

AIM

A THRIVING AND INCLUSIVE ECONOMY, CREATING JOBS AND OPPORTUNITIES FOR ALL.

	Summary	Projects & Initiatives	What we will deliver this year	Timescales	Delivery	How we will demonstrate progress
1. Local Plan	Delivering the Local Plan and addressing Housing needs.	<ul style="list-style-type: none"> Local Plan Affordable Homes 	Publish the Reg 19 for consultation	Autumn 21	Led by the Regeneration and Place Directorate.	<ul style="list-style-type: none"> Reg 19 published Local Plan published Housing schemes in pre-app/in planning/ consented/in construction. Annual monitoring report to ensure 5-year housing land supply on track
			Submit Local Plan for Examination	Winter 21		
			Establish 5 Year Housing Supply	Autumn 21		
2. Economic Strategy	Ensuring the council plays an active and effective role alongside all partners to shape and achieve “good growth” for Wirral; creating great places for people to live, work, learn and enjoy.	<ul style="list-style-type: none"> Delivery of Economic Strategy 2026 Town Centres/High Streets Employment & Skills Business Support & Inward Investment Social Regeneration & Community Wealth 	Consult and finalise the Economic Strategy 2026.	Autumn	Partnership working between the Council, Wirral Chamber of Commerce, and the Liverpool City Region.	<ul style="list-style-type: none"> Publish the Economic Strategy 2026 Secure New Contract for Wirral Business Support Service No. of business supported. Value of support (£s) Kickstart placements available and filled. Number engaged in the Ways to Work Programme and number of positive outcomes achieved. <p>Note: Measures will be reviewed on completion of the Economic Strategy.</p>
			Ensure continuous delivery of a Wirral Business Support Service.	September 2021		
			Support business resilience through the provision of strategic financial support	Ongoing		
			Deliver the Kickstart scheme to create 6-month work placements aimed at those aged 16 to 24 on Universal Credit and at risk of long-term unemployment.	Jan 2022		
			Deliver the Ways to Work Programme to support residents to access employment opportunities.	June 2023		
			Review at finalisation of Economic Strategy point to provide a catch all for other prime and/or new ES projects activities.	October 2021		
3. Birkenhead 2040 Framework	Ensuring the Council accesses and secures a range of funding streams to deliver	<ul style="list-style-type: none"> Town Centre Commercial Business District Hind Street Green Corridor Wirral Waters 	Approve Birkenhead 2040 and its supporting area-based Neighbourhood Frameworks.	TBA	Regeneration and Place Directorate are leading, collaboration partnership with site owners and developers.	<ul style="list-style-type: none"> Adoption of Final Framework Funding secured from public/private sources. schemes in pre-app/ in planning/ consented/in construction

	projects for Birkenhead's regeneration.		Develop business cases to secure funding through Town Deal in Birkenhead.			SMART measure to be included on adoption of WP
			Deliver the Future High Streets Programme in Birkenhead and New Ferry.			
4. Regeneration Enabling Strategies	Strategies that enable the delivery of regeneration ambitions	<ul style="list-style-type: none"> • Culture • Heritage • New Homes • Low Carbon • Visitor Economy 	Develop a Wirral Culture and Heritage Strategy to enhance and promote our heritage offer and explore ways to embed cultural/visitor economy opportunities into our regeneration programme	Summer 2021	Regeneration & Place Directorate in partnership with LCR and partners locally.	<ul style="list-style-type: none"> • Published Wirral Culture and Heritage Strategy (delivery measures to be reviewed on completion of strategy) • New district heating infrastructure – Stage's TBC • Publication of Design Guide • Increase in number and size of Wirral business conferences. • Increased overnight and day visitor numbers to Wirral, from April 2022.
			Work with strategic partners to secure funding to improve the energy efficiency of buildings	Ongoing		
			Develop design codes for key regeneration areas, to ensure that all new development is of a consistently high design standard	Ongoing		
			New homes with low carbon/net zero targets planned or in construction	Ongoing		
			Visitor Economy Actions: In partnership with LCR, develop a business conferencing strategy, and Funded Destination Marketing plan	October 2021/ January 2022		
5. Transport	Embedding active travel solutions and local cycling and walking infrastructure into regeneration projects and ambitions.	<ul style="list-style-type: none"> • Active Travel 	Support the LCRCa to develop the business case for the Local Cycling and Walking Infrastructure Plan (LCWIP), segregated strategic cycle route between New Brighton to Birkenhead	March 2023	Regeneration & Place team working with LCR.	<ul style="list-style-type: none"> • Approval of Business Case by LCRCa • Publication of Active Travel Strategy (delivery measures to be reviewed on completion of strategy). • Increase in volume of cycle journeys. • Increase in sustainable journeys to school.
			Deliver an Active Travel Strategy	December 2021		
			Delivery of a strategic cycle route from Leasowe to Seacombe Ferry	December 2022		
			Implementation of 6 'School Streets' Projects	March 2022		
6. Housing	Increase affordable housing provision within the Borough through enabling and partnerships	<ul style="list-style-type: none"> • Affordable Housing and Shared Ownership Programme • Planning Policy 	In 2021/22 700 units to commence on site works with 400 units to be completed	Regeneration and Place in collaboration with Registered Partners	March 2022	<ul style="list-style-type: none"> • Affordable Housing and Shared Ownership Programme • Planning Policy
	Prevent and Relieve Homelessness and	<ul style="list-style-type: none"> • Homelessness Strategy and Rough Sleeping Action Plan • Move On Accommodation Plan 	Deliver Wirral's agreed Move On Plan with MCHLG for those people who were accommodated into emergency temporary accommodation during the pandemic - Reduction to zero of those living in	Regeneration and Place Directorate in collaboration with partners	December 2021	<ul style="list-style-type: none"> • Homelessness Strategy and Rough Sleeping Action Plan • Move On Accommodation Plan

	Reduce numbers of rough sleepers		temporary accommodation during the lockdown period			
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AIM

ACTIVE AND HEALTHY LIVES FOR ALL, WITH THE RIGHT CARE, AT THE RIGHT TIME TO ENABLE RESIDENTS TO LIVE LONGER AND HEALTHIER LIVES.

	Summary	Projects & Initiatives	What we will deliver this year	Timescales	Delivery	How we will demonstrate progress
1. Covid Outbreak Prevention and Management	Covid Outbreak Prevention and Management – Informing the Wirral for ‘living with Covid’	<ul style="list-style-type: none"> Outbreak Management Plan 	Lead the strategic and operational Outbreak Management Plan and adapt/respond to Government guidance.	Ongoing	Outbreak Management Board	<ul style="list-style-type: none"> Wirral Plan 2025 refresh is set in the context of living with Covid. Enquiries are answered.
			Inform the refresh of the Wirral Plan 2025 for ‘living with Covid’.	Early 2021		
2. Healthy Wirral Key Improvement Programme and drive forward the Health Inequalities Strategy	Tackling health inequalities and improving life chances through...	<ul style="list-style-type: none"> Health Inequalities Strategy Leisure Strategy Prevention Programme 	Launch the Health Inequalities Strategy	April 2021	Health and Wellbeing Board	<ul style="list-style-type: none"> Reduced health inequalities and a range of ‘health’ measures (TBC) Savings / efficiencies Customer / Resident feedback and insight
			Build the ‘early help’ offer to support vulnerable families and communities.	April 2021	Children’s Partnership Board to lead this work with a range of directorates and partners	
3. Delivery of 5 core projects	Supporting people to live fulfilling lives and have good mental health and emotional wellbeing whilst reducing the cost of care by having better conversations and promoting independence.	<ul style="list-style-type: none"> New adult social care model (Three conversations) Smarter homes, assistive technology and extracare housing. Out of hospital pathways review Online Care and Financial Assessment. Wirral Evolutions review 	1. Care and Support Review-to trial new ways of working with people to provide a more personalised response.	April 2022	Working with Partners For Change	<ul style="list-style-type: none"> Greater independence evidenced by reduced cost of care and reduced residential placements, increased community support. Reduction in care charge arrears (PFU) Increased responsiveness to care enquiries in innovation sites. Positive feedback from service users Improved performance in supporting people home from hospital. Increased number of people living in extracare housing.
			2. Assistive Technology Plan-implement a range of technology and digital options to assist people to remain healthy and independent. An increased range of extracare housing.	By April 2022	Partnership with NHS Community Trust	
			3. Review and improve the support offer to people at risk of needing hospital care or who are being discharged from hospital.	Nov 2021	Partnership with NHS Cheshire and Wirral Partnership	
			4. Online Care and Financial Self-Assessments- to encourage more people to adopt the online service offer.	April 2022	Partnership with Wirral CCG	
			5. To work with Wirral Evolutions on an implementation plan for service development.	April 2022	Delivered through the Change Programme.	

WIRRAL THEME DELIVERY PLAN – BRIGHTER FUTURES

LEAD COMMITTEE

CHILDREN, FAMILIES AND EDUCATION
COMMITTEE

AIM

BRIGHTER FUTURES FOR ALL REGARDLESS OF THEIR BACKGROUND.

	Summary	Projects & Initiatives	What we will deliver this year	Timescales	Delivery	How we will demonstrate progress
1. Transformational Partnership Accommodation Programme	Significantly improving the residential offer for children looked after and care leavers to improve outcomes.	<ul style="list-style-type: none"> Partnership Accommodation Programme Residential homes Care Leavers Hub 'My Space' 	Establish a 6-bedded residential home as part of an extension of the Willowtree Short break service for Children Looked After with disabilities.	August/September 2021	Children's Services in partnership with - directorate with Finance, Major Projects, HR and Assets Delivered through the Change Programme.	<ul style="list-style-type: none"> Reduced demand/cost – e.g., looked after children Improved OFSTED rating. Increase in 'in-borough' placements. Reduction in children admission to Tier 4 mental health provision Improved emotional wellbeing and support for Care Leavers.
			Launch the My Space Care Leaver Hub creating a new and dynamic accessible space for Care Leavers, with access to drop in help and services as and when they need it	October 2021		
			Acquire property through NHS England funding to develop a new three bedded specialist service to support and prevent children going into Tier 4 mental health provision	September 2021		
2. Prevention and Early Intervention Programmes	Ensuring all children and families in the borough receive the right help at the right time to enable them and their families to develop resilience to face future life challenges independently.	<ul style="list-style-type: none"> Prevention Framework and Breaking the Cycle programme Early Help Model Youth Offer 	Council adoption of the Prevention Framework and establishment of the Breaking the Cycle programme, encapsulating 8 core projects including: PAUSE, Cradle to Career, DRIVE with outcomes	June 2021 (Council adoption) 3-year programme to 2023	Children's Services in partnership with Adult's Services and wider corporate partners. Delivered through the Change Programme.	<ul style="list-style-type: none"> Improved outcomes for children and families. Reduced demand/cost Reduction in prevalence of domestic abuse Improved co-ordination and collaboration in tackling perpetrators Reduction in Section 47 enquiries (Child Protection) Prevention of children becoming looked after
			Implement the Youth Offer redesign in line with the neighbourhood model to ensure equity of access for all children and young people	January 2022		
			Continue to deliver the new early help model through the design of a new self-help digital tool for families.	April 2022		
			Feasibility study on delivering a neighbourhood/place-based model work continuously with health, adults, schools to maximise effectiveness.	December 2021		
3. School Improvement & Sufficiency Strategy	Ensuring that our education provision and offer is fit for purpose, inclusive and enables children to achieve their full potential	<ul style="list-style-type: none"> School's review SEND Strategy Pathways - children to adult's services Apprenticeships Strategy Three conversations approach 	Complete Phase 1 of the Pupil Place Planning Strategy focussed on Birkenhead to address demand and surplus of school places where this is required.	June 2022	Children's Services in partnership with Assets and wider corporate partners. Some elements will be delivered through the Change	<ul style="list-style-type: none"> Improved educational attainment. Improved outcomes for children with SEND, including increased participation in employment, reduced school exclusions, increase in number of children attending mainstream settings and increased participation in
			School Improvement Strategy to raise aspirations and improve outcomes for all Wirral children by creating a culture of high support and high challenge.	September 2021		

			SEND Inclusion review to look at the ways in which we can maximise the long-term life chances of children with SEND through understanding how they can better be included in local schooling to maximise opportunities and life chances.	September 2021	Programme.	education. <ul style="list-style-type: none">• Increase in children’s needs met at an earlier stage. Improve the percentage of education, health and care plans (EHCP) that are completed within the statutory timeline of 20 weeks.
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WIRRAL THEME DELIVERY PLAN 2021 – SUSTAINABLE ENVIRONMENT

LEAD COMMITTEE

ENVIRONMENT, CLIMATE CHANGE & TRANSPORT
COMMITTEE

AIM

A CLEAN-ENERGY, SUSTAINABLE BOROUGH, LEADING THE WAY IN TACKLING THE ENVIRONMENT CRISIS.

	Summary	Projects & Initiatives	What we will deliver this year	Timescales	Delivery	How we will demonstrate progress
1. Drive forward the Climate Emergency agenda	Working for a sustainable environment that leads the way in its response to the environment and climate emergency and is environmentally friendly.	<ul style="list-style-type: none"> Cool Wirral2 Climate Change Strategy Environment & Climate Emergency Policy and Action Plan Tree, Woodland and Hedgerow Strategy 	Plant and establish over 21,000 trees. Delivery of the Pollinators Plan Establish an action plan for the Blue and Green Infrastructure Strategy	During 2021 - 2022	Cool Wirral Partnership	<ul style="list-style-type: none"> Reduced CO2 from Council operations
			Secure green sustainable energy for the Council's energy requirements.	During 2021 - 2022	Climate Emergency Team	
			Re-establish the Council's carbon budget and reporting process.	During 2021 - 2022	Environment & Climate Emergency Action Group Delivered through the Change Programme.	
2. Implementation of major capital infrastructure investment which supports Wirral's Highways & Infrastructure (cross-cutting with Safe & Pleasant Communities)	Ensure Wirral's infrastructure is sustainable for the future.	<ul style="list-style-type: none"> Highways Asset Management Strategy & Policy Tree, Woodland and Hedgerow Strategy Environment & Climate Emergency Policy Street Light Policy 	Progress the major LED replacement scheme which will have replaced an additional 26,000 Street Lights with LEDs and around 9,200 lighting columns.	Throughout 2021 – Work to be completed by early 2022	Neighbourhood and Delivery Directorate	<ul style="list-style-type: none"> Number of LED streetlight replacements in Wirral by 2022 leading to positive environmental impacts. Reduction of costs and savings - energy costs and carbon tax when the streetlight upgrade is completed.
			Through the Tree, Woodland and Hedgerow Strategy, we will plant over 210,000 trees across the borough over the next 10 yrs. 24,000 trees were planted in 2020-21, exceeding the annual target.	Over the next 10 years		

WIRRAL THEME DELIVERY PLAN 2021 – SAFE & PLEASANT COMMUNITIES

LEAD COMMITTEE

TOURISM, COMMUNITIES, CULTURE & LEISURE
COMMITTEE AND ADULTS COMMITTEE

AIM

SAFE AND PLEASANT COMMUNITIES THAT OUR RESIDENTS ARE PROUD OF.

	Summary	Projects & Initiatives	What we will deliver this year	Timescales	Delivery	How we will demonstrate progress
1. Domestic Abuse Strategy (ADULTS COMMITTEE)	Ensure the right support at the right time and improving outcomes for the most vulnerable by breaking the cycles of poverty and harm through taking a preventative approach.	<ul style="list-style-type: none"> Domestic Abuse Prevention programme Three conversations approach. 	Invest in large-scale workforce training on trauma informed practice.		Adults and Children's Services in partnership with Community Safety Partnership and wider stakeholders	<ul style="list-style-type: none"> Reduced cost / demand on a range of Council services – efficiencies. Domestic abuse: Reduction in cases and re-offending, increased reporting, feedback from survivors.
			Engage with underrepresented groups, such as elderly, LGBTQ, pregnant women, people with learning difficulties and disabilities and people living in more affluent areas, to understand how they are affected by domestic abuse.			
			Begin longer-term media campaigns and engagement with the Criminal Justice System and Family Courts.			
2. Implementation of major capital infrastructure investment which supports Wirral's Highways & Infrastructure (cross-cutting with Environment)	Ensure Wirral's infrastructure is sustainable for the future.	<ul style="list-style-type: none"> Highways Asset Management Strategy & Policy Lifecycle Programmes Street Light Policy Tree Woodland and Hedgerow Strategy Invest to Save Programme Deliver the commitments of the Environment & Climate Emergency Policy 	Progress the major LED replacement scheme which will have replaced an additional 26,000 Street Lights with LEDs and around 9,200 lighting columns.	Throughout 2021 – Work to be completed 2022	Neighbourhood Services Directorate	<ul style="list-style-type: none"> Number of LED streetlight replacements in Wirral by 2022. Reduction of costs and savings - energy costs and carbon tax when the streetlight upgrade is completed. Number of trees planted and established per year. Number of trees felled for safety purposes. Carbon off set from sequestration. Council's carbon budget Number of Council members and officers trained to gain carbon literacy
			Delivery of the Highways Asset Management strategy and lifecycle programmes	Throughout 2021/2022		
			Tree Woodland & Hedgerow Strategy delivery, planting 21,000 trees per year over the next 10 years. Since March 2020 over 24,000 trees have been planted, exceeding the first-year target.	Ongoing throughout the next 10-year tree planting programme, annual target of planting 21,000 trees.		
3. Community and Leisure strategies	Creating a sustainable model for the delivery of leisure and cultural services in Wirral which celebrate the best of Wirral's assets,	<ul style="list-style-type: none"> Sports & Physical Activity Strategy 	Implement the Sport and Physical Activity Strategy	Within the next 12mths	Neighbourhood Services Directorate	<ul style="list-style-type: none"> Improved public health outcomes in areas of need. More integrated services delivered locally. Increase participation in sport and physical activity among Wirral residents.
			To provide our residents and stakeholders with outstanding connected, accessible and affordable services through the right blend of facilities, outreach and prevention and intervention activities that make physical and mental health, lifelong			
			Establishment of the Council's environment and climate emergency action plan, driven by an action group of senior officers.			
			Gain carbon literacy organisation status.			

	environments, and communities. Libraries will become community hubs for learning and family support.		learning and cultural enrichment part of everyone's everyday lives. Implement the new Library Strategy and model with a new library service offering vibrant, welcoming and accessible community hubs. With space to support community collaboration by hosting co-designed range of services at multi use sites			<ul style="list-style-type: none"> Support reading attainment in areas of identified need Increase in uptake of library online services. Increase in community usage of libraries by local cultural groups. Increase in activities and events that have a health and wellbeing focus in areas of identified need.
	Neighbourhoods model	<ul style="list-style-type: none"> Neighbourhood model, workforce modernisation programme 	Workforce modelling to support a resident and member first approach to dealing with enquiries and pro-actively deal with issues efficiently.	Throughout 2021/22		<ul style="list-style-type: none"> Ensure members and residents are at the heart of delivery of our services. Improved access channels for reporting and resolution of customer enquiries.
	Wirral Museums Service will contribute to the regeneration of Birkenhead, help improve mental health & wellbeing and celebrate local artists	<ul style="list-style-type: none"> Town Deal initiative at Birkenhead Priory Historic Documentation digitisation project Exhibition & Events Programme 	<p>Commission new visitor facilities at for Birkenhead Priory</p> <p>Go live with the first phase of an online, searchable database of Wirral's art and museum collections.</p> <p>Deliver a series of events that support business development and access to funder for creatives and creative industries in Wirral.</p> <p>Show the work of local artists and crafts people past and present.</p>	Throughout 2021/2022		<ul style="list-style-type: none"> Wirral Museums will help improve mental health & wellbeing. Help drive local economy and support local artist to become economically active. Online access to collections
4. Community Safety Strategy	The overarching aim of the Community Safety Strategy is to build safer, stronger, more resilient communities in Wirral and reduce the fear of crime.	<ul style="list-style-type: none"> Launch co-produced community safety strategy. 10 Strategic themes Use of CCTV cameras to tackle crime and provide community reassurance 	Invest in new CCTV Control room and comprehensive upgrade of public realm CCTV network	All to be delivered by 31 March 2022.	Community Safety Team and Neighbourhood Engagement along with all partners of the Safer Wirral Partnership Board.	<ul style="list-style-type: none"> Nos of crimes detected through use of CCTV Continuing reduction in Road Traffic Collisions Reduced number of emergency calls for water/coastal rescue. Nos of citizens signed up to Flood Watch.
			Deliver new Road Safety Action Plan			
			Design and Co-produce Coastal and Inland Water Safety Plan (Drowning Prevention Strategy)			
			Build on Resilient Communities project by working with our communities to ensure they are prepared for emergencies.			