive economic growth as well improving services for health and social care; families; environment; and housing.

For all of the above reasons, this Wirral Plan will put tackling inequalities at its core. We have a once in a lifetime opportunity to do things differently and make a fairer, more inclusive Borough.

Wirral Council Leader

Councillor Janette Williamson

J. Williamson



1.0 INTRODUCTION

Wirral Council touches almost every aspect of residents' lives. 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 and promoting opportunities for everyone, right across the Borough.

To show how we aim to achieve these things, in October 2019 Council unanimously agreed the Wirral Plan 2025 which set out the Strategic Vision and key priorities for the Borough. The Plan was based on what people told us matter. In it we set out our stall and committed to what we will deliver over the next five years.

However, because of COVID-19, we need to review the 2025 Plan to make sense of the radically changed world that we find ourselves in.

There is no doubt that COVID-19 is having a significant impact on Wirral residents and businesses and will continue to do so for the coming months. Over the last ten months, we have had to rapidly adapt; take significant daily decisions in an unprecedented context that was constantly evolving; learning as we go.

As well as our ongoing COVID response, the priorities within the 2025 Plan are just as important today, but there are also some new short-term actions we need to focus on.

This 1-year Business Plan sets out the Council's priorities for the next 12 months.

Further discussions with residents, elected members, and Wirral partner agencies will continue in the coming months, to refresh and relaunch our 2025 Wirral Plan - as the joint Vision for the Borough - in Summer 2021.

2.0 THE BOROUGH OF WIRRAL

Wirral is as diverse as it is distinctive. It is a place of disparities. Some of the most affluent wards sit side by side with some of the most deprived wards, both nationally and on Wirral. There are huge inequalities in income and life expectancy depending on your Wirral postcode.

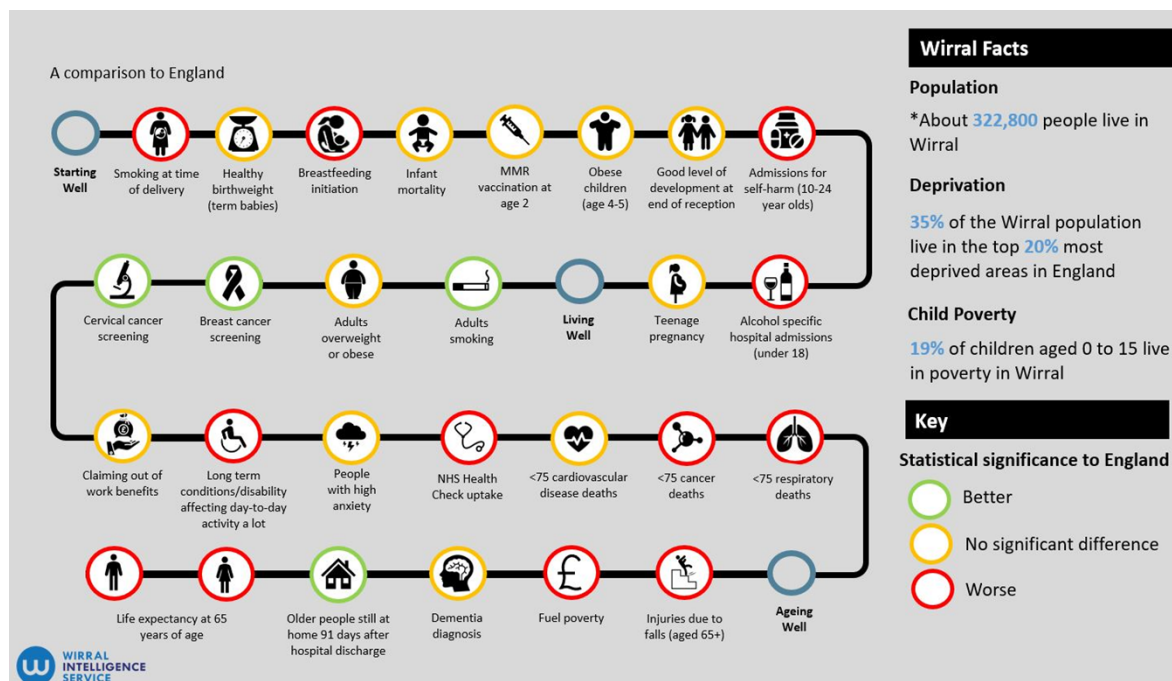
The below provides an overview of many key headlines, when compared to England, that affect Wirral residents from cradle to grave.

WIRRAL – THE PLACE
<ul style="list-style-type: none">• Named one of the happiest places to live in the UK.• A Peninsula of 15 miles long and 7 miles wide, bounded by the River Dee to the west, River Mersey to the east, and the Irish Sea to the north• A well connected and accessible destination – A place to live, work, visit and to do business.• Transformational regeneration of Wirral Waters and Birkenhead underway, creating sustainable waterfront neighbourhoods and urban parks on the LeftBank of the Mersey• 50 miles of rural walking routes, cycle areas and beaches and 24 miles of coastline, featuring the longest prom in Britain and five nature reserves• Some of the best parks and green spaces in the country – boasting 30 Green Flags and the world's first publicly-funded park in Birkenhead

- A prime leisure destination with 14 golf courses, award-winning boutique hotels and destination dining, including Michelin starred restaurant Fraiche.
- Untapped built, industrial, maritime and social heritage that is internationally significant. Including the development of a Maritime Knowledge Hub to support innovation in the sector
- Current population of 322,796 makes it one of the largest metropolitan boroughs in England, set to grow by 3% by 2040.
- Compared to Liverpool City Region partners, and England as a whole, the borough also has a diverse make up in terms of age, with a relatively higher older population and a low proportion of people in their twenties and thirties.



IF WIRRAL WERE 100 PEOPLE



IMPORTANCE OF CREATING EQUITY FOR PEOPLE AND PLACE THROUGH OUR VISION

- The inequalities in life expectancy at birth sees both male and female residents continuing to compare poorly against the England average, with a large gap in life expectancy between wards in the east and west of Wirral.
- This gap widened for both men and women between 2015-17 and 2016-18 from 9.3 to 10.7 years for women, and 9.8 to 12.1 years for men reflecting the large inequalities in the borough.
- In further trying to understand the challenges of our borough's inequalities, the 2019 Indices of Deprivation saw Wirral ranked the 77th most deprived authority (of 317 authorities) in England.
- The report found that just over 35% of the Wirral population (around 115,500 people) are suggested to live in areas classified as being in the most deprived 20% of areas in England, with over 83,000 of those residents living in the 10% most deprived.

KEY DATA - WIRRAL PLAN THEMES

INCLUSIVE ECONOMY	<p>Wirral Borough is home to:</p> <ul style="list-style-type: none"> • Over 7,400 businesses providing employment for 111,000 people. • Economic activity rates in Wirral are currently below the national average at 73.9% compared to 79.1% of the working age population of Great Britain. • Gross weekly pay in Wirral (full time workers) is £561.2 compared to £560.3 in the North West. • Youth unemployment in Wirral (12%) is currently higher than the England average (9%), although working-age unemployment claimants in Wirral are at similar level to England. • In Wirral 23,000 people are employed in jobs related to human health and social work activities. This is 22.5% of the jobs available in Wirral, nationally in Great Britain 13.1% of people are employed in this sector and in the North West 14.2%.
SAFE AND PLEASANT COMMUNITIES	<p>Wirral sees lower than the average crime levels, compared to England:</p> <ul style="list-style-type: none"> • Between September 2019 and August 2020 Wirral had 97.8 crimes per 1,000 population compared to 102.2 per 1,000 population for England.
SUSTAINABLE ENVIRONMENT	<p>Key environmental concerns for the borough are:</p> <ul style="list-style-type: none"> • The impacts of climate change, such as flood risk associated with more extreme weather events. Tidal and river flooding is also an issue in some areas, with parts of the Borough having a high surface water flood risk, and some being at risk from rising groundwater levels. • In response to the Climate Change Emergency the Council is committed to achieving net zero carbon by 2041.
BRIGHTER FUTURES	<p>In terms of children and families Wirral has the following:</p> <ul style="list-style-type: none"> • The rate of children in care per 10,000 population in Wirral remains high at 121.6 compared to a national average of 67 • Inequalities in education have also been highlighted, with lower GCSE attainment of just 11.8% of LAC pupils achieving Grades of 4 or above in English and Maths, compared to 24.4% nationally (2020) • The percentage of pupils in Wirral with an Education Health Care Plan (EHCP) is 3.4%, slightly higher than the England average of 3.3% (2020)

	<ul style="list-style-type: none"> • The number of children who are being electively home educated in Wirral has increased by 39% from 181 in March 2020 to 252 in March 2021 • There has been 16.6% increase in pupils eligible for Free School Meals, from 10,848 in January 2020 to 12,652 in January 2021
ACTIVE AND HEALTHY LIVES	<p>Resident health is also a concern. Recent reports show:</p> <ul style="list-style-type: none"> • Hospital admission episodes for alcohol-specific conditions are almost double the national average, with prevalence of hypertension (high blood pressure) at around one in six of the Wirral population. • Other areas of health inequalities locally include a high rate of both diabetes and dementia diagnosis, • Almost 4% of the working age adults claiming some type of Mental Health related benefits. • Premature mortality (deaths in those aged under 75), with significantly higher rates of mortality from almost all the major causes of death (cancer, liver disease, heart disease and respiratory disease) in Wirral compared to England.
IMPACT OF CORONAVIRUS PANDEMIC	
<p>The full implications and population outcomes for the Coronavirus Pandemic are yet to be felt:</p> <ul style="list-style-type: none"> • In the first 12 months to January 2021, there have been almost 22,000 reported cases of COVID-19. This is with over 108,545 tests per 100,000 residents being completed. In that same period, there has been 732 registered COVID-19 deaths in the borough. <p>However, due to the pandemic the cost to society in terms of impact and changes to life will likely be happening for many years to come.</p>	

3.0 KEY ACHIEVEMENTS

There have been some great achievements over the past 12 months under each of the key priority areas of the Wirral 2025 plan including:

INCLUSIVE ECONOMY	<ul style="list-style-type: none"> • Local Plan Reg 18 Issues and Option consultation achieved to MHCLG agreed timeline and now focussing on Urban Option Local Plan • New comprehensive regeneration strategy produced leading to starts on site for Wirral Waters and the Town Centre (LGA acknowledging that Wirral is on cusp of Regeneration of National Significance) • COVID-19 led distribution of £50m Business Grants and Strong Economy Plan with Community Wealth Building at its heart. • Council's response to Homelessness and the Everyone In campaign. • Safe closedown of operational estate during lockdown and remobilisation of Covid secure operating environments to ensure business continuity.
SAFE AND PLEASANT COMMUNITIES	<ul style="list-style-type: none"> • Highways, streetlights, and roads have improved - 13,500 LED streetlights fitted over last 12 months and £6m structural maintenance programme to support our biggest asset our roads including £15m transport schemes programme. • Delivered improved resident focused Neighbourhood services.

	<ul style="list-style-type: none"> Managed services through challenging Covid19 pandemic, using innovative and collaborative solutions.
SUSTAINABLE ENVIRONMENT	<ul style="list-style-type: none"> Highways, streetlights, and roads continuing to improve - 13,500 LED streetlights fitted over last 12 months and £6m structural maintenance programme to support our biggest asset our roads including £15m transport schemes programme (consistent with above). Climate Emergency Declared and new Action Plan to address it. Launched the new Wirral Tree Strategy and planting programme.
BRIGHTER FUTURES	<ul style="list-style-type: none"> Embedded the improvements made since the 2016 inspection to secure the transition of local authority out of intervention by the DfE and build on the recognition that leadership in Children's Services is good. Ensured services provide value for money by implementing our prevention strategy through a range of innovation programmes which include Cradle to Career, Social Workers in Schools, First Step for Families, Community Matter, Family Nurse Partnership Extension, PAUSE, DRIVE and our sufficiency strategy. Responded effectively to Covid-19 by keeping children safe from abuse and neglect and ensuring that children were able to access education and learning.
ACTIVE AND HEALTHY LIVES	<ul style="list-style-type: none"> Led the boroughwide response to Covid-19 and provided strong public health leadership, advice and action. Provides support to the care provider market during the pandemic and supported providers to respond quickly to changes in policy. Worked with the regeneration team to improve health outcomes resulting from economic regeneration of the built environment, inputting health impact assessment into the Local Plan and the employment market. Supported independent living and improved resident's experience of Health and Care through partnerships and integrated services. Commitment to encouraging contracted care providers to pay the Real Living Wage.
RESPONSE TO THE CORONAVIRUS PANDEMIC	
<p>During the Coronavirus Pandemic Wirral delivered:</p> <ul style="list-style-type: none"> Over 700 items of content published. Over 15m social media impressions. Over 9m page views to Wirral's websites. Over 3m items of PPE issued. 24,271 helpline calls answered. Over 10,000 covid-19 emails answered. 506 staff redeployed to the front line. 2306 staff safely working from home. 12,250 business grant applications received. £94.5m business grants paid out. Over 18,000 food hampers delivered. 12,137 children able to access free school meals. 1,064 laptops & 147 routers to Wirral children and young people to support learning at home. 	

BUT WE KNOW THERE IS MORE TO DO...

These thematic priorities are still relevant, but some of the underpinning activity will change to reflect COVID context and learning from this year.

The focus must continue to be on:

STRATEGIC RECOVERY AND BUILDING ON OUR THIRD SECTOR & COMMUNITY RESILIENCE

The Covid-19 pandemic has been the most challenging emergency the Borough of Wirral and the Council has responded to in recent times. The nature of the pandemic saw the Council react at speed to implement Government policy and local priorities to limit the spread of the virus, protect the health of all our residents and ensure the most vulnerable in our communities are safe and cared for.

This required a remarkable effort by our staff, partners and residents many of whom have worked tirelessly and acted with compassion to protect, support and care for others. Yet the financial, social and wider economic impact of the pandemic is the great test we now face and the scale of it cannot be underestimated.

As we move from lockdown to a transition period, we as a Council must commit to fundamentally transform and collectively work with our partners through the unprecedented challenges, while retaining the behaviours and principles which are at the core of being Wirral. We should take this unique opportunity to refresh our priorities and ambitions and move into a phase of transformation where we can create a fairer and more secure future for all of our residents in Wirral.

We aim to support all communities, businesses and public services in Wirral to recover following Covid-19. We will have to transform as a Council to address the significant adverse economic impacts of the crisis. We will strive to create a new future through harnessing the innovation and improvements made during the pandemic. We will build on the strengths and creativity of our communities and the partnerships we have developed to build a fairer, safer, greener and more secure society, with better health outcomes and a growing and more sustainable local economy.

During 2020 the social, economic, and political landscape in the borough has significantly changed. Covid has sharply exposed existing inequalities. That is why we are committed to building a fairer, more prosperous Wirral, where local people can get good jobs and achieve their aspirations. Community Wealth Building is a key part of how we will achieve this. It sets out a strong commitment to achieve ambitious growth that also brings benefits for local people, communities, and businesses; and helps to tackle wider social and economic disparities. That is why we are putting Community Wealth Building at the heart of our emerging Strategic Recovery Planning.

To do this our Strategic Recovery Plan forms the core of the Wirral Plan 2021 - 2026. Our planning should consider two key phases: Recovery and Renewal.

1. Recovery: Recovery concentrates on the safe re-opening and resumption of assets and services, aligned with the government roadmap. It also supports the recovery of local businesses, schools and education, events, and planning for the winter period.

2. Renewal: Renewal considers new initiatives that will provide better services and experiences for our communities. It also aims to provide stronger resilience across the seven renewal themes:

- Corporate Organisation
- Children and Families
- Economy
- Neighbourhoods and Communities
- Housing and Homelessness
- Inequalities and Well-being
- Improving our High Streets and Coastal Areas

DELIVERING THE LOCAL PLAN

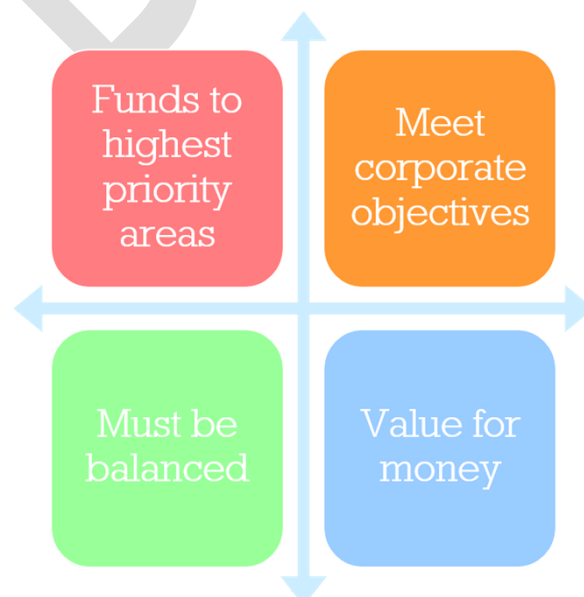
The Council is currently preparing a new Local Plan for the period 2020 to 2037. The Plan will set out how the Council will meet the Borough's housing and development needs, and will include policies to tackle climate change, and protect our natural and built environmental assets. The Local Plan's strategic policies will align with the objectives and aims of the Wirral Plan Refresh and will have at its heart the comprehensive regeneration of Birkenhead.

FINANCIAL SUSTAINABILITY

The Council is striving to deliver the best for residents against a background of challenging circumstances of uncertainty and additional financial pressures. Choices will be available and difficult decisions will have to be made as part of budget setting and the delivery of the Medium-Term Financial Strategy (MTFS) and related Plan (MTPF); balancing the impact of short-term decisions in order to align to the financial sustainability of the Council will be key in this process. The Wirral Plan needs to ensure that the MTFS and MTPF are achievable and capable of managing future pressures.

The purpose of the MTFS is to ensure that the Council's available resources are prioritised to the areas of highest need to ensure, amongst other things, that:

- Vulnerable residents can be supported.
- These resources are aligned to the Wirral Plan to enable strategic borough and corporate objectives and priorities to be met.
- Value for money is delivered for the services we provide.
- Financial sustainability is in place via a balanced budget year on year.



General Fund Balancing & Earmarked Reserves

Maintaining General Fund Balances and Earmarked Reserves at an appropriate level is part of the Council's strategic financial planning and approach to the management of risks it will face in the future. Both need to be maintained at sufficient levels to ensure that unforeseen financial pressures can be met without jeopardising the viability of the Council.

The Council's approach to how it manages its reserves are based on Wirral's local circumstances inclusive of the impact of Covid-19. The amount held is decided by the Council in line with its perceived future local demands. This is particularly important in an environment where future funding remains uncertain.

In determining the appropriate level of reserves, the Section 151 Officer (the Chief Financial Officer of the Council who has statutory responsibilities; in Wirral's case this is the Director of Resources) assesses several local factors. In determining the appropriate level for the General Fund Balance, the Council has to consider the strategic, operational and financial risks facing it. This approach is supported by Grant Thornton (the Council's external auditors) and by CIPFA (Chartered Institute of Public Finance and Accountancy - a professional body which issues guidance in this area).

The Council adopts a risk-based approach to financial planning, which is used to determine the minimum level of reserves required. The aims of this approach are to:

- Ensure the General Fund Balances are set at a reasonable level. This is the Council's last line of defence and should only be used if unforeseen difficulties emerge, which create unmanageable financial pressures for the in-year position.
- Ensure Earmarked Reserves are set at a reasonable level to cover specific financial risks faced by the Council. These may also be used on a short-term, temporary basis for other purposes, provided the funding is replaced in future years.

Over recent years the overall level of available reserves has continued to decline. Previously, one-off funding and the use of flexible capital receipts has been used to close the budget gap. In future years, the budget gap will be closed through the implementation of new financial proposals, additional income and reducing pressures.

General Fund Balances

Wirral Council's risk-based strategy is applied in the context of the current state of the economy, other financial risks facing the Council and the underlying financial assumptions within the MTFS.

The setting and justification of the General Fund Balance, at a minimum of £10m for 2021/22, is part of the MTFS and is consistent with previous years. It is crucial the Council has sufficient contingency in this reserve to maintain financial standing and resilience. For Local Councils there is no statutory minimum level of the General Fund Balance and it is for each Council to take local circumstances into consideration.

The foundations for determining the level of General Fund balances are consideration of risks, available funding and a risk percentage factor.

Earmarked Reserves

In addition to the General Fund Balance, the Council maintains Earmarked Reserves that are set aside for specific purposes, some through internal decision-making others through legal

requirements (the Council is obliged to maintain a number of legally restricted reserves which represent sums of money that the Council is required to set aside for legally defined purposes). These reserves are set aside by the Council to meet future expenditure, such as decisions causing anticipated expenditure to be delayed. As such, they are made available to be spent on specific purposes.

The key categories for Earmarked Reserves are as follows:

- Insurance & Taxation - Assessed liabilities including potential cost of meeting outstanding Insurance Fund claims.
- Business Rates - To cover potential costs of appeals and retention rate risk.
- Schools Related - Which can only be used by schools and are not available to pay for Council services.
- Support Service Activities and Projects - Includes Government Grant funded schemes; when a grant is received, and the sum of money is earmarked for the completion of programmes across years.

A robust reserves strategy is a key part of the financial resilience of the Council and provides the first line of defence in underpinning the statutory requirement to set an annually balanced budget. Adequate reserve levels help to prevent local authorities from overcommitting themselves financially, mitigate against risk and provide organisational stability in the event of unanticipated, unforeseen, or emergency spending being required. An assessment of the adequacy of reserves is a key statutory requirement to be undertaken at least annually.

Risk

Risk is an integral part of financial resilience and is embedded in all that we do. To enable the Council to monitor its financial resilience it needs to take an assessment of risk across all activities to ensure that where corporate risks have been identified that these are being mitigated and monitored on a regular basis.

4.0 THE WIRRAL PLAN 2021-2025: VISION AND MISSION STATEMENT

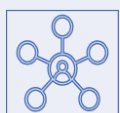
The vision for the Wirral Plan 2021-26 has been developed to build on the five thematic priorities from the previous Plan. The thematic priorities are high level, focus on changes for whole population groups, and can only be delivered by working with partners locally and regionally.

VISION FOR THE WIRRAL PLAN 2021 - 2025

Equity for People and Place:

To create equity for people and place and opportunities for all to secure the best possible future for our residents, communities and businesses.

The key underpinning principles for achieving our vision are:



Joined up design

Ensuring our services are accessible, person-centric and joined-up



No one left behind

Inclusive Services which recognise the different needs of residents, families and communities



Prevention

Tackling the root cause of inequalities and demand on Council Services.
The right support at the right time



Regeneration

Investing in infrastructure and



Independence

Enabling individuals, families and



Relationships

Working with residents, partners,

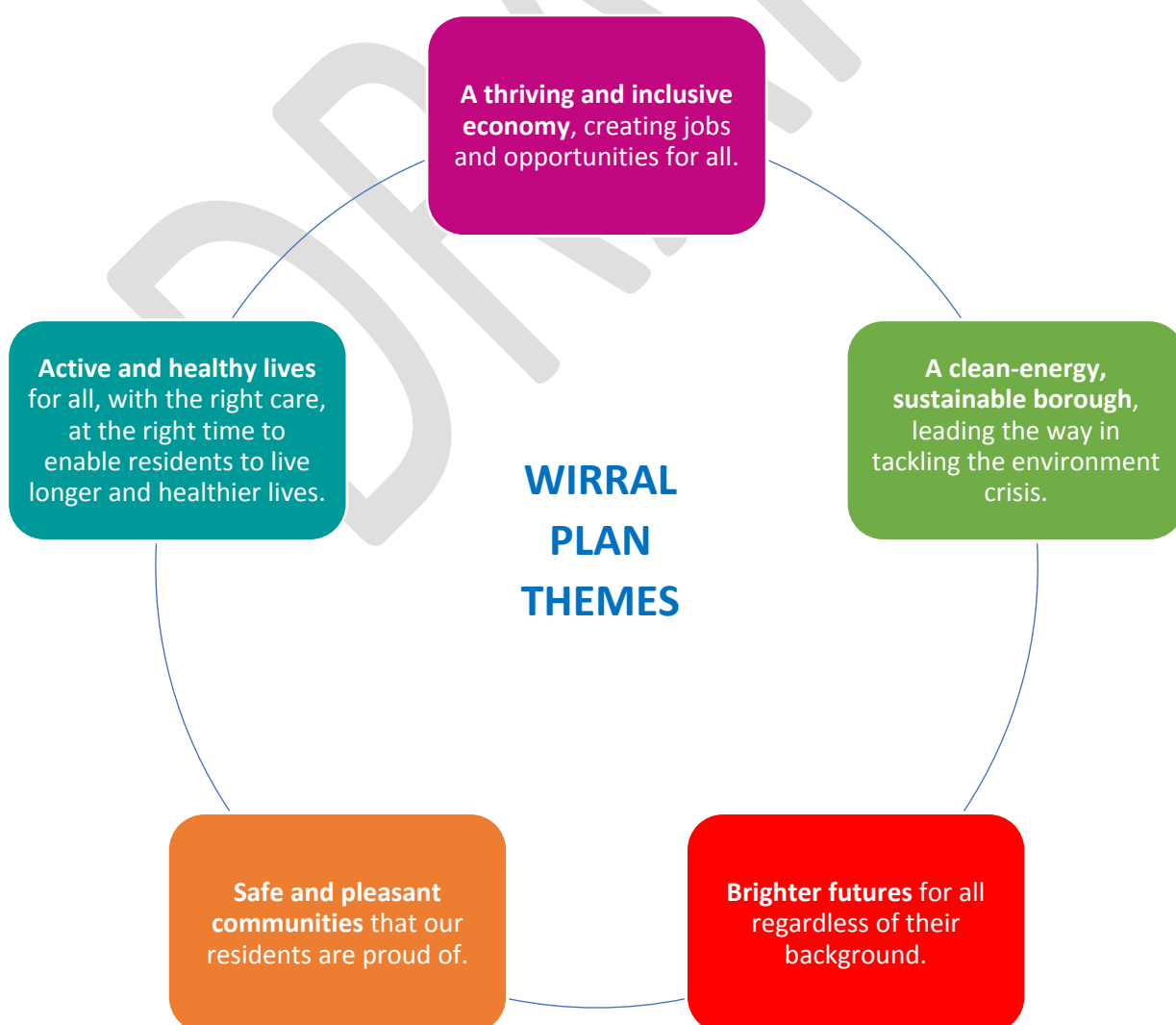
5.0 THE WIRRAL PLAN 2021-2026: KEY THEMATIC PRIORITIES

The Wirral Plan 2021-26 is a key policy document and articulates the ambition and key deliverables for the organisation for this year.

Our Plan has been created by:

- Listening to what people have told us is important to them.
- Helping staff understand their role in supporting the delivery of our corporate priorities.
- Committing to deliverables which local people can hold us to account.

The thematic priorities for the Wirral Plan 2021-26 are:



Appendix 1 captures the detail of aims, deliverables and performance on a 'Plan on a Page'.

6.0 THE WIRRAL PLAN 2021-2026: CROSS CUTTING STRATEGIES

To help us achieve our aims, we are creating some underpinning strategies for how we will get there:

Wirral Local Plan 2021 – 2037	Wirral's Local Plan sets out the vision for how the borough will be developed over the next 15 years, in line with national policy and legislation.
Health Inequalities Strategy	The Health Inequalities Strategy will improve health outcomes for all by a focusing on wider socio-economic factors and tackling health inequalities.
Healthy Wirral Plan	The Healthy Wirral Plan places a great emphasis on closer working between health and social care, helping people to stay healthy and preventing people becoming unwell. There will also be more use of digital technology and health and care staff working together as teams to deliver better care to people.
Prevention and Early Intervention Programme	The Prevention and Early Intervention Programme (including Anti-Poverty Strategy) will set out the need for a whole system approach across council and partnership to meet the needs of our residents earlier, in order to deliver better outcomes and prevent/avoid demand for high-cost statutory services.
Community Wealth Building	Driving Community Wealth Building right across everything we do, to create and maintain local wealth and assets for everyone.
Economic Strategy	The Economic Strategy sets out our economic vision for the Borough, as well as a number of significant regeneration projects, which will help us to achieve our economic goals.
Affordable Housing Plan	There is a need to ensure that the delivery of affordable housing continues to be a priority aligned to and both the local plan process and regeneration programme for the borough. A new plan will be set out outlining our needs and opportunities for the delivery of affordable housing with our partners.
Homelessness Strategy and Rough Sleeping Plan	Wirral's Homelessness Strategy and Rough Sleeping Strategy sets out the Council's ambition to meet the challenges faced, through partnership working to deliver better outcomes for our households at risk of homelessness and to reduce rough sleeping. The strategy sets out a five-year action plan (2020 – 2025) setting out the short, medium and long-term solutions and actions identified to deliver lasting change to those at risk of, or currently homeless in Wirral.
Active Travel Strategy	The Active Travel Strategy will embed active travel solutions and local cycling and walking infrastructure as part of regeneration projects and ambitions.
Neighbourhoods Model	The COVID-19 pandemic has been unprecedented in highlighting the importance and critical role of our communities and the unique ability of our Voluntary, Community and Faith sectors to mobilise and respond to the humanitarian and social needs of local communities. We will build on our community assets and develop ways in which our residents, neighbourhoods and community sector can be at the heart of our new Plan to see things working differently in their local communities.

Climate Emergency Plan	The Climate Emergency Plan will highlight the actions we will take to tackle the climate emergency in our borough, to ensure Wirral is a greener, more sustainable place to live, work and visit.
Digital Strategy	New Digital Strategy will focus on doing things differently and tackling digital exclusion.
Community Safety Strategy	The Community Safety Strategy builds on the collaborative approach developed throughout the current COVID pandemic. Community partnership work during the pandemic has achieved real results and the aim is to harness this learning to help build an outcome-rich, more inclusive Community Safety Strategy. The thematic drivers include the following: Anti-Social Behaviour (ASB), Crime and Violence Reduction, Hate Crime, Modern Slavery, Community Safety, Domestic Abuse, Emergency Planning and Road Safety

7.0 WORKING IN PARTNERSHIP

In recent months, we have been having discussions across the Wirral Partnership about future joint priorities to refresh the Wirral Plan as our collective vision for the Borough.

The Council and our partners agree that we can only achieve our goals by working together, and that the Partnership has a unique strategic role in shaping Wirral as a place.

Ongoing engagement with our partners indicates a strong appetite across the public, private and voluntary sectors for a shared strategic plan that supports collective ambitions. We are reviewing our Partnership arrangements to ensure that we continue to build on our excellent partnerships and networks to support delivery of our refreshed Wirral Plan. The delivery plan will be a live document that can be updated as and when necessary, to ensure that The Wirral Plan 2021-26 remains agile and is ready to respond to challenges and opportunities as they arise.

Wirral's Partnership arrangements are also being reviewed to reflect national changes for NHS reforms. This includes proposals for local Integrated Care Systems.

New Partnership arrangements will provide strategic vision, shared leadership and coordination of local networks in order to improve Wirral and the population health outcomes of its residents. To achieve this there are some key pillars of work related to the delivery of the Wirral Plan:

- Ensure that the sustainable regeneration of the Borough, contributes to improved outcomes for residents in line with those set out in the Wirral Plan.
- Ensure that partnership and integrated care arrangements are in place and that they are effective in delivering improved health outcomes and experiences of care for residents of Wirral.
- Understand the needs of the local communities in order to develop and implement a Health & Wellbeing Strategy to tackle inequalities and improve the lives of residents.
- Provide oversight, strategic direction, and coordination of the statutory responsibilities of the Health & Wellbeing Board.

In the coming weeks, partnership engagement will continue. Building on extensive partner engagement and collaborative working with our third sector and communities as part of our joint response to the pandemic, new arrangements will be brought forward and systemised to ensure that we have a shared commitment to the Wirral Plan 2026, and an effective platform for delivery.

As well as partnership working during Covid, Wirral has been playing a key role within the LCR Combined Authority, working together to drive the devolution of powers and resources to have a real impact on the City Region's communities, in areas such as economic development, education and skills, transport, employment, culture, digital and housing.

To support delivery of the Wirral Plan, we will continue to build on our successful partnership working in the Liverpool City Region including to:

- Ensure Wirral's interests are represented.
- Secure significant funding opportunities to support Wirral's Regeneration ambitions absolutely key to the borough's recovery and generating income for future sustainability and inclusive economic growth.
- Lead Community Wealth Building and Inclusive Economic Growth.
- Joint lobbying for additional resources to support our local communities.

We are a Borough of inequality but one of great aspirations, communities and a desire to work with our partners to deliver a shared goal.

8.0 OUR COMMITMENT TO WIRRAL

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, fairer, more prosperous place for everyone who lives here.

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

APPENDIX 1 The Wirral Plan 2021-26: Plan on a Page

APPENDIX 2 How the Plan aligns with our Governance and Committee Structure

APPENDIX 1 – THE WIRRAL PLAN 2021 – 2026: PLAN ON A PAGE

WIRRAL PLAN 2021 – 2026				
EQUITY FOR PEOPLE AND PLACE				
To create equity for people and place and opportunities for all to secure best possible future for our residents, communities and businesses.				
Brighter Futures	Inclusive Economy	Sustainable Environment	Safe & Pleasant Communities	Active & Healthy Lives
AIMS				
<ul style="list-style-type: none"> Break the cycle of poor outcomes. Reduce educational attainment inequalities. Raise the aspirations of all our children and young people. 	<ul style="list-style-type: none"> Deliver regeneration, transport and growth ambitions. Create Community Wealth/Social Value. Create jobs and support local businesses. Develop quality, affordable and sustainable homes. Prevent and relieve homelessness 	<ul style="list-style-type: none"> Respond to the Climate Change emergency. Protect our cherished local environment. Improve street cleanliness. Support active travel networks. 	<ul style="list-style-type: none"> Work with partner agencies to reduce crime and tackle anti-social behaviour. Tackle rough sleeping and homelessness. Deliver everyday neighbourhood services to the best possible standard. 	<ul style="list-style-type: none"> Work with partner agencies to improve mental wellbeing. Encourage active living. Support people to live independently. Deliver public health services and actions to improve wider determinants of health. Tackle health inequalities.
DELIVERABLES				
<ul style="list-style-type: none"> Develop a prevention programme. Deliver the Transformational Partnership Accommodation Strategy. Build the 'early help and intervention' offer. Deliver the School Asset and Sufficiency Strategy. Deliver the SEND Strategy. 	<ul style="list-style-type: none"> Deliver the Local Plan. Deliver the Economic Strategy 2026. Deliver the Birkenhead 2040 Framework. Deliver regeneration enabling strategies. Deliver transport strategies and regen/active travel projects. Deliver the Community Wealth Building Strategy. Deliver the Homelessness Strategy 	<ul style="list-style-type: none"> Deliver the Climate Emergency Action Plan and Cool Wirral 2 Strategy. Progress the major LED replacement scheme. Implementation of major capital infrastructure investment which supports Wirral Highways and Infrastructure. Deliver the Cycling and Walking Programme. 	<ul style="list-style-type: none"> Deliver the DRIVE programme. Begin design of new Neighbourhoods model Deliver the new libraries model and strategy. Deliver new Sports and Physical Activities Strategy. Deliver the Community Safety Strategy. Ensure Culture and Learning is embedded in the heart of communities. 	<ul style="list-style-type: none"> Lead the strategic and operational Outbreak Management Plan. Launch the Health Inequalities Strategy. Develop a new leisure offer. Develop a new adult social care model. Deliver against the Prevention programme.
PERFORMANCE MEASURES				
<ul style="list-style-type: none"> Increase in children making expected progress educationally. A closing gap in educational achievement. Increase in children ready for school. Decrease in rate of looked after children in Wirral. Children in Need rate per 10,000 0-17 population. Increased success of the early intervention family programme. 	<ul style="list-style-type: none"> Value of investments secured Hectares of Brownfield Land remediated/regenerated. Number of jobs created and safeguarded. Claimant Count (reduction) Business Count (increase) No. of affordable homes delivered. Reduction in those living in temporary accommodation. 	<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 	<ul style="list-style-type: none"> Decrease in anti-social behaviour Reduction in the number of crimes reported to the police Reduce first time entrants into the Youth Justice System Reduce the incidents of repeat domestic abuse reporting. Increased library usage. 	<ul style="list-style-type: none"> More people are supported to remain independent in their own homes. Care, health and support services are joined up and responsive. Fewer admissions to hospital or long term care. Number of home adaptations completed. Proportion of residents living in suitable housing. Increase in people using Council leisure facilities.
CROSS-CUTTING STRATEGIES AND STRATEGIC PROGRAMMES				
1. Wirral Local Plan 2020 – 2037 2. Health Inequalities Strategy 3. Healthy Wirral Plan 4. Prevention Programme 5. Community Wealth Building Strategy	6. Economic Strategy 7. Affordable Housing Plan 8. Homelessness Strategy and Rough Sleeping Plan 9. Active Travel Strategy 10. Neighbourhoods Model	11. Climate Emergency Plan 12. Digital Strategy 13. Community Safety Strategy		

Appendix 2: Overview of Committees

Committee	Policy and Resources	Adult Social Care and Health	Children, Young People and Education	Economy, Regeneration and Development	Environment, Climate Emergency and Transport	Housing	Tourism, Communities, Culture and Leisure
Nominated Committee Chair	Cllr Janette Williamson	Cllr Yvonne Nolan	Cllr Wendy Clements	Cllr Tony Jones	Cllr Elizabeth Grey	Cllr Julie McManus	Cllr Helen Cameron
Lead Officer(s)	Chief Executive	Director of Care and Health and Director of Public Health	Director of Children's Services	Director of Regeneration and Plan	Director of Neighbourhood Services	Director of Regeneration and Plan and Head of Housing Services	Director of Neighbourhood Services
Overview of Committee Responsibilities (detailed responsibilities included within Appendix)	<ul style="list-style-type: none">• Policy matters• Performance, budget monitoring and risk management.• Lead in matters concerning relationships with HM Government, the Liverpool City Region Combined Authority, and other major public and non-public bodies.• Lead in the Council’s response to the Climate Emergency.• Appointment of Council representatives.• Nominate Councillors and other persons to outside bodies• Undertake responsibility for developing and monitoring the enabling corporate services.	<ul style="list-style-type: none">• Adult social care matters (18+) including protection for vulnerable adults, support for carers.• Drug and alcohol commissioning• Mental health services• Preventative services• All Public Health functions	<ul style="list-style-type: none">• Services to children and young people in relation to their care, wellbeing, education, or health.• Provision of education• Corporate Parent for children in care and care leavers.• Working with schools in raising standards of attainment and developing opportunities.• Delivery of services for children, young people, and families.	<ul style="list-style-type: none">• Local Plan• Spatial planning• Economic development including infrastructure, enterprise, skills and seeking, securing, and managing external funds.• Promotion of economic growth and the establishment and development of business.• Promotion and development of the economic factors in the area.• Overseeing the development of major projects as enabler, funder, or joint enterprise partner with Wirral Growth Company LLP	<ul style="list-style-type: none">• Highways matters• Traffic management and transport• Traffic orders and rights of way issues.• Parking, including on and off-street parking and civil parking enforcement.• Parks, open spaces, countryside management, allotments, playgrounds, and cemeteries, including arboriculture, gardening, tree strategy and warden services.• Management of authorised and unauthorised sites and encampments.• Waste - waste collection authority and litter authority.• Coast protection authority and lead local flood authority.	<ul style="list-style-type: none">• Strategic and private sector housing policies as the housing authority.• Homelessness and Rough Sleeping• Housing needs and links to affordable housing• Council’s Housing Strategy.• Analysis, development, and overview of housing policies.• Financial Assistance• Empty Homes• Disabled Facilities Grant in line with legislation• Policy for housing register and allocations policy for affordable housing	<ul style="list-style-type: none">• Customer and community contact services, including various offices and meeting points, customer contact centres and advice and transaction services.• Community engagement.• Considering options and develop proposals for neighbourhood arrangements.• Provision and management of leisure, sports, and recreation facilities.• Delivery of the authority’s library and museums services.• Tourism, the arts, culture, and heritage• Bereavement services and support to the Coroner’s service.• Community safety, crime, and disorder• Trading standards and environmental health.