



Cabinet Special Meeting

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| Date: | Thursday, 10 April 2014 |
| Time: | 5.30 pm |
| Venue: | Birkenhead Town Hall |

Contact Officer: Andrew Mossop
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AGENDA

1. MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

Members of the Cabinet are asked to consider whether they have any disclosable pecuniary or non pecuniary interests in connection with any item(s) on this agenda and, if so, to declare them and state the nature of the interest.

2. MINUTES

The minutes of the last meeting have been printed and published. Any matters called in will be reported at the meeting.

RECOMMENDATION: That the minutes be approved and adopted.

FINANCE

3. UPDATE ON LIVING WAGE (Pages 1 - 4)

4. UPDATE ON THE COMMUNITY BUDGETS / PUBLIC SECTOR TRANSFORMATION PROJECT (Pages 5 - 52)

ECONOMY

5. WIRRAL BUSINESS SUPPORT - BIRKENHEAD BUSINESS IMPROVEMENT DISTRICT PROPOSAL (Pages 53 - 60)

NEIGHBOURHOODS, HOUSING AND ENGAGEMENT

- 6. STIMULATING THE DELIVERY OF AFFORDABLE HOUSING AND SUPPORTING ECONOMIC GROWTH (Pages 61 - 66)**

GOVERNANCE AND IMPROVEMENT

- 7. FUTURE COUNCIL - ENGAGEMENT OF POLICY AND PERFORMANCE COMMITTEES (Pages 67 - 72)**

HIGHWAYS AND TRANSPORTATION

- 8. CAPITAL PROGRAMME FOR MAINTENANCE OF UNCLASSIFIED ROADS AND SEVERE WEATHER RECOVERY FUNDING (Pages 73 - 86)**

ENVIRONMENT AND SUSTAINABILITY

- 9. CAMPAIGNS TO IMPROVE ENVIRONMENTAL QUALITY (Pages 87 - 96)**

- 10. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 1)**

To consider any other business that the Chair accepts as being urgent.

- 11. EXEMPT INFORMATION - EXCLUSION OF THE PRESS AND PUBLIC**

The following items contain exempt information.

RECOMMENDATION: That, under section 100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information as defined by the relevant paragraphs of Part I of Schedule 12A (as amended) to that Act. The Public Interest test has been applied and favours exclusion.

- 12. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 2)**

To consider any other business that the Chair accepts as being urgent.

WIRRAL COUNCIL

CABINET

10th April 2014

| | |
|-------------------------------------|--|
| SUBJECT | Update on Living Wage |
| WARD/S AFFECTED | All |
| REPORT OF | Head of Neighbourhoods and Engagement |
| RESPONSIBLE PORTFOLIO HOLDER | Leader of the Council |
| KEY DECISION | No |

1.0 PURPOSE OF REPORT

- 1.1 This report updates members on latest activity that the Council is driving to harness the positive economic impacts that the Living Wage can bring.
- 1.2 In 2013, Wirral Council was one of the first local authorities in the country to become a Living Wage employer. In addition, Council policy aimed to ensure that new social care contractors are required to follow the Council's ethical care charter and fair wage approach.
- 1.3 The Council is now committed to building on this activity, and is working with employers and partners in Wirral to encourage them to pay the Living Wage to all employees. This report outlines the approach and additional actions to be taken in order to move Wirral to become a Living Wage borough.

2.0 RECOMMENDATIONS

- 2.1 Members are asked to:
- (i) Note the current activity taking place to increase awareness and adoption of the Living Wage amongst Wirral partners; and
 - (ii) Approve the proposed actions to move Wirral towards becoming a Living Wage borough

3.0 BACKGROUND AND KEY ISSUES

- 3.1 The Living Wage is an hourly rate, calculated according to the basic cost of living in the UK. There are two rates; London (currently £8.80) and UK (currently £7.65). The rates are set independently by the Living Wage Unit of the Greater London Authority for London, and by the Centre for Research in Social Policy at Loughborough University for the rest of the UK. It is updated annually in Living Wage Week in November. Unlike the National Minimum Wage (currently set at £6.19 per hour), the Living Wage is not a statutory requirement but a voluntary undertaking.

- 3.2. The modern Living Wage campaign has its origins in 2001, when it was launched by Citizens UK, with community and parent groups in East London. Today it is a national movement, involving an increasing range of partners, including support from the Living Wage Foundation who are responsible for promoting, supporting and administering the formal accreditation of Living Wage Employers.
- 3.3. To be accredited as an official Living Wage Employer, an organisation must satisfy four basic criteria:
- pay all of its own staff at least the Living Wage;
 - commit that within six months of the annual uprating of the Living Wage, its pay rates will be uprated accordingly;
 - demonstrate progress towards requiring any contractors it has to do the same; and
 - have a plan in place to work with any remaining contractors to get them too to pay the Living Wage.
- 3.4. Wirral is moving forward on an initiative to harness the positive economic impacts that Living Wage policy can bring. In 2013, Wirral Council was one of the first local authorities in the country to become a Living Wage employer, meaning that it now pays the Living Wage to all staff who are directly employed by the Council. In addition in 2013 Wirral made a commitment to ensure that new contracts for social care providers, will demonstrate that they will follow the Council's ethical care charter and fair wage approach. This is a positive development which asks providers, among other requirements, not to employ staff on zero hours.
- 3.5. The Council is working in partnership with the North West Trades Union Congress (TUC) and leading a network of North West local authorities in order to raise awareness and share best practice and practical approaches to embedding the Living Wage.
- 3.6. The Council is committed to building on this existing activity, and a detailed plan is now being developed which sets out the proposed actions that will take place in order to achieve the ultimate aim of becoming a Living Wage borough. This includes:
- The council applying for accreditation as a Living Wage employer;
 - Through the Public Service Board, co-ordinating work with our public sector partners to support them to become Living Wage organisations;
 - Working with the Chamber of Commerce, Invest Wirral and local businesses and employers in Wirral to raise awareness of the Living Wage and encourage them to pay the Living Wage to their employees;
 - Building on the key role that the voluntary, community and faith sectors have to play in this campaign;
 - Reviewing procurement, contract and best value policies to ensure that, as far as possible within UK and EU law, the Living Wage is the minimum paid to contracted staff as well;

4.0 RELEVANT RISKS

- 4.1 There is a potential risk that adopting the Living Wage could result in additional cost to an organisation – for example because of the increased wage bill, or through an increased costs to contracting services. Detailed risk and financial assessments can be carried out to accurately capture and mitigate the risk. There are now precedents from across the country where major council contractors have moved to paying the Living Wage and absorbed it at no increased cost to the procuring council.
- 4.2 Any potential risks in relation to procurement will be fully assessed through development of a corporate procurement and contracting approach to the Living Wage, based on learning from other areas. For example, the London Boroughs of Islington and Lewisham – the first two local authorities in the UK to receive accreditation as Living Wage Employers – have each had considerable success in terms of building the Living Wage into new contracts. To date, there have been no cases in the UK of legal challenges against councils on the basis of the Living Wage.

5.0 OTHER OPTIONS CONSIDERED

N/a

6.0 CONSULTATION

- 6.1 Extensive consultation, engagement and discussion is taking place with partners in order to raise awareness of the Living Wage and to fully understand the implications for organisations and their employees.

7.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

N/a

8.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

- 8.1 As stated above in section 4, detailed risk and financial assessments will be carried out to fully understand the resource implications of adopting a Living Wage policy.

9.0 LEGAL IMPLICATIONS

- 9.1 As stated above, detailed legal implications are being assessed as part of developing a corporate procurement and contracting approach to the Living Wage.

10.0 EQUALITIES IMPLICATIONS

- 10.1 The Living Wage has the potential to make a significant positive impact to the income of some of Wirral's lowest paid residents. Citizens UK argue that over the past decade 45,000 families have been lifted out of working poverty as a direct result of the Living Wage, which in that time has put over £210 million of increased wages into the pockets of low-paid workers.

11.0 CARBON REDUCTION IMPLICATIONS

N/a

12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

N/a

13.0 REASONS FOR RECOMMENDATIONS

This report outlines the key actions that are needed to build on the Council's existing commitment to the Living Wage, and move Wirral to becoming a Living Wage borough.

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WIRRAL COUNCIL

CABINET

10th April 2014

| | |
|-------------------------------------|--|
| SUBJECT | Update on the Community Budgets/Public Service Transformation Project |
| WARD/S AFFECTED | All |
| REPORT OF | Head of Neighbourhoods and Engagement |
| RESPONSIBLE PORTFOLIO HOLDER | Leader of the Council |
| KEY DECISION | No |

1.0 PURPOSE OF REPORT

1.1 This report updates members on the Public Service Transformation (PST) initiative that Wirral is part of. Members are asked to comment on the latest developments and agree a number of proposed actions as the project moves into implementation from April 2014.

2.0 RECOMMENDATIONS

Members are requested to:

- (a) Comment on the proposed direction and focus of the Public Service Transformation initiative:
- (b) Identify any issues, barriers or support required in order for it to progress; and
- (c) Agree that the Chief Executive enters discussions with Government to request that any public sector financial savings delivered by the PST projects can be retained in Wirral.

3.0 BACKGROUND AND KEY ISSUES

3.1 Members will be aware that the Council has embarked on a significant agenda of strategic change. Together with our partners, we are committed to new ways of working, to deliver public service transformation across the Borough based on the clear principle of finding local solutions to local problems.

3.2 One strand of activity within this agenda is Wirral's role in the Public Service Transformation (PST) Network. Public Service Transformation aims to build on the opportunities created by Community Budgets around the country, leading to more joint working and shared services and a new way for local public service providers to work together to meet local needs. The Community Budgets Pilots, initially launched in 2011, aimed to encourage public service partners to share budgets, improving outcomes for local people and reducing duplication and waste in order to:

- make better use of their resources by establishing joint budgets and sharing local knowledge, community assets and voluntary effort;

- flex central rules and regulations so local partners can provide better services that suit their area;
 - give people greater control over their local public services; and
 - establish local partnership & governance arrangements to create a unified approach
- 3.3 During 2012, four areas in England (Cheshire West, Essex, Greater Manchester, and in London the Tri-borough of Hammersmith and Fulham, Kensington and Chelsea and Westminster) began piloting Community Budgets as a mechanism for tackling some of their biggest local challenges, from domestic violence to skills and employment. In each of those four localities, public services, business and the voluntary sector have been working together to develop new joint responses to those challenges. See link for further detail. <http://communitybudgets.org.uk/>
- 3.4 Building on this approach, in July 2013, the Government announced that Wirral was one of the nine new areas that had been selected to be part of the Public Services Transformation Network as set out below:
- Bath and North East Somerset
 - Bournemouth, Poole and Dorset
 - Hampshire
 - Lewisham, Lambeth and Southwark
 - Sheffield
 - Surrey
 - Swindon
 - the West London Alliance (Barnet, Brent, Ealing, Harrow, Hillingdon and Hounslow)
 - Wirral
- 3.5 Following on from the initial announcement, Wirral's broad approach to the Public Sector Transformation initiative was set out within the Joint Statement of Intent (JSI), in October 2013. Wirral's Public Service Board (PSB) is providing the overarching direction for Public Sector Transformation activity, and partners have now developed a number of workstreams as part of this.
- 3.6 Wirral's JSI highlighted a number of priority themes, each with a specific workstream focus as set out below. Each workstream has a project lead and a detailed project plan, currently being developed, which sets out the specific activity that will take place in the coming months.
- 3.7 PUBLIC SERVICE TRANSFORMATION WORKSTREAMS**
- The detailed focus for how Wirral's Public Service Transformation initiative will be delivered has now been brought together into an outline Business Plan (attached as Appendix 1). This includes a number of priority themes and workstreams which are summarised below. Appendix 2 sets out further detail about the Health Related Worklessness project.

| Priority Theme | Workstream Focus |
|--|--|
| Addressing Health Inequalities | Wirral Food Plan |
| Driving Economic Growth | Tackling Health Related Worklessness |
| Increasing Neighbourhood Resilience | Increasing Neighbourhood Resilience |
| Data sharing and improved intelligence | Mapping public sector investment into Early Years 0-5 services |

4.0 RELEVANT RISKS

N/a

5.0 OTHER OPTIONS CONSIDERED

N/a

6.0 CONSULTATION

6.1 .All of the PST projects involve extension consultation and engagement with residents, partners and stakeholders.

7.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

7.1 A key principle running through all of the PSTN project is the commitment to share local knowledge, community assets and voluntary effort, and to inspire communities to come together to find the right solutions to address local need. The voluntary sector are a key part of this through the development and delivery of new joint approaches.

8.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

8.1 In March 2014, Ministers approved catalytic funding to support local authorities participating in the Public Service Transformation Network with on-going co-design work. Wirral is set to will receive £75,000 of this total amount which will help to develop and implement business cases in 2014/15, and scale up transformation projects that have been successfully piloted.

8/2 In addition, on 1st April, the Network informed partners of a one-off additional resource for Local Authorities to invest in their local service integration and transformation. Wirral's allocation is £563,984.

9.0 LEGAL IMPLICATIONS

None arising from this report

10.0 EQUALITIES IMPLICATIONS

10.1 There are no direct equalities implications at this stage. Detailed Equality Impact Assessments (EIAs) are being developed for each project workstream.

11.0 CARBON REDUCTION IMPLICATIONS

N/a

12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

N/a

13.0 REASONS FOR RECOMMENDATIONS

13.1.1 Wirral Council has embarked on an ambitious programme of transformation and remodelling within the Future Council initiative. The Public Service Transformation project is one part of that approach, and this report outlines the key developments and proposed activity as the Public Service Transformation project workstreams move into implementation from April 2014.

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Wirral Council
Public Service Transformation

Draft Business Plan
April 2014

DRAFT

An Introduction to Wirral

Wirral is a unique place, home to a growing population of 319,800 people, including 190,000 people of working age and over 8,000 businesses providing employment for 105,800 people.

The Wirral peninsula extends to 60 square miles, with 25 miles of coastline. It is an area of outstanding natural beauty, packed full of spectacular scenery, with a rich mixture of culture and heritage. Strategically located between the economic centres of Liverpool and Chester, Wirral benefits from an infrastructure that presents significant opportunities for development.

Wirral has mostly excellent housing, schools, and a high quality environment; however there are unacceptable levels of inequality which exist within the borough, particularly in relation to life expectancies. There is a strong contrast between the East and West of the borough.

Wirral's neighbourhoods range from some of the most deprived in the country (around St James Church in Bidston) to one of the most affluent, or least deprived, in South West Heswall less than six miles away. 21 areas in Wirral fall into the highest 3% in England in terms of levels of child poverty¹, with a total of 58 areas in the highest 20%. This results in serious quality of life issues and health inequalities, including a completely unacceptable difference in life expectancy of 9.7 years for females and 14.6 years for males depending on where a person lives in Wirral.

Vision

Wirral Council's vision for the future is that:

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

The Wirral Vision can be expressed in three principles.

- i) Local Solutions, Local Decisions
- ii) Promoting Independence
- iii) Driving Growth & Aspiration

We pledge to support this vision and serve our residents, by further improving our organisation and becoming the outstanding Council that the people of Wirral deserve.

¹ Index of Multiple Deprivation (IMD) 2010 (<http://data.gov.uk/dataset/index-of-multiple-deprivation>)

The regional context

Wirral is punching its weight at a regional and national level, by taking part in and providing leadership on major developments that ensure Wirral's interests are reflected alongside those of our partners, and which put us in a stronger position to access funding and influence policy.

Wirral is an important founder member of the Liverpool City Region Combined Authority, which will enable participating local authorities to draw down national funding and play a competitive role nationally and internationally.

Wirral's economy today has a total value of around £3.4 billion per year, and is home to many international businesses. Our tourism economy is worth £310 million with visitor numbers continually rising and outperforming the regional trend. We are at the forefront of developing a globally-significant International Golf Resort in the borough, as well as the Wirral Waters development and the International Trade Centre.

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

Wirral's rate of Jobseeker's Allowance claimants is the lowest in the Liverpool City Region, with a fall of 1,582 claimants since January 2013.

We will help to drive continued economic growth in Wirral's economy, prioritising job creation and skills by capitalising on our unique strengths, particularly in green technologies. We will inspire our young people to grasp these opportunities, helping to reduce poverty and securing a healthier economic future for all.

Wirral's Transformation Agenda

The projects which make up the work of the Public Service Transformation Network also form part of Wirral's overarching transformation agenda.

Future Council

Wirral Council has embarked on an ambitious programme of transformation which is designed to identify the £45m savings that the Council is required to find over the next two years.

January 2014 saw the Council move forward plans to implement 'Future Council', a complete remodelling of the authority, informed by a systematic re-evaluation of all services and departments. Every department and service is being evaluated and a robust business case will determine how each service will be delivered in the future.

In late 2013 Ernst Young (EY) were appointed to advise on how the Council should be shaped in the future. They provided a set of 'design principles' to restructure and remodel every team across the Council.

Delivery of the Future Council project will run until autumn 2014, giving members and other stakeholders the opportunity to scrutinise, influence and shape the proposals and the resulting new Council model at every step of the process, until their final refinement and recommendation to Cabinet and Council.

Neighbourhood Working

Wirral is committed to a new structure of working locally, established in July 2013 to ensure that every community, group and resident has the opportunity to influence Council resources in their neighbourhoods, across the four constituencies of Wirral.

The approach will empower our elected members as community leaders to fully utilise the devolved powers and responsibilities given to Constituency Committees to maximise public resources in their areas, and increase community resilience within neighbourhoods to encourage greater independence.

The Wirral Public Service Board (WPSB) has been established to act as the strategic driver for transformation across public sector services. The Board is working on a number of common principles and cross-cutting issues, for including the mapping and sharing of data, identifying the joint cost of providing services that are delivered across Wirral, prevention and early intervention, and ensuring residents can actively shape and influence new service design and delivery.

The service reviews carried out as part of Future Council require Wirral Council managers to assess how their service areas currently work in relation to the Council's Neighbourhood Working priorities, and to consider options for future local service delivery, with the objective of fully integrating service delivery with local priorities.

Vision 2018

Vision 2018 is a new health and social care strategy which supports the transformation and integration of hospital and community-based services in Wirral over the next 5 years. The aim is to deliver integrated services, 7-days-a-week, based on the needs of patients.

Integrated Care will encourage health and social care professionals to work together to help people to plan their own care and take more responsibility for looking after their health. The vision is that people will have one key contact who co-ordinates their GP, hospital, community and social care.

Primary Care will see health services in communities expanded to offer care 7 days a week, with more services available at GP practices and closer to home, to reduce hospital admissions and improve choice.

Hospital Care will focus on offering health and care services in the community, through consultant-led teams, reducing the number of visits to hospital and shortening stays, with a quicker response to urgent care needs in the community.

Public Services Transformation is one strand within a number of wider transformational activities for Wirral. Wirral's Public Service Board is providing the overarching direction for Public Sector Transformation activity, with a number of work streams developed to deliver on three key themes:

- increasing neighbourhood resilience
- driving economic growth
- addressing health inequalities

Objectives

Wirral's Public Service Transformation objectives² are:

- By 2017 we will have re-designed and integrated our social care services to address our growing population, which will increase by 10,000 people by 2035;
- By 2017 we will be on our way to re-balance our spending on acute health services which currently cost £100 million per year and prevention / early intervention services which cost £3 million per year;
- By 2017 we will have reduced the attainment gap between children eligible for free school meals and those who are not eligible across all key stages
- Reduce youth unemployment and particularly the number of NEETs by better coordinating activities between Job Centre+, Wirral Metropolitan College, the Private Sector and the Council. Public Sector partners such as the Fire and Rescue Service will also play an active role in the engagement and raising of aspirations for this cohort;
- Better coordinate health support for both individuals and businesses to assist in securing employment and enabling employers to retain valuable employees when they fall ill;
- Reduce child poverty by taking a whole agency and whole family approach to those families who find themselves in poverty while prioritising the importance of employment as the best route out of poverty;

² From 'Joint Statement of Intent: October 2013'

- By 2017 we will have improved lifestyle behaviours among Wirral residents to address current health inequalities;
- By 2017 more residents will recycle more waste, and we will have reduced the incidents of fly-tipping, dog-fouling, anti-social behaviour and graffiti;
- Devolve the first place based services to Constituency Committees by April 2014;
- Review, and where appropriate further devolve all other by 2015.

How the objectives will be delivered

The objectives will be delivered via four work streams:

- Driving Economic Growth: Addressing Health Related Worklessness
- Increasing Neighbourhood Resilience
- Wirral Food Plan
- Sharing Data and Cost Benefit Analysis

Each work stream will be assessed for desired results and short, medium and longer term impacts. Current position statements are being developed for each objective, with pilot scoping exercises planned and objectives linked to collection of relevant data, cost evaluations and potential service re-design.

Proposed responses for 2014/15 have been developed, linked to ongoing transformation projects like Future Council, Vision 2018 and Neighbourhood Working.

Building a financial case

Wirral's approach is based on agreeing shared investments and expenditure among public sector partners, and collectivising resources to deliver sustainable, effective, targeted services for our communities.

Pilot projects are being developed with the objective of encouraging behaviour change and scoping current known levels of investment from the authority and its partners. An Asset Based Community Development approach has been established to harness community assets and set the scene for benchmarking against other areas.

Our aim is to transform the role of Wirral's public sector to achieve targeted health and wellbeing benefits that fully utilise local assets and manage demand for public services.

Governance, Stakeholders and Resources

The Public Service Board will provide the key interface for the Public Sector Transformation Network, facilitated by Emma Degg, Wirral's Head of Neighbourhoods and Engagement, as the project lead for the Council. The project co-ordinator, Jacqui Cross, will work with the project lead to ensure that sufficient resources in kind are allocated to support Network activity and share learning.

Wirral has a well-established partnership working structure through its Public Service Board. The Board membership comprises:

- Graham Burgess *on behalf of* Wirral Council
- Dr Phil Jennings *on behalf of* NHS Wirral Clinical Commissioning Group
- Chief Supt John Martin *on behalf of* Merseyside Police
- Paul Murphy *on behalf of* Merseyside Fire and Rescue Service
- Sheena Cumiskey *on behalf of* Cheshire and Wirral Partnership NHS Foundation Trust
- David Allison *on behalf of* Wirral University NHS Hospital Trust
- Sue Riley *on behalf of* Department for Work and Pensions / Jobcentre Plus
- Sue Higginson *on behalf of* Wirral Metropolitan College
- Simon Gilby *on behalf of* Wirral Community NHS Trust
- Brian Simpson *on behalf of* Magenta Living (formerly Wirral Partnership Homes) and Wirral's Strategic Housing Partnership
- Moira Dumma *on behalf of* NHS Cheshire, Warrington and Wirral PCT Cluster
- Fiona Johnstone *on behalf of* Wirral Council Public Health

Each Work Stream has an appointed Lead and Sponsor, with Wirral Public Service Board providing strategic steer alongside relevant partners including:

- Wirral Health and Wellbeing Board
- Local Public Service Boards
- Intelligence Teams
- Local Voluntary and Community Sector
- Residents and communities
- Cabinet Office's Behavioural Insights Team
- Behaviour Change Steering Group
- Wirral Investment Strategy Team
- Wirral Clinical Commissioning Group
- Public Health
- NHS England
- Wirral Economic Development and Skills Partnership
- Constituency Committees
- Neighbourhoods Programme Manager

Communications Strategy

- Wirral Public Service Board – for key public sector partners;
- Local Public Service Boards – a workshop was held during August 2013 for public sector partners' operational management to identify opportunities and potential barriers with this new way of neighbourhood working. The key issues were fed back to the Wirral Public Service Board;
- Constituency Committees – for elected members and community representatives;
- Residents and Communities – we are currently developing for communication strategies for each of the constituency areas including utilising existing local communication platforms, developing new platforms where gaps exist, and also incorporating social media initiatives. The Council's new Neighbourhood Engagement Officers are also developing comprehensive community engagement programmes for each constituency area.

DRAFT

Work Stream One

Driving Economic Growth: Addressing Health Related Worklessness

Work Stream Sponsor
Work Stream Lead

Kevin Adderley
Corporate Lead: Rose Boylan
Investment Strategy Team: Helen Carney and Beverley Staniford

Aims and Objectives

The aim of the project is clear: To reduce health related worklessness in the parliamentary constituency of Birkenhead

To achieve this the Health Related Worklessness project will:

- Understand the scale and of health related worklessness and the cost to the public sector within the parliamentary constituency of Birkenhead;
- Consider the support that is already available to address health related worklessness;
- Hear first-hand the issues faced by residents who are workless as a result of their health;
- Understand from employers if there any preconceptions or barriers to employing people with a history of health related worklessness, as well as gaining positive messages;
- Gain robust evidence to identify gaps in delivery, inform local commissioning and set a precedent for future investment;
- Review, develop and test new models embedding a more integrated and joined up approach between health and employment support partners.

Key objectives will include:

- 10% reduction in the number of ESA/IB claimants in the Birkenhead Parliamentary Constituency by April 2017.
- Headline Estimated Fiscal Saving of £8,632 per ESA/IB claimant
- Cost benefit analysis of wider social and economic impact

Case for Change

Despite significant success in reducing health related worklessness in the borough at a rate that is ***more than double the national average***, Wirral still has high levels of worklessness, with rates that exceed the regional and national average. Within the borough there are also persistent spatial concentrations of worklessness, with a significant majority of these relating to residents that have a health condition.

Partners in Wirral continue to acknowledge that worklessness has a scarring effect on individuals and communities, with deprivation and inequality also

limiting the life chances of future generations. Therefore within the context of Welfare Reform, recent discussion has focused on developing a pilot initiative to work together and develop new approaches to address the high level of health related worklessness that has persisted for too many local people, for far too long. A single agency cannot achieve this independently. The public sector must therefore work together and raise its game in order to change the lives of our residents who are furthest from the labour market and revitalise our most deprived communities into working neighbourhoods.

Within Wirral persistent spatial concentrations of worklessness exist. **Figure 1** highlights that the parliamentary constituency of Birkenhead has 12,700 residents claiming key out of work benefits, equating to 23.6% of the working age population.

7,700 constituency residents are claiming the health related benefits of ESA and IB; notably these account for 41% of the Wirral total and strongly support the rationale to conduct a place based pilot in this area. 1 in every 7 working age residents claim health related workless benefits in the area compared to the national rate of 1 in 17.

Figure 1: Parliamentary Constituency Worklessness Data

| Benefit Type | Birkenhead | Wallasey | Wirral South | Wirral West |
|-----------------------------------|---------------------------|--------------------------|-------------------------|-------------------------|
| Job seekers | 2,970 (5.5%) | 2,230 (4.0%) | 850 (2.0%) | 910 (2.3%) |
| ESA and incapacity benefits | 7,700 (14.3%) | 5,880 (10.2%) | 2,620 (6.3%) | 2,560 (6.4%) |
| Lone parents | 1,660 (3.1%) | 1,190 (2.2%) | 370 (0.9%) | 360 (0.9%) |
| Others on income related benefits | 370 (0.7%) | 310 (0.6%) | 120 (0.3%) | 150 (0.4%) |
| Total out-of-work benefits | 12,700 (23.6%) | 9,580 (17.4%) | 3,950 (9.5%) | 3,980 (9.9%) |

Within the constituency there are also significant concentrations of health related worklessness which further demonstrate the striking deprivation and inequality that exists at neighbourhood level (**Figure 2**).

Figure 2: Birkenhead Parliamentary Constituency Data by Ward (ESA/IB)

| Ward | ESA/IB Number | ESA/IB Rate |
|--------------------|---------------|-------------|
| Bidston & St James | 1,920 | 17.3% |
| Birkenhead | 1,860 | 19.3% |
| Claughton | 895 | 11.8% |
| Oxton | 845 | 7.9% |
| Prenton | 680 | 7.8% |
| Rockferry | 1,495 | 16.2% |

DWP, Working-age Client Group for small areas, August 2013

Proposed New Delivery Models

The Health Related Worklessness project will:

- i. Deliver an experiential review with ESA/IB claimants and businesses.
- ii. Deliver a business process review with partner organisations and stakeholders.
- iii. Re-examine old and pilot new models embedding a more integrated and joined up approach between health and employment support partners.

A detailed analysis of the business case and delivery model for the 'Health Related Worklessness' work stream is provided as Appendix 2 to this document.

Changes Required

The pilot project will inform future service design, rather than representing a re-designed service provision in itself.

However we can also make some informed assumptions based on previous work in this field and from our Youth Unemployment Task Force experience about the types of interventions that could successfully support people and businesses reduce health related worklessness and the system changes that could support the process. Therefore, the project will also scope potential interventions and 'Government/Organisational Asks' ahead of implementation stage such as:

- Personalised Mentor Support ;
- Financial Incentives for Business;
- Work Experience and Volunteering;
- DWP: Permitted Work/Impact of a Reclaim to Benefit;
- Health: Use of Employment Outcomes;
- Public Sector Contracts: Targeted Employment Outcomes via Procurement.

Financial Case

Locally we have the 'hearts and minds' of partners in Wirral who accept the requirement to reduce health related worklessness in Birkenhead against the numbers that continue to prevail. However to progress we need to understand the costs to the public sector and the benefits that can be realised by reducing health related worklessness.

Figure 3 demonstrates a high level analysis based on guidance provided by the Public Service Transformation Network through *New Economy: Supporting Public Service Transformation: Cost Benefit Analysis Guidance for Local Partnerships*.

Reduced Benefits Claimants: Employment Support Allowance or Incapacity Benefit: the monetisation value per individual securing and sustaining employment is:

- Reduced Benefit Payments: £7,500
- Improved Health Savings NHS: £1,132
- **Total Estimated Fiscal cost per Individual £8,632**

The headline total **estimated** fiscal cost of 7,700 ESA/IB claimants in the parliamentary constituency of Birkenhead is £66,466,400 per annum.

Health Related Worklessness Target: A 10% reduction in the number of ESA/IB claimants in the Birkenhead Parliamentary Constituency by April 2017.

Partners acknowledge that this target is highly ambitious. Not accounting for any on-flows this would require a target reduction of 770 ESA/IB recipients over a 3 year period; this requires the same level of reduction that the area has achieved over the past 13 years. This reduction would provide an estimated fiscal benefit of £6,646,640.

Figure 3: High Level Financial Analysis: Birkenhead Parliamentary Constituency

| | Outcome | Unit Cost Associated with Outcome | Volume (no. of claimants) | Total Cost (unit Cost x Volume) |
|--------------------------|-----------------------------------|-----------------------------------|---------------------------|---------------------------------|
| Business as Usual | 10% Reduction in ESA/IB Claimants | £8,632 | 7,700 | £66,466,400 |
| New Delivery Model | | £8,632 | 6,930 | £59,819,760 |
| Difference | | £8,632 | 770 | £6,646,640 |
| Estimated Fiscal Benefit | | | | £6,646,640 |

Source: Local workings based on 'New Economy: Supporting Public Service Transformation: Cost Benefit Analysis Guidance for Local Partnerships'.

It is important to note that the vast majority of estimated fiscal savings are likely to provide savings to central government agencies, namely DWP. Throughout the project we will continue to develop a robust full cost benefit analysis model using the New Economy methodology. This is likely to include additional areas such:

- Establishing deadweight: What would happen anyway?
- Economic and social benefits of employment income
- More detailed unit costs associated to specific target groups: Mental health
- Exploring 'Asks' from central government in relation to re-investment for benefit savings in new delivery models

Implementation Plan

The project is sponsored by Kevin Adderley, Strategic Director for Regeneration and Environment at Wirral Council.

The day to day running and facilitation for the project will be led by Wirral Council who also facilitated the Youth Unemployment Task Force on behalf of the wider Liverpool City Region. This function will be supported by a multi-agency core development group.

The project will report to Wirral's Public Service Board via the multi-agency Wirral Economic Development and Skills partnership.

Key milestones are listed below.

Figure 4: Key Milestones for the Health Related Worklessness Project

| Action | Timescale |
|---|---|
| Establish a multi-agency core development group with representatives from: Birkenhead Parliamentary Constituency Group, Public Health, NHS Trust, DWP, Housing, Voluntary and Community Sector, Business Support | April 2014 |
| Establish Champions Portfolio Holder, DWP, Clinical Health lead (CCG) | April 2014 |
| Conduct experiential review with ESA/IB claimants and businesses <ul style="list-style-type: none"> • ESA/IB claimant survey questionnaire • Business survey questionnaire • Task Force Meetings • 1:1 interviews • Question Time style event | April to August 2014 April to May 2014 April to May 2014 April to August 2014 April to August 2014 July/August 2014 |
| Conduct business process review with partner organisations and stakeholders <ul style="list-style-type: none"> • As Is process <ul style="list-style-type: none"> ○ Desk based research ○ Policy review ○ Stakeholder call for evidence ○ Analysis of performance targets ○ Process Workshop ○ Cost Benefit Analysis • To Be Process <ul style="list-style-type: none"> ○ Review evidence ○ Gap Analysis (claimants, employers, partner agencies) ○ Workshop with partner agencies ○ Develop 'Asks' ○ Cost Benefit Analysis | April to August 2014 April to June 2014 July to August 2014 |
| Examine test model pilots | April to September 2014 |
| Produce report and recommendations | September 2014 |
| Develop Implementation Plan | October to November 2014 |
| Pilot a more integrated and joined up approach between health and employment support partners. | December 2014 to April 2017 |

Resources Required

The level of resource needed to drive the level of transformation we aim for cannot be underestimated. Further detail is set out within the attached Business and Delivery Plan set out in Appendix 2.

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Work Stream Two

Increasing Neighbourhood Resilience

Work Stream Sponsor
Work Stream Lead

Emma Degg
Jacqui Cross

Aims and Objectives

A key driver for Wirral's transformational programme of work is the need to develop resilience within the borough's communities, and encourage behaviour change alongside public sector partners.

This project will inspire communities to come together to find the right solutions to address local need. To do this we will identify new and innovative ways of ensuring our residents have access to services, advice and guidance that they need and provide them with the tools and knowledge to enable them to make the choices that are right for them and their families, whilst reducing demand for public services.

We will pilot a variety of ways of developing and implementing behavioural change interventions, and evaluate those interventions for developing a longer term public sector strategy.

The 3 to 5 year impact of the work stream will include:

- Behaviour change among partners, residents, service users and customers
- Major service review and redesign
- Reduced duplication and waste among services
- Increased joint commissioning, shared services and budgets
- Reduced demand for public services

The longer-term measures of success include:

- Improvements to health inequalities and quality of life
- Increased social action and personal responsibility within communities
- Communities know where and how to access information and resources

Activities will proceed in line with Wirral's significant transformation programme Future Council and with the Vision 2018 health and social care strategy.

Case for Change

By 2016, grant funding from Government to Wirral Council will have been reduced by over 50%.

This reduction will result in a requirement to manage and reduce demand for services provided by Wirral Council and its public sector partners, although major resources will still be invested.

National research into the effectiveness of behaviour change in determining public policy, and if improvements are sustainable in the long-term, is still in its early days. This makes it necessary for public services to have the flexibility to experiment with a variety of interventions.

Proposed New Delivery Models

New delivery models will be designed following various pilots that will be evaluated in terms of effectiveness, cost reductions, and sustainable change. A Behaviour Change Steering Group will be established as part of the Wirral Public Service Board programme.

Changes Required

Changes required include:

- Jointly identifying the priorities for behaviour change interventions
- Intelligence sharing
- A Behaviour Change Steering Group to be established
- An Asset Based Community Development approach to support implementation of interventions

Financial Case

By 2016, grant funding from Government to Wirral Council will have been reduced by over 50%.

This reduction will result in a requirement to manage and reduce demand for services provided by Wirral Council and its public sector partners, although major resources will still be invested.

Key issues to be addressed

- Establish the role of the public sector in persuading residents / communities to change their behaviours and lifestyles
- Identify if pilot interventions are to be focussed on encouraging change (nudge), incentivising change (hug), restricting choice (shove), or eliminating choice (smack)
- National research into the effectiveness of behaviour change in determining public policy, and if improvements are sustainable in the long-term, is still in its early days. Therefore, we would like the flexibility to experiment with a variety of pilot interventions

Implementation Plan

This work stream will run alongside the Future Council / Wirral transformational projects, with key milestones including:

- Behaviour change steering group to be established, as part of the Wirral Public Service Board programme, to identify intervention priorities (where current costs need to reduce). We will also invite research observers and academics to input into the work of this group to contribute to national research (June 2014)
- Project development and implementation planning (timetable activities in line with Future Council / Wirral programme) by Council's Neighbourhoods Programme Manager (June-July 2014)
- Local needs assessment via JSNA , intelligence teams and other local data to identify behaviour change priorities by public sector intelligence teams (July-August 2014)
- Complete frontline staff and residents' focus groups to identify the problems that behaviour change interventions will resolve (July-August 2014)
- Behaviour change steering group to make recommendations to the Wirral Public Service Board regarding selection of behaviour change pilots (September 2014)
- Behaviour change steering group to develop 4-6 behaviour change pilot interventions for residents / communities / workforces based upon the target group, where they are located and the behaviour which is to be changed, e.g. provide information, enable choice, guide choice through changing the default, guide choice through incentives, guide choice through disincentives, restrict choice or eliminate choice (September-October 2014)
- Implement pilot interventions. An asset based community development approach will be utilised to harness community assets and voluntary effort to support implementation of interventions (November 2014 – March 2015).
- Evaluation of pilot interventions with regard to impact of interventions and potential cost effectiveness projections. This information will also feed into national research and be completed by the behaviour change steering group(April-May 2015)

PUBLIC SERVICE TRANSFORMATION SUPPORT REQUIRED

- Behaviour change methodology design
- Academic observer (s)

Work Stream Three Wirral Food Plan

Work Stream Sponsor
Work Stream Lead

Fiona Johnstone
Julie Webster

Aims and Objectives

The Wirral Food Plan aims to transform local food culture and attitudes to eating in order to improve the health and wellbeing of the local population whilst enabling economic growth and prosperity.

We will do this by:

- employing innovative approaches to mobilise change and collaborative and community leadership;
- utilising local assets, infrastructure and policy.

The 3 to 5 year impact of the work stream will include:

- Residents eating a healthier and more sustainable diet
- A strong, local coalition of leaders to tackle complex public health issues
- Enhanced community leadership with localised solutions to food issues
- Reduction in the number of residents using Food Banks
- Reduction in food waste

The longer-term measures of success include:

- Enhanced local food economy, generating prosperity, innovation, employment opportunities and increased tourism
- A sustainable food environment
- Increased social action and personal responsibility within communities
- Behaviour change across the local population
- Increasing numbers of people of healthy weight
- Reduction in dietary related disease e.g. CVD and cancer
- Reduction in food and spatial inequalities
- Reduction in spend on weight management services

Case for Change

Food inequalities are emerging as a significant problem in the UK. In Wirral, the local food bank has supported 12,000 residents since April last year. Just over one in three of these recipients are children, providing real evidence of the levels of food poverty locally. The single biggest reason that people were referred to the food bank in 2011/12 was a delay in receiving benefits (29%), followed by low income (19%).

Research also suggests that 5% of people on a low income report skipping meals for a whole day. The cost of basic food has leapt by 35 per cent in the past five years; a period in which many incomes have risen only marginally or not at all. Lowest income households are the hardest hit by food price fluctuation. Studies also show that amongst low income groups price is the greatest motivating factor in food choice.

The average earnings for someone in the Wirral are £502.30 per week. Recent data from ONS indicates that weekly expenditure on food and non-alcohol beverages in the North West is £50.80 (based on a 2.4 people household) which is lower than the average national spend of £53.50 and is second only to the North East in terms of lowest weekly expenditure nationally. North West families spend less on fresh produce such as fruit and vegetables and spend more on cakes, buns and biscuits when compared to other wealthier regions. In the North West just 1.4% of weekly food expenditure is on fruit and vegetables.

The Wirral has 273 fast food outlets that equates to 85 per 100,000 residents. A recent survey in Liverpool found that 40% of people ate in fast food outlets one or two times per week. 6.3% of adults in Wirral have diabetes which is significantly worse than the English average, with 73% of adults in Wirral consuming less than their five fruit and vegetables per day. 8% of 4-5 year olds in the borough are obese, this figure increases to 19% in 10-11 year olds and 23.1% in adults.

The underlying aim of the workstream is to transform the local food culture and attitudes to eating whilst enabling economic growth and prosperity in order to improve the health and wellbeing of the local population. The proposed approach aims to facilitate collaborative leadership, utilising local assets, infrastructure and policy as a means to influence health and wellbeing rather than a reliance on treatment services e.g. weight management services. Local partners acknowledge that this approach will require a local coalition for action, with collaborative leadership across organisational and community boundaries.

This presents an opportunity to realise the benefits of public health integrated into local government utilising policy levers and community relationships to address wicked issues. Crucially this will provide insight into how to operate in the new world and act as an exemplar for future models of local government leadership on public health issues.

Proposed New Delivery Models

Confronting reality: The project is being built from an ethnographic approach. We have trained and supported a stakeholder group to conduct and facilitate community and ethnographic research, with a view to:

- Bringing a fresh perspective to some of the challenges we already know people face accessing fresh and healthy food, and to explore opportunities with local people to overcome these challenges;

- Uncovering opportunities to solve those challenges by juxtaposing perspectives coming from different parts of the wider food system;
- Producing insightful stories based on the lives of real people.

We have commissioned two focused pieces of work to enhance our understanding of the key issues and stimulate strategic thinking:

- A horizon scan of national and international best practice in tackling this issue, providing a synthesis of the defining features;
- A data mapping exercise to build our understanding of the availability of data pertaining to food in the Wirral; trends and forecast, links and connections;
- We are mapping the various leadership structures in the public and private sector (official and unofficial) in order to target buy in and develop ongoing relationships;
- We are developing a sharing and learning function to document progress;
- Learn from other areas utilising the systems leadership network.

Awaken Possibility: We are communicating the ethnographic research and findings from the horizon scanning and data mapping work in order to build a coalition to take action on food issues. We are identifying champions from elected members, officers, voluntary, and community and private sector organisations to develop a multi-agency group to lead the food plan.

We plan to progress this work via workshops and attendance at partnership meetings e.g. Health and Wellbeing Board, Public Sector Board.

Establish Living Vision: We are planning a stakeholder workshop on the 10th April 2014 to bring together players from across the food system in Wirral. We will facilitate this stakeholder group to explore further issues revealed through the ethnographic and data research with a view to developing a collaboratively designed vision and set of priorities for further action.

The action plan will be presented and discussed at key strategic meetings in the borough to ensure ownership.

Define Emergent Strategy: The various stakeholder events will serve to build the guiding coalition for a whole system strategic project as well as informing the burgeoning constituency plans and Wirral Council's own priorities for 2014 onwards.

Communication plan Following the workshop and development of the action plan a communications plan will be developed to ensure that there is wide spread recognition of this work and to identify a role for all in developing a health and vibrant food culture in Wirral. The aim of the plan would be to ensure that all sectors of the community recognized that they have a role to play and encourage them to take individual and organizational action.

We want to explore the concept of dispersed leadership. The communications plan will utilise social media and more traditional communication methods.

Some of the emerging trends from the research undertaken to date and which will be debated on the 10th to develop our action plan include:

- Lifestyle transitions
- Value systems and priorities
- Supporting local food entrepreneurs
- Impact of and barriers to volunteering
- Alternative models to food banks
- Food Literacy- bridging the gap between producers and consumers
- The role of the public sector
- Power imbalances within the food market
- Celebration of identity/pride
- Impact & relevance of community projects

This programme is being developed as part of the National Systems Leadership – Local Vision programme a ground-breaking collaboration between Public Health England, National Skills Academy for Social Care, NHS Leadership Academy, Virtual Staff College, Local Government Association, the Leadership Centre and local public services.

Changes Required

The Wirral Health and Wellbeing Board endorsed an ambitious proposal to develop a Food Plan for Wirral focusing on addressing 'upstream' causes rather than issue led responses and treatment services.

We are using a systems leadership approach to this issue as solutions are not in the gift of individual organisations. The topic we have chosen is food, specifically; how do we transform local food culture and attitudes to eating in order to improve the health and wellbeing of the local population whilst enabling economic growth and prosperity?

We are therefore aiming to:

- develop a solution to a local 'wicked' / intractable issue through leadership development;
- ensure that the leadership learning is left in place to allow it to be used for other issues;
- inspire our local communities to take greater control of their own health and wellbeing and to find solutions to address local need;
- use innovative ways of engaging with local people to support them to engage with the public sector to develop solutions that work for them;
- look across the projects in the national programme to draw lessons and learn about leadership behaviours and development across place that will help resolve future wicked issue.

To achieve the desired aims and objectives, a number of changes will be required:

- Lead, rather than direct the programme, utilising organic programme management rather than traditional change management methods
- Change mobilised through social movement and action
- Utilise innovative ways of engaging communities and understanding complex public health issues
- Enhanced community leadership
- Utilisation of potential policy levers to enable behaviour change

Financial Case

Wirral Council will initiate and commission the insight, community mapping and 'Open Space' events, co-ordinating activities with the public, social and private sector. The Constituency Teams are engaged on this issue, and VCAW Wirral is providing support to develop an understanding of community assets.

A £20,000 Public Health budget has been provided, along with additional resources secured via the national Systems Leadership Programme including 1 day a week support from an 'enabler'. Support has also been secured from The King's Fund and the Commissioning Academy and participation agreed in a national network of other Systems Leadership Programmes localities.

An application has been submitted to the national Public Health Practice Evaluation Scheme to facilitate evaluation and transferable learning.

Implementation Plan

- Insight into the local food issues acquired from innovative research with communities and a map of local community food assets (by end of March 2014)
- A Community Conference 'Open Space' event to develop a shared understanding of issues, identify and develop localised solutions and energise community action (scheduled for 10th April 2014)
- 4 Constituency 'Open Space' events to develop local food plans for inclusion in the constituency plans
- Develop a guiding coalition of partners to tackle the issue

Work Stream Four

Sharing Expenditure Data Between Public Sector Partners in Wirral

Work Stream Sponsor
Work Stream Lead

Emma Degg
Dawn Tolcher

Aims and Objectives

The project will ensure that public sector partners can share data on investments and expenditure as part of wider plans for transformational service change in Wirral.

A pilot scoping exercise will be completed in 2014/15 on services for under 5 year olds (including pre-birth services), mapping investment and expenditure across Wirral's four constituencies.

The 3 to 5 year impact of the work stream will include:

- A more cost efficient approach to targeting public sector resources and assets
- Agreed shared investments and expenditure among public sector partners
- Collective resources are focussed on delivering the most sustainable, effective, targeted services for our communities

The longer-term measures of success include:

- Outcomes-based, joint commissioning of services
- Shared services, budgets, data, intelligence
- Reduced duplication of investment
- Remodelled public sector, as part of the Future Council / Wirral programme

Case for Change

Wirral's Vision 2018 programme of transformational change involves the remodelling and integration of health and social care services. The aim is to deliver integrated services, 7-days-a-week, based on the needs of patients.

A common language among public sector partners regarding expenditure data does not currently exist – not all public sector partners collate expenditure data on the constituency footprint, and there are gaps in public services' overall understanding of the number of public sector contacts being made with service users.

The pilot project will ascertain the current known levels of investment from partners, as well as the current performance against desired impacts.

Proposed New Delivery Models

This will be developed following the pilot activity.

Issues To Be Addressed

- Shared outcomes and priorities need to be agreed between public sector partners, and a common language regarding expenditure data needs to be created, based on the constituency footprint.
- Evaluation of cost effectiveness of current services.
- Data analysis for constituencies. Need to ascertain the number of public sector contacts with 0-5 year olds (are we working effectively and efficiently?)
- Service redesign (as appropriate), e.g. breast feeding support, antenatal support, maternity services, acute services, community nursing, education services, primary care services.
- Development of unit costs that we can benchmark with other areas. Need to be clear when collating / analysing proportionate data (people vs place calculations)
- Forecasted improvements in outcomes for 0-5 year olds
- Ongoing evaluation of impact

Financial Case

- Wirral's public sector priorities for investment regarding early intervention and prevention services
- The 'Wirral Pound' to be spent in the most effective and efficient way possible

Implementation Plan

- Establish project team (Council's Children & Young People's Department, Council's Birkenhead Constituency Manager, Council's Intelligence Team, Public Health, Clinical Commissioning Group, NHS England to define the scope of the project and set clear objectives (May 2014)
- Project team to map the current situation (existing services and funding sources), map current systems and processes, map customer journeys and satisfaction levels, assess needs of customers and service providers, identify any unmet needs (June – July 2014)
- Project team to evaluate of cost effectiveness of services via a workshop and shared spreadsheet of information(August 2014)
- Project team to forecast improvements in outcomes and efficiencies and establish the scale of benefits (September 2014)
- Project team to present service redesign proposal to the Wirral Public Service Board(January 2015)
- New service infrastructure to be established (April 2015)

- Project team to ensure ongoing evaluation of impact of change, i.e. provide support, monitor benefits, provide feedback and sustain benefits (from April 2015)

PUBLIC SERVICE TRANSFORMATION SUPPORT REQUIRED

- **Cost benefit analysis model design**

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APPENDIX 2: HEALTH RELATED WORKLESSNESS

EXECUTIVE SUMMARY

Wirral's ambitious Investment Strategy sets out how the Council and partners will drive economic growth and increase investment in the Borough. It identifies that a successful economy is fundamental to the Borough's future prosperity and sets out three essential areas for success, namely People, Places and Business. We are aiming high and have strong political backing to support this ambition. Locally we have full cross-party support for our Investment Strategy and have MP's who have held a range of appointments within government within this agenda; Angela Eagle MP, Parliamentary Under-Secretary Dept of Social Security (1998 2001); Rt Hon Frank Field MP, Minister for Welfare Reform (1997/98) and Rt Hon Esther McVey MP, Minister of State for Employment (2013 to date).

Within this context, Wirral has for many years sought to address worklessness, targeting programmes in support of all benefit recipients. In 2001 we were a pathfinder area for Jobcentre Plus and in 2004 we were the first borough nationally to set, and indeed achieve, a worklessness reduction target as part of the Local Public Service Agreements. Despite achievements to date, Wirral still has levels of worklessness exceeding the regional and national average, with persistent spatial concentrations of worklessness and significant levels attributable to health related worklessness. However despite significant success in reducing health related worklessness in the borough at a rate that is more than **double the national average**, high levels persist.

Partners in Wirral continue to acknowledge that worklessness has a scarring effect on individuals and communities, with deprivation and inequality also limiting the life chances of future generations. Therefore within the context of Welfare Reform, recent discussion has focused on developing a pilot initiative to work together and develop new approaches to address the high level of health related worklessness that has persisted for too many local people, for far too long. A single agency cannot achieve this independently. The public sector must therefore work together and raise its game in order to change the lives of our residents who are furthest from the labour market and revitalise our most deprived communities into working neighbourhoods.

This proposal will link to the Council's newly established Parliamentary Constituency Model. It will trail blaze a place based pilot in Birkenhead, with an added spatial focus on neighbourhoods within the constituency that have some of the highest rates of worklessness nationally. The pilot will hear the voices of our residents and work with them to explore how best to integrate and sequence a bespoke package of support to reduce health related worklessness and importantly reduce the cost to the public sector.

The approach will build on the good practice of the Liverpool City Region (LCR) Youth Unemployment Task Force facilitated by Wirral Council. As such this project will conduct an 'experiential review' with claimants and local employers, also including them in the heart of the solution phase. In addition to this we will incorporate business improvement methodology with our partner organisations and stakeholders in service re-design.

While Wirral has significant rates of worklessness that exceed regional and national rates, we realise that we are not alone in the challenge to address health related worklessness. We therefore intend to work with other areas nationally to develop our findings, recommendations and pilot delivery approach. We will also ensure that we publish our findings and share our journey with both local partners in the Liverpool City Region via our Combined Authority and also seek wider dissemination via the Public Service Transformation Network and central government.

CASE FOR CHANGE

Wirral has high levels of worklessness with rates that far exceed the regional and national averages.

Figure 1 identifies that there are currently 30, 210 workless residents claiming key out of work benefits in Wirral. This represents 15.3% of Wirral's working age population, compared to a regional and national average of 13.4% and 10.6% respectively.

18,750 residents are claiming the health related benefits of Employment Support Allowance (ESA) and Incapacity Benefit (IB); notably this accounts for 62% of all workless benefits claimed in the borough. These stark numbers equate to almost 1 in 10 working age residents in Wirral claiming health related workless benefits, compared to a national rate of 1 in 17.

Figure 1: Wirral Worklessness Data

| Benefit Type | Wirral numbers | Wirral (%) | North West (%) | England (%) |
|-----------------------------------|-----------------------|-------------------|-----------------------|--------------------|
| Job seekers | 6,960 | 3.5% | 3.7% | 3.1% |
| ESA and incapacity benefits | 18,730 | 9.5% | 7.9% | 5.8% |
| Lone parents | 3,570 | 1.8% | 1.5% | 1.3% |
| Others on income related benefits | 950 | 0.5% | 0.4% | 0.4% |
| Total out-of-work benefits | 30,210 | 15.3% | 13.4% | 10.6% |

DWP, Working-age client Group, August 2013

Parliamentary Constituency of Birkenhead

Within Wirral persistent spatial concentrations of worklessness exist. Figure 2 highlights that the parliamentary constituency of Birkenhead has 12,700 residents claiming key out of work benefits, equating to 23.6% of the working age population. (Appendix 1 provides mapping detail.)

7,700 constituency residents are claiming the health related benefits of ESA and IB; notably these account for 41% of the Wirral total and strongly support the rationale to conduct a place based pilot in this area. 1 in every 7 working age residents claim health related workless benefits in the area compared to the national rate of 1 in 17.

Figure 2: Parliamentary Constituency Worklessness Data

| Benefit Type | Birkenhead | Wallasey | Wirral South | Wirral West |
|-----------------------------------|---------------------------|--------------------------|-------------------------|-------------------------|
| Job seekers | 2,970 (5.5%) | 2,230 (4.0%) | 850 (2.0%) | 910 (2.3%) |
| ESA and incapacity benefits | 7,700 (14.3%) | 5,880 (10.2%) | 2,620 (6.3%) | 2,560 (6.4%) |
| Lone parents | 1,660 (3.1%) | 1,190 (2.2%) | 370 (0.9%) | 360 (0.9%) |
| Others on income related benefits | 370 (0.7%) | 310 (0.6%) | 120 (0.3%) | 150 (0.4%) |
| Total out-of-work benefits | 12,700 (23.6%) | 9,580 (17.4%) | 3,950 (9.5%) | 3,980 (9.9%) |

DWP, Working-age client Group, August 2013

Small Area Data

Within the constituency there are also significant concentrations of health related worklessness which further demonstrate the striking deprivation and inequality that exists at neighbourhood level.

Figure 3 highlights the number and rate of ESA/IB claimants by ward¹. From this it can be seen that the wards of Bidston & St James; Birkenhead and Rock Ferry all have rates significantly above the Wirral average, rising to almost 1 in 5 working age residents in the ward of Birkenhead claiming a health related workless benefit. Conversely, both Oxtan and Prenton have rates that are equal to or below the Northwest regional average. (Appendix 2 provides mapping detail.)

Figure3: Birkenhead Parliamentary Constituency Data by Ward (ESA/IB)

| Ward | ESA/IB Number | ESA/IB Rate |
|--------------------|---------------|-------------|
| Bidston & St James | 1,920 | 17.3% |

¹ NB DWP data relates to XXX ward boundaries and not the most recent XXX definitions

| | | |
|------------|-------|-------|
| Birkenhead | 1,860 | 19.3% |
| Cloughton | 895 | 11.8% |
| Oxton | 845 | 7.9% |
| Prenton | 680 | 7.8% |
| Rockferry | 1,495 | 16.2% |

DWP, Working-age Client Group for small areas, August 2013

More detailed analysis of small area data demonstrates significant levels of deprivation and worklessness at lower level super output area. Examples include:

- The Vittoria Dock area in the ward of Bidston & St James has 36% of the working age population claiming ESA/IB. This area was identified by Centre for Social Justice² in the report: 'Signed On, Written Off' as the 4th largest 'benefit ghetto' in England. In this area more than 1 in 3 residents are claiming health related workless benefits.
- The Morpeth Dock area in the ward of Birkenhead has 26% of the working age population claiming ESA/IB. This area was identified by Wirral Local Strategic Partnership Executive Board as a priority location under the "Stronger Communities Initiative" led by Merseyside Police, with the aim of narrowing the gap between this area and the rest of the Borough. In this area more than 1 in 4 residents are claiming health related workless benefits.

Age

Analysis of the age breakdown of ESA/IB recipients in the Birkenhead parliamentary constituency demonstrates that the largest proportion of claimants is the 25 to 49 age group, which represents nearly 50% of health related worklessness in the area. Interestingly certain age groups have stark differences between the rates of ESA and IB; namely the 18 to 24 cohort which represents almost 10% of ESA recipients but only 2% of IB. Conversely the rate of ESA recipients aged 60+ is 22% points less than IB for the same age group. In total there are 4,520 residents claiming either ESA or IB who are aged between 16 and 59 and as such have a significant working career remaining.

Figure 4: Birkenhead Parliamentary Constituency Data by Age (ESA/IB)

| Benefit | Aged 16-24 | Aged 25-49 | Aged 50-59 | Aged 60+ | TOTAL |
|------------------------------|-----------------------|--------------------------|--------------------------|------------------------|-------------------------|
| Employment Support Allowance | 605 (9.5%) | 3,300 (52.0%) | 1,960 (30.9) | 470 (7.4%) | 6,335 (100%) |
| Incapacity Benefit | 30 (2.0%) | 585 (40.0%) | 415 (28.4%) | 430 (29.4%) | 1,460 (100%) |
| TOTAL | 635 (8.1%) | 3,885 (49.8%) | 2,375 (30.4%) | 900 (11.5%) | 7,795 (100%) |

DWP, Working-age Client Group August 2013

² <http://www.centreforsocialjustice.org.uk/publications/signed-on-written-off>

Gender

Analysis of ESA and IB recipients by gender does not highlight any variance between each benefit type. For both, the majority are male, representing 56% of the total for the area.

Figure 5: Birkenhead Parliamentary Constituency Data by Gender (ESA/IB)

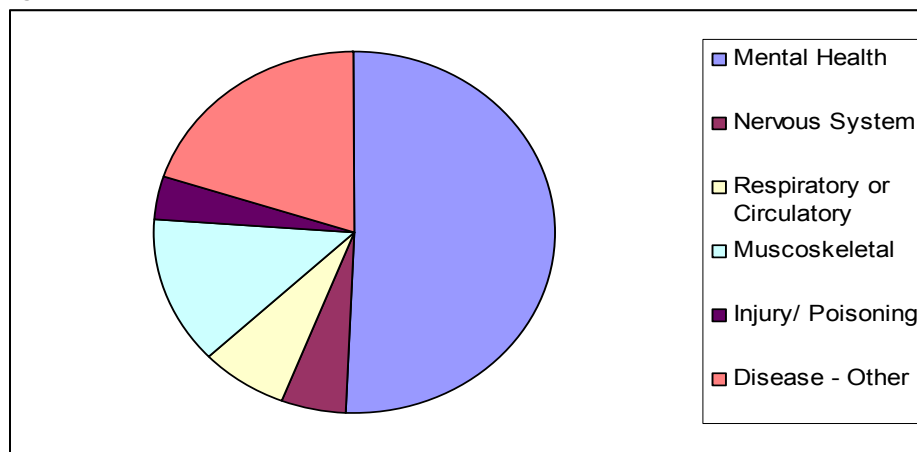
| Benefit | Male | Female | TOTAL |
|------------------------------|------------------------|------------------------|-------------------------|
| Employment Support Allowance | 3,550 | 2,790 | 6,340 |
| Incapacity Benefit | 820 | 650 | 1,460 |
| TOTAL | 4,370 (56%) | 3,440 (44%) | 7,800 (100%) |

DWP, Working-age Client Group August 2013

Health Condition

Analysis of health conditions relating to claims for ESA and IB highlight Mental Health as the most common accounting for 50% of all claims. This will be vital when exploring the link with health partners.

Figure 6: Birkenhead Parliamentary Constituency Data by Health Condition (ESA/IB)



Source DWP Working-age Client Group August 2013

Duration

Figure 7 provides details of claims to ESA and IB by duration. When considering this data it is important to understand that ESA is a relatively new benefit and was only introduced for new claims in October 2008 with assessment of existing IB claims commencing in 2011. The duration of IB claimants who have been reassessed and now claim ESA is therefore distorted and we are unable to

understand the duration of health related worklessness within the borough. As part of this project we will seek a bespoke DWP sample test of individual records to test actual claimant duration across health related benefits.

Figure 7: Birkenhead Parliamentary Constituency Data by Duration (ESA/IB)

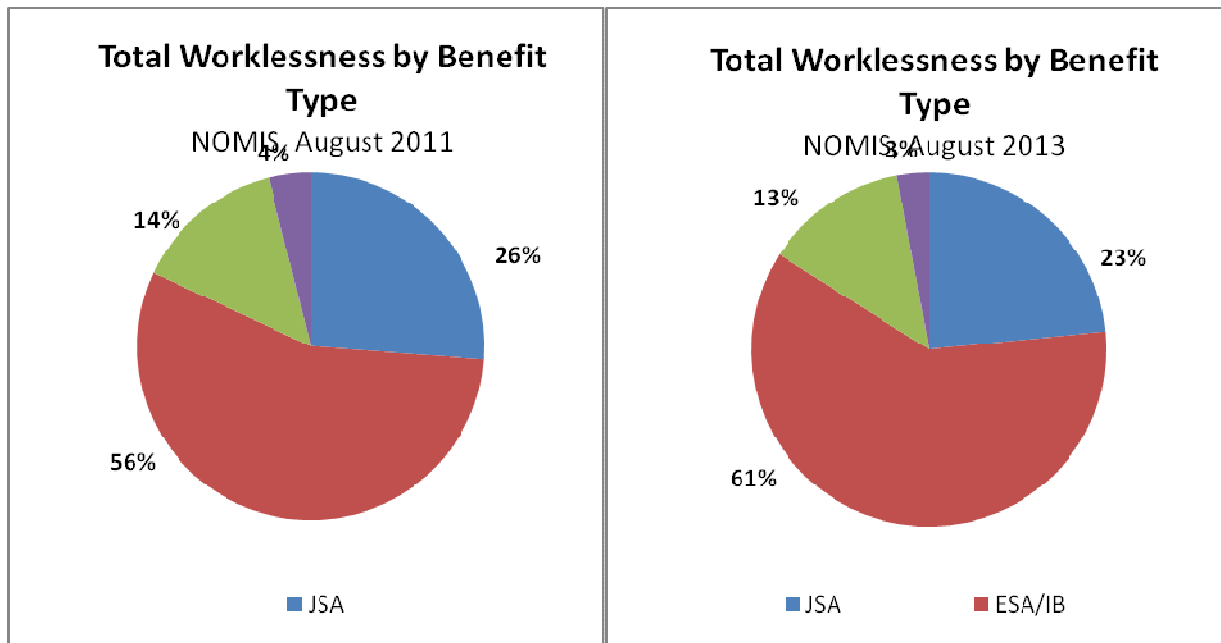
| Benefit | Up to 6 months | 6 months to 1 year | 1 - 2 years | 2 - 5 years | 5 years and over | Total |
|------------------------------|--------------------------|---------------------------|--------------------------|--------------------------|--------------------------|-------------------------|
| Employment Support Allowance | 1,775 (28%) | 1,450 (22.8%) | 1,915 (30.0%) | 1,195 (18.8%) | 0 (0%) | 6,335 (100%) |
| Incapacity Benefit | 5 (0.3%) | 0 (0%) | 10 (0.6%) | 55 (3.7%) | 1,385 (95%) | 1,455 (100%) |
| TOTAL | 1,780 (22.8%) | 1,450 (18.6%) | 1,925 (24.7%) | 1,250 (16.0%) | 1,385 (17.7%) | 7,790 (100%) |

Source DWP Working-age Client Group August 2013

Proportion of Worklessness

Figure 8 shows ESA/IB claimants relative to other out of work benefits and the change in proportion over time; this shows that whilst overall figures have reduced, ESA/IB as a proportion has increased. Whilst JSA claimant numbers fluctuate with the labour market, ESA/IB statistics only realise small incremental changes.

Figure 8: 2 Year Birkenhead Parliamentary Constituency Data by Proportion (Worklessness)



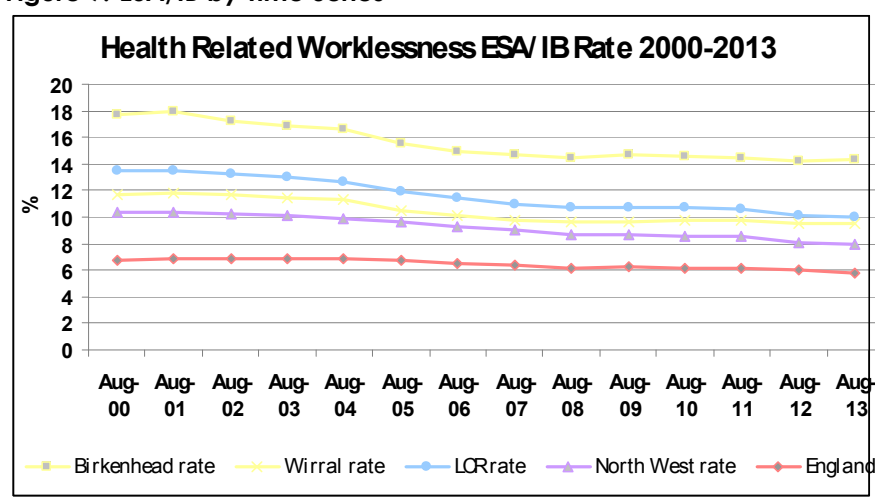
Source DWP Working-age Client Group August 2013

FAILINGS IN THE CURRENT SYSTEM

Wirral has for many years sought to address health related worklessness. In 2001 we were a pathfinder area for Jobcentre Plus which introduced a Work Focussed Intervention regime for 'inactive' benefits (including IB recipients). In 2004 we were the first local authority nationally to set (and achieve) a worklessness reduction target as part of the Local Public Service Agreements (LPSA); previously local authorities had only purely concentrated on reductions in unemployment. The worklessness LPSA saw a programme of co-location of DWP and local authority services in Wirral via what was then the DWP programme of Actions Teams and Working Neighbourhoods. In addition there have been, and indeed there still are, many examples of good practice across the borough, including promoting a 'Jobs on Prescription' approach to local GP's; Employment advisers based in GP surgeries; NHS Trusts commissioning employment support services; successful working between DWP Work Programme providers and local drugs and alcohol services; plus a pilot programme of work clubs working from GP surgeries. Figure 9 demonstrates the rate of ESA/IB over time. The time series commences in 2001, prior to the introduction of Jobcentre Plus Pathfinder and demonstrates our journey to date. From this it can be seen that both Wirral and the parliamentary constituency area of Birkenhead have significantly narrowed the gap with the national average:

- **Wirral:** Since 2000, Wirral has reduced health related worklessness by 3,830 claimants. This is a reduction of 2.2% points and is over **double the national average** reduction for the same period.
- **Birkenhead Parliamentary Constituency:** Since 2000, Birkenhead has reduced health related worklessness by 790 claimants. This is a reduction of 3.4% points and is over **treble the national average** reduction for the same period.

Figure 9: ESA/IB by Time Series



Source DWP Working-age Client Group August 2013

However despite our success, high levels of health related worklessness persist, with significant spatial concentrations. The public sector therefore needs to raise its game and increase the pace of change. That said, the scale of this challenge cannot be underestimated. Figure 10 highlights the required level of reduction for Birkenhead to narrow the gap with a range of areas. From this it can be seen that Birkenhead would have to reduce health related worklessness by 59% to reach the national average; not accounting for any new claims this would require a reduction of 4,777 ESA/IB claimants. Similarly the challenge for the area to close the gap with rest of the borough is also significant, requiring a 34% reduction. Once again to equate this numerically, this would require a reduction of 2,585 claimants (excluding any on-flow via new claims).

Figure 10: Reduction required for Birkenhead Parliamentary Constituent to close the gap with a range of areas

| Birkenhead to close the gap with... | Required Reduction in Number of IB/ESA Claimants | Required Percentage Reduction |
|-------------------------------------|--|-------------------------------|
| Wirral | 2585 | 34% |
| Liverpool City Region | 2315 | 30% |
| Northwest | 3447 | 45% |
| England | 4577 | 59% |

NEW DELIVERY MODELS

Scope of Health Related Worklessness Project

Partners in Wirral accept the correlation between worklessness and health but acknowledge that while there are many examples of good practice, the public sector does not always work together and consider wider implications that may be affecting an individual, if it falls outside of the remit of their organisation.

This project will conduct a review to explore how the public sector can work together to enable more individuals to secure sustainable employment by focusing on health related worklessness through a place based pilot in the parliamentary constituency of Birkenhead. Within this there will be a focus on the wards of Bidston and St James; Birkenhead and Rock Ferry that have health related worklessness rates that are 3 times the national average and Mental Health services which represent 50% of ESA/IB claims.

We can also make some informed assumptions based on previous work in this field and from our Youth Unemployment Task Force experience about the types of interventions that could successfully support people and businesses reduce health related worklessness and the system changes that could support the process. Therefore, the project will also scope potential interventions and 'Government/Organisational Asks' ahead of implementation stage such as:

- Personalised Mentor Support ;
- Financial Incentives for Business;
- Work Experience and Volunteering;
- DWP: Permitted Work/Impact of a Reclaim to Benefit;
- Health: Use of Employment Outcomes;
- Public Sector Contracts: Targeted Employment Outcomes via Procurement.

Health related worklessness will be defined as residents in receipt of Employment Support Allowance and Incapacity Benefit. Much has been made in the media about Work Capability Assessments. These are used as part of the ESA claim process and also the re-assessment of existing IB claimants to determine what extent an individual's health condition affects their ability to work. Any judgement against the quality or robustness of the Work Capability assessment process is deemed out of scope for the remit of this project.

The aim of the project is clear: To reduce health related worklessness in the parliamentary constituency of Birkenhead

To achieve this the Health Related Worklessness project will:

- Understand the scale and of health related worklessness and the cost to the public sector within the parliamentary constituency of Birkenhead;
- Consider the support that is already available to address health related worklessness;
- Hear first-hand the issues faced by residents who are workless as a result of their health;
- Understand from employers if there any preconceptions or barriers to employing people with a history of health related worklessness, as well as gaining positive messages;
- Gain robust evidence to identify gaps in delivery, inform local commissioning and set a precedent for future investment;
- Review, develop and test new models embedding a more integrated and joined up approach between health and employment support partners.

Delivery Model for Health Related Worklessness Project

The Health Related Worklessness project will:

- i. Deliver an experiential review with ESA/IB claimants and businesses.
- ii. Deliver a business process review with partner organisations and stakeholders.
- iii. Re-examine old and pilot new models embedding a more integrated and joined up approach between health and employment support partners.

1. Experiential review with ESA/IB claimants and businesses

The approach will build on the good practice from the Liverpool City Region Youth Unemployment Task Force facilitated by Wirral Council. The Youth Unemployment Task Force was commissioned by the Liverpool City Region Employment & Skills Board who were concerned about the high levels of youth unemployment and specifically wanted to hear the views of young people and businesses. They therefore commissioned a Task Force to be made up of a cross section of young people and businesses and asked them to explore the issues from their perspective and feedback. This approach included a City Region Deal with Government to halve long term youth unemployment over a 3 year period to March 2015. The latest data to February 2014 highlights that the Liverpool City has already achieved 93% of this target.

This Task Force approach will be an integral element of this project and will offer primary research offering an 'experiential' review from ESA/IB claimants and employers that are already accessing the system at a variety of levels with a range of differing needs. This will continue to the solution design phase. The project will maximise the strong partnerships that exist in the borough utilising health and employment partners to engage claimants, in addition to utilising Wirral's highly successful business engagement networks via Wirral's Business Forum and Wirral Chamber of Commerce to engage employers.

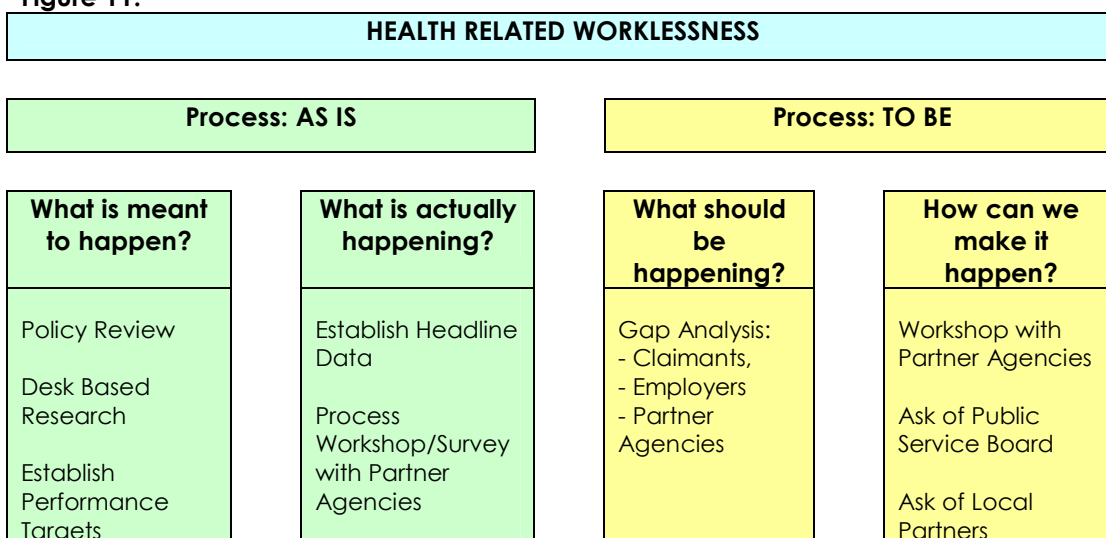
The project will deliver a place based pilot in Birkenhead, with an added spatial focus on neighbourhoods within the constituency that have some of the highest rates of worklessness nationally. As such it will also maximise community based assets such as the Council's newly established Parliamentary Constituency Model and the Stronger Communities Initiative led by Merseyside Police in the Morpeth Dock area of the borough.

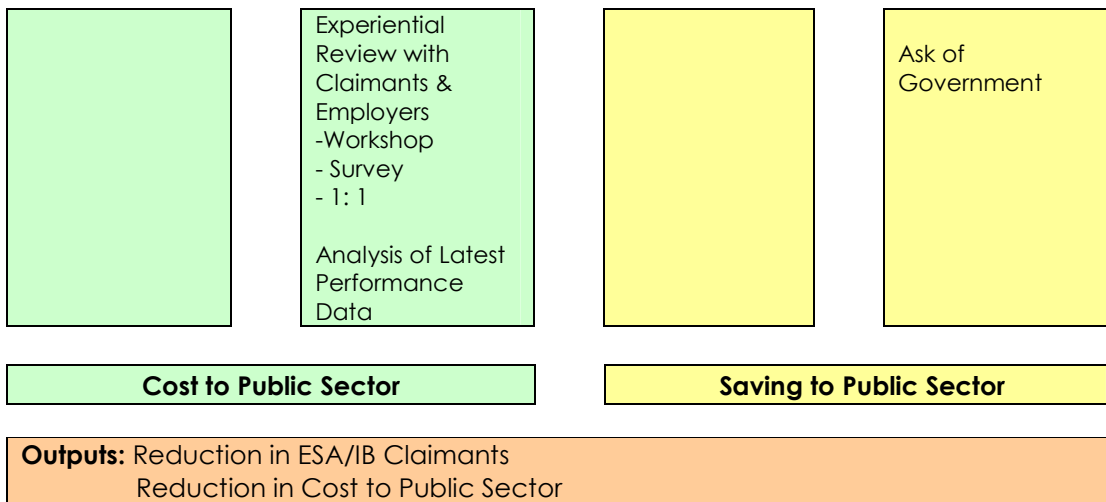
2. Business process review with partner organisations and stakeholders

This element will incorporate business improvement methodology with partner organisations and stakeholders in service improvement and re-design.

An essential element of this will be the 'As Is' process in determining 'what is meant to happen' and 'what is actually happening.' This element will incorporate the findings from the experiential review with claimants and employers in addition to a policy review; desk based research and analysis of headline targets and performance of key organisations E.g. Department for Work and Pensions. This process will support an understanding of where improvements are needed and the starting point for change. This will then inform the 'To Be' process which will identify gaps in service delivery and detailed work will be undertaken to understand 'how we can make this happen.' Making it happen, could include Asks of Wirral's Public Service Board, local partners and Government.

Figure 11:





3. Re-examine old and pilot new models embedding a more integrated and joined up approach between health and employment support partners.

The first two stages of delivery will provide a robust evidence base to inform local commissioning and delivery for new ways of working in order to reduce health related worklessness. While at this stage we can't be precise on the exact model, partners acknowledge that a single agency cannot achieve this by themselves and that we must not work in silo's. In order to make the required step change in delivery we will hear the voices of local people, employers and stakeholder to develop new ways of working and test more joined up approaches between health and employment support partners. We will also review past successes/failures and re-examine the policy and delivery barriers that have prevented us realising a step-change in reducing health related worklessness.

We have partners engaged and we will not stand still while we are conducting the first two stages of this project. Our 'day job' continues with some partner agencies already having a 'gut feeling' for the type of interventions they would like to deliver to reduce health related worklessness. Some of these have already started with other about to commence. We will support partners where we can and use their learning and experience to support the work of this project. Examples include Work Clubs in GP surgeries and a DWP pilot programme to engage and support ESA recipient via group sessions with support from Physiologists and other specialist support agencies.

FINANCIAL CASE

Cost of Health Related Worklessness

Locally we have the 'hearts and minds' of partners in Wirral who accept the requirement to reduce health related worklessness in Birkenhead against the numbers that continue to prevail. However to progress we need to understand

the costs to the public sector and the benefits that can be realised by reducing health related worklessness.

Figure 11 demonstrates a high level analysis based on guidance provided by the Public Sector Transformation Network through *New Economy: Supporting Public Service Transformation: Cost Benefit Analysis Guidance for Local Partnerships*.

Reduced Benefits Claimants: Employment Support Allowance or Incapacity Benefit: the monetisation value per individual securing and sustaining employment is:

- Reduced Benefit Payments: £7,500
- Improved Health Savings NHS: £1,132
- **Total Estimated Fiscal Saving Per Individual: £8,632**

The headline total estimated fiscal cost per annum of 7,700 ESA/IB claimants in the parliamentary constituency of Birkenhead is £66,466,400.

Health Related Worklessness Target: A 10% reduction in the number of ESA/IB claimants in the Birkenhead Parliamentary Constituency by April 2017.

Partners acknowledge that this target is highly ambitious. Not accounting for any on-flows this would require a target reduction of 770 ESA/IB recipients over a 3 year period; this requires the same level of reduction that the area has achieved over the past 13 years. This reduction would provide an estimated fiscal benefit of £6,646,640.

Figure 12: High Level Financial Analysis: Birkenhead Parliamentary Constituency

| | Outcome | Unit Cost Associated with Outcome | Volume (no. of claimants) | Total Cost (unit Cost x Volume) |
|--------------------|-----------------------------------|--|----------------------------------|--|
| Business as Usual | 10% Reduction in ESA/IB Claimants | £8,632 | 7,700 | £66,466,400 |
| New Delivery Model | | £8,632 | 6,930 | £59,819,760 |
| Difference | | £8,632 | 770 | £6,646,640 |
| Fiscal Benefit | | | | £6,646,640 |

Source: Local Workings Based on 'New Economy: Supporting Public Service Transformation: Cost Benefit Analysis Guidance for Local Partnerships'.

It is important to note that the vast majority of estimated fiscal savings are likely to provide savings to central government agencies, namely DWP. Throughout the project we will continue to develop a robust full cost benefit analysis model using the New Economy methodology. This is likely to include additional areas such as:

- Establishing deadweight: What would happen anyway?
- Economic and social benefits of employment income;
- More detailed unit costs associated to specific target groups: Mental health;
- Exploring 'Asks' from central government in relation to re-investment for benefit savings in new delivery models.

IMPLEMENTATION PLAN AND GOVERNANCE

The project is sponsored by Kevin Adderley, Strategic Director for Regeneration and Environment at Wirral Council.

The day to day running and facilitation for the project will be led by Wirral Council who also facilitated the Youth Unemployment Task Force on behalf of the wider Liverpool City Region. This function will be supported by a multi-agency core development group.

The project will report to Wirral's Public Service Board via the multi-agency Wirral Economic Development and Skills partnership.

Key milestones are listed below.

Figure 13: Key Milestones for the Health Related Worklessness Project

| Action | Timescale |
|--|---|
| Establish a multi-agency core development group with representatives from: Birkenhead Parliamentary Constituency Group, Public Health, NHS Trust, DWP, Housing, Voluntary and Community Sector, Business Support | April 2014 |
| Establish Champions Portfolio Holder, DWP, Clinical Health lead (CCG) | April 2014 |
| Conduct experiential review with ESA/IB claimants and businesses <ul style="list-style-type: none"> • ESA/IB claimant survey questionnaire • Business survey questionnaire • Task Force Meetings • 1:1 interviews • Question Time style event | April to August 2014 April to May 2014 April to May 2014 April to August 2014 April to August 2014 July/August 2014 |
| Conduct business process review with partner organisations and stakeholders <ul style="list-style-type: none"> • As Is process <ul style="list-style-type: none"> ○ Desk based research ○ Policy review ○ Stakeholder call for evidence ○ Analysis of performance targets ○ Process Workshop ○ Cost Benefit Analysis • To Be Process | April to August 2014 April to June 2014 July to August 2014 |

| | |
|---|------------------------------------|
| <ul style="list-style-type: none"> o Review evidence o Gap Analysis (claimants, employers, partner agencies) o Workshop with partner agencies o Develop 'Asks' o Cost Benefit Analysis | |
| Examine test model pilots | April to September 2014 |
| Produce report and recommendations | September 2014 |
| Develop Implementation Plan | October to November 2014 |
| Pilot a more integrated and joined up approach between health and employment support partners. | December 2014 to April 2017 |

RESOURCES

The level of resource needed to drive the level of transformation we aim for cannot be underestimated. Figure 14 estimates the scale and scope of resource required.

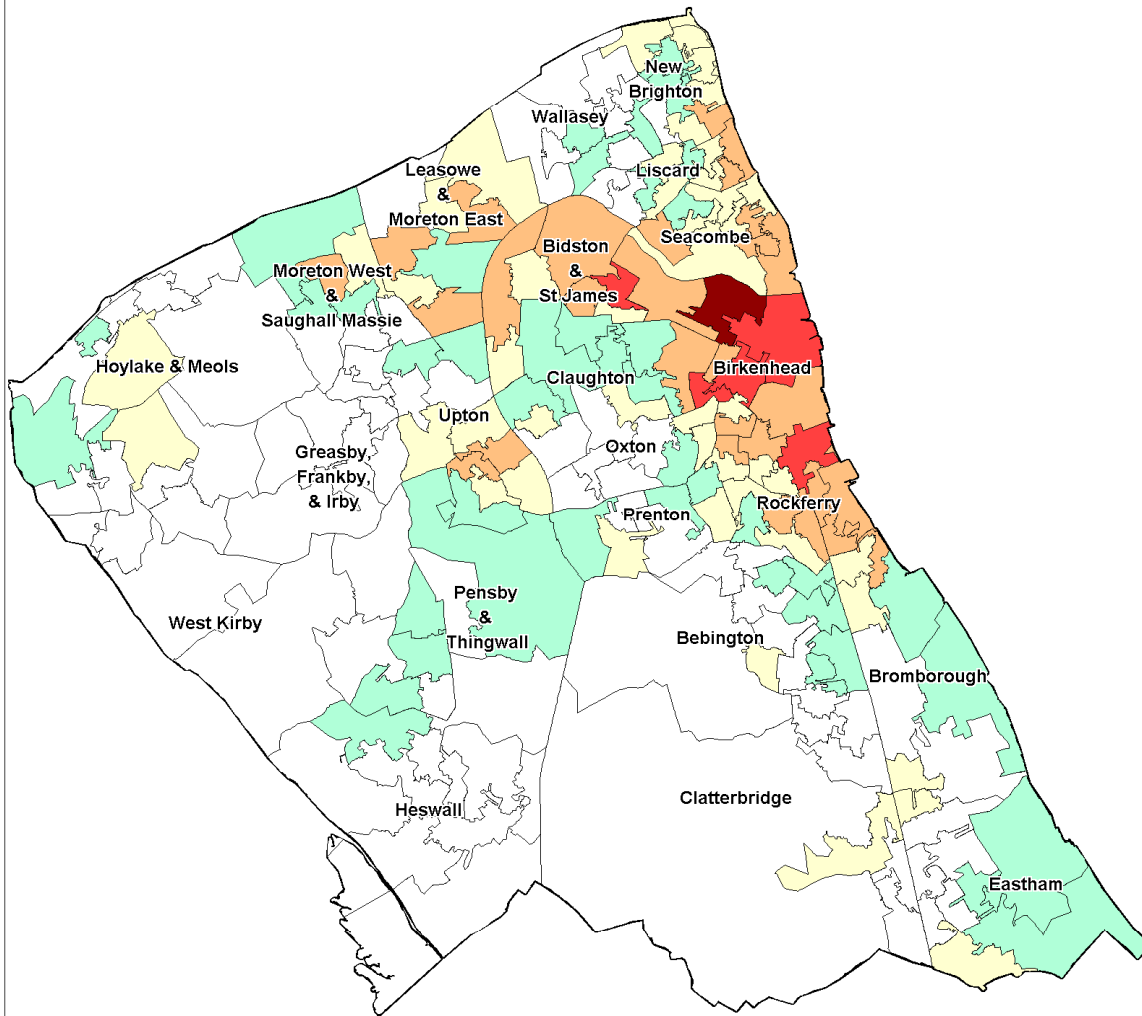
Figure 14: Key Skills/Resource Required to Deliver the Project

| Skillsets | What | Where | How Much | When |
|-------------------------------|--|---------------|-----------------|-------------------|
| Programme Management | Delivery Coordination | Local Office | F/T Post | Project Lifetime |
| | Initiate, Plan, Review | | | |
| | Stakeholder Engagement | | | |
| | Interim Report on Findings (As Is) | | | |
| | Recommendations (To Be) | | | |
| | Member/Board Reports | | | |
| Administration | Meetings, Papers, Correspondence | Local Office | 0.4 P/T Post | Project Lifetime |
| | Establishing & Maintaining Records | | | |
| DWP Policy, Performance | Data & Policy Sharing & Interpretation | Local Office | 0.2 P/T Post | April - December |
| | Local Operational Information | | | |
| | Sample Test LMS for IB/ESA Duration | | | |
| Health Policy, Performance | Data & Policy Sharing & Interpretation | Local Office | 0.2 P/T Post | April - December |
| | Local Operational Information | | | |
| Leadership/Champions | Influence, Presentation, Communication | * | 5 Days | April - December |
| Facilitation/Event Management | Partner Meetings | Site Specific | 15 Days | April - September |
| | Participant Meetings | | | |
| | Workshops | | | |
| | Question Time Style Event | | | |
| | Report Launch | | | |

| | | | | |
|--------------------------------|------------------------------------|---------------|---------|------------------|
| Business Process Improvement | Customer Journey | Site Specific | 15 Days | April - August |
| | Process Mapping | | | |
| | Gap Analysis | | | |
| | Helicopter View/Creative Solutions | | | |
| Ethnographic Research | Observations | Community | 30 Days | April - August |
| | Community Interviews | | | |
| | Fieldwork | | | |
| | Community Engagement | | | |
| Research Collection & Analysis | Area Case Studies | Office (Any) | 35 Days | April - June |
| | Health Studies | | | |
| | Employment Studies | | | |
| | Policy Horizon Scanning | | | |
| | Web Surveys | | | |
| | Cost Benefit Analysis | | | |
| Data Collection & Analysis | Statistical Updates | Office (Any) | 5 Days | April - December |
| Publishing | Final Report Design & Print | Office (Any) | 2 Days | September |
| Health Support | Implementation Stage | tba | tba | December + |
| Employment Support | Implementation Stage | tba | tba | December + |

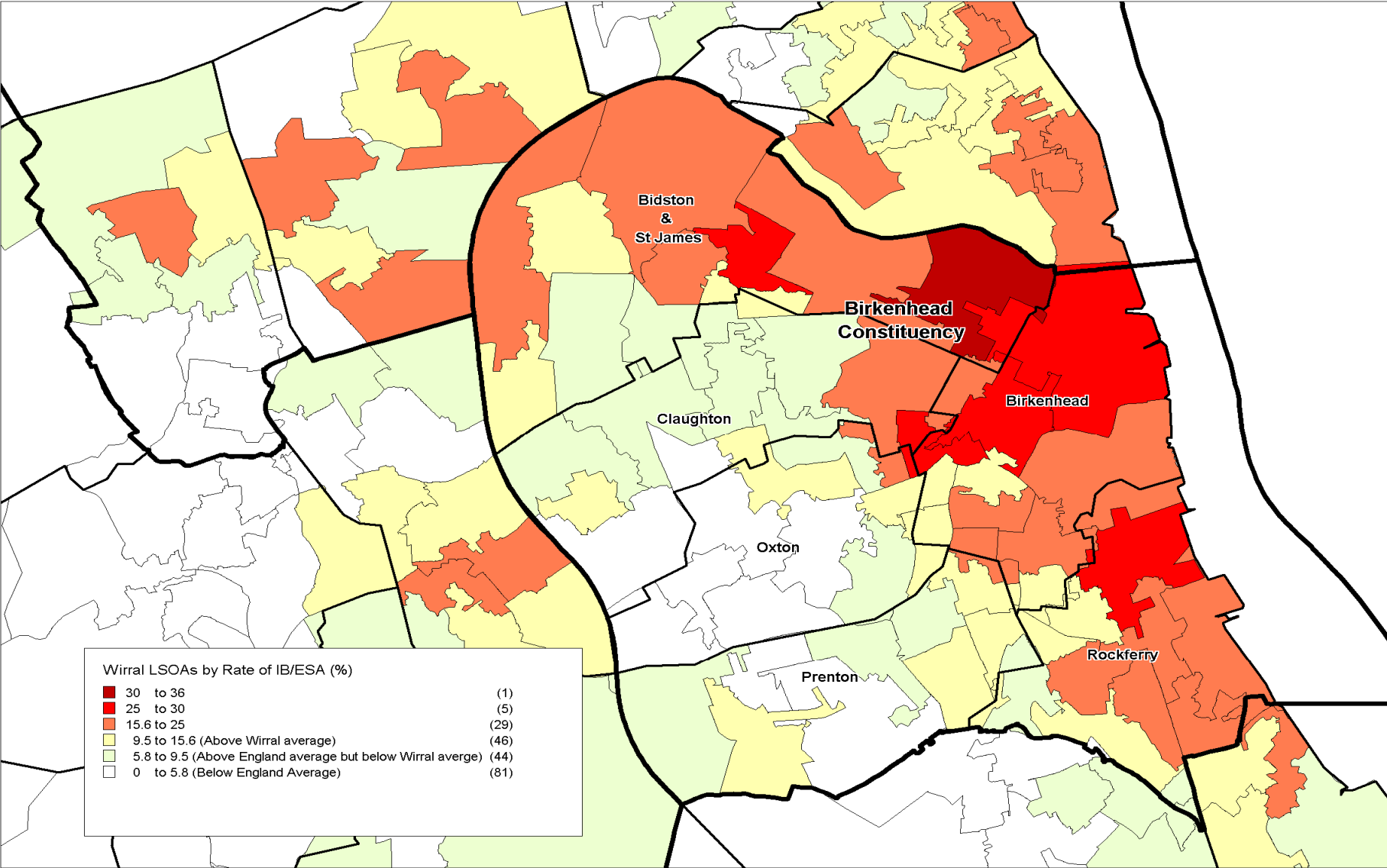
APPENDIX 1: Health Related Worklessness by LSOA's in Wirral

Wirral Health Related Worklessness
ESA/IB Claimants by LSOA
DWP, Working-age client group, August 2013 Data



| Wirral LSOAs by Rate of IB/ESA (%) | |
|--|------|
| 30 to 36 | (1) |
| 25 to 30 | (5) |
| 15.6 to 25 | (29) |
| 9.5 to 15.6 (Above Wirral Average) | (46) |
| 5.8 to 9.5 (Above England average, but below Wirral Average) | (44) |
| 0 to 5.8 (Below England Average) | (81) |

Appendix 2: Health Related Worklessness by LSOA's in the Parliamentary Constituency of Birkenhead



WIRRAL COUNCIL

CABINET – 10TH APRIL

| | |
|--------------------------------------|--|
| SUBJECT: | WIRRAL BUSINESS SUPPORT - BIRKENHEAD BUSINESS IMPROVEMENT DISTRICT PROPOSAL |
| WARDS AFFECTED: | ALL |
| REPORT OF: | STRATEGIC DIRECTOR - REGENERATION AND ENVIRONMENT |
| RESPONSIBLE PORTFOLIO HOLDER: | CLLR PAT HACKETT ECONOMY |
| KEY DECISION: | YES |

1.0 EXECUTIVE SUMMARY

- 1.1 In March 2012 the Government announced a £10m package of measures to support empty properties on our high streets and to provide resources to those areas specifically affected by the riots of August 2011. Wirral was one of 100 local authorities allocated £100,000 grant funding to support those areas that were impacted by the disturbances.

The report seeks Cabinet approval to the allocation of the £100,000 High Street Innovation Fund (HSIF) to the Wirral Chamber of Commerce to work up proposals for the establishment of a potential Birkenhead Business Improvement District (BID).

2.0 BACKGROUND AND KEY ISSUES

- 2.1 The Portas Review of the High Street has helped to identify what government, local authorities, businesses and communities can do together to promote the development of new models of prosperous and diverse high streets. High streets are a very visible indicator of how well a local community and economy is thriving. They are recognised as important places where communities come together, and they provide employment and business opportunities. However, high streets cannot simply rely on retail – they have to offer something new and different that neither shopping centres nor the Internet can match.
- 2.2 Wirral Council and Wirral Chamber of Commerce are proposing the development of Business Improvement District (BID) in central Birkenhead and surrounding commercial areas. Part 4 of the Local Government Act 2003 and The Business Improvement Districts (England) Regulations

- 2004 (as amended) permit local business communities to set up a BID as part of the borough community strategy.
- 2.3 A BID is a geographical area where businesses are invited to decide how to improve their trading environment. A local mechanism is used to progress the BID where non-domestic ratepayers occupying local business premises pay an extra levy on top of the annual business rates for a fixed period (up to 5 years). This additional funding is ring fenced and spent at the discretion of the BID Board based on a business plan of services and improvements within the designated BID area.
- 2.4 The statutory regulations allow any local business community to set up a BID, provided that at least 51% of voting business ratepayers in the proposed area vote in favour and the “Yes” votes must also represent more than 50% of the total rateable value in the proposed area. The vote for a BID is carried out by secret postal ballot, which is organised by the local authority. Eligibility to vote is based on one vote per each eligible business premise situated in the defined BID area.
- 2.5 The regulations require the BID business plan (‘the BID proposal’) to include the range of new or expanded services and works over and above those provided by the local authority. The local authority is in turn required to demonstrate its intention to maintain its existing services to businesses within the geographical area of the BID for the duration of the BID.
- 2.6 BIDs are a tried and tested method of regenerating town centres, commercial districts and some tourism zones. There are currently 126 formal BIDs in the UK, of which 39 have been successfully renewed. Around 80% of ballots for a new BID return a “yes” vote. There are two successful BIDs in the Liverpool City Region including City Central BID and The Commercial District both based in Liverpool. Sefton Council is also in the initial stages of establishing a BID in its Southport town centre.
- 2.7 Typical BID activities cover anti-crime and community security measures, higher levels of street cleaning, marketing initiatives, business development events, environmental improvements, training & networking services and business support services. A BID has the potential to bring significant extra regeneration impact to a town or district centre.
- 2.8 In March 2012 the Government announced a £10m package of measures to support empty properties on our high streets and to provide resources to those areas specifically affected by the riots of August 2011. Wirral was one of 100 local authorities allocated £100,000 to support those areas that were affected by the disturbances. Members will recall the disturbances at the time were focussed primarily around the Charing Cross area of

Birkenhead. Businesses in this area did experience a loss of footfall and a reduction in spend with damage being experienced by businesses.

- 2.9 The funding is intended to catalyse innovative local approaches to managing and revitalising local high streets. Establishing a BID is compatible with this aim.

3. THE PROPOSAL

- 3.1 This funding would enable a Birkenhead BID business plan to be produced which will detail projects and services over and above those of the statutory baseline services currently being provided by the local authority and other partners.
- 3.2 Wirral Chamber of Commerce is suggested as the body to take forward the BID proposal, given it already operates shop watch and pub watch in the area and is more likely to secure business engagement given its role. A BID steering group will be formed to manage the activities of the BID on a day-to-day basis. Cabinet is asked to agree a local ward councillor be nominated as the local authority BID Steering Group Members and that the Strategic Director for Regeneration and Environment acts in the capacity of strategic advisor for matters relating to Council business.
- 3.3 The idea of developing a Birkenhead BID will be launched at a briefing event held by the Chamber of Commerce and will be followed up by a questionnaire to all levy payers in the proposed BID area. A number of consultation events will be held with specific industry sectors and other stakeholders in the town centre. These will be supported by detailed discussions with members of the Steering Group, Merseyside Police and Wirral Council.
- 3.4 The feedback gained from those activities will be used to develop the priorities for the BID and the type of activity that it will deliver.
- 3.5 The funding will be used to resource a BID Manager through Wirral Chamber of Commerce to drive the feasibility and consultation activity. It will also be used for canvassing and marketing activity to gain support for the BID and promote a “Yes” vote from the local business community, including the costs of the postal ballot referred to in paragraph 2.4 above, and any costs associated with the setting up of a BID.
- 3.6 Any remaining funding will be used for improvements in the proposed BID area. The types of improvements will be based on the feedback gathered from consultations with businesses in the BID area. This activity will act as a showcase to demonstrate the type of activity and enhancements businesses will see if they vote “Yes” at the BID ballot.

- 3.7 Birkenhead has been selected as the initial BID area due to the fact that the HSIF is specifically defined to be spent in Birkenhead (the exact geographic area is set out in the map attached at Appendix A). If the Birkenhead BID is successful the approach could potentially act as a blueprint to roll out the BID model in other areas of Wirral such as Wirral Waters, Wirral International Business Park, Liscard, etc.

4.0 RELEVANT RISKS

- 4.1 It is well publicised that high street retailers up and down country are struggling to stay in business while having to compete with out of town shopping centres as well as a rapidly emerging online markets. Recent data released by PricewaterhouseCoopers and the Local Data Company shows that town centre stores are shutting at a rate of 18 a day across the UK.
- 4.2 Birkenhead town centre is at risk of decline with strong competition from Liverpool One, Cheshire Oaks Outlet Village and online shopping. Without investment and a coordinated approach to regeneration of the area the loss of further retailers and inevitably jobs in the area are a real prospect.
- 4.3 There is clearly a risk that local businesses may not support the development of a BID via a vote, but the work done to that stage will hopefully still prove valuable should that be the case.
- 4.4 The funds transferred to the Wirral Chamber of Commerce will be managed by requiring the organisation to enter into an appropriate grant funding agreement, and the BID board will include a Council representative.

5.0 OTHER OPTIONS CONSIDERED

- 5.1 Not to proceed with a Business Improvement District for Birkenhead thus missing out on an opportunity for a private sector led regeneration of Birkenhead and its surrounding commercial districts.
- 5.2 The Council could set up a mechanism to allocate grants to local businesses which would be a short term option and would be costly to administer. Investing the funds to develop a BID could provide greater benefits and over a longer time period.

6.0 CONSULTATION

- 6.1 This report is consistent with the principles of Wirral's Investment Strategy, which provides the framework for business support activity and this has

been reviewed following an extensive consultation with partners. The development of the proposals has also been informed by the consultation which has taken place with a number of private sector partners and members of The Wirral Chamber of Commerce Board.

7.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

7.1 None as a result of this report.

8.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

8.1 The £100,000 High Street Innovation Fund (HSIF) will be used to fund the costs of Wirral Chamber of Commerce establishing the BID.

9.0 LEGAL IMPLICATIONS

9.1 The Council has the power to enter into a grant funding agreement with the Wirral Chamber of Commerce pursuant to section 1 of the Localism Act 2011. This provides that the Council has the power to do anything that individuals generally may do.

10.0 EQUALITIES IMPLICATIONS

10.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

(a) Yes and impact review is attached

This links to the existing EIA conducted for Wirral's Investment Strategy
<http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010-0>

11.0 CARBON REDUCTION IMPLICATIONS

11.1 None

12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

12.1 None

13.0 RECOMMENDATION/S

13.1 It is recommended that members approve the use of the High Street Innovation Fund (HSIF) monies (£100,000) to support the Wirral Chamber of Commerce to work up proposals relating to the establishment of a Birkenhead BID, as described within this report.

13.2 The Head of Legal and Democratic Services be authorised to agree and enter into a grant funding agreement between the Council and the Wirral Chamber of Commerce.

13.3 The Strategic Director of Regeneration and Environment and a local ward councillor is nominated as the local authority BID Steering Group Members.

14.0 REASON FOR RECOMMENDATION

14.1 To support the proposal for a sustainable regeneration programme in Birkenhead, lead by the private sector.

REPORT AUTHOR: Alan Evans

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

| Council Meeting | Date |
|------------------------|-------------|
| | |



ZONE 1

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WIRRAL COUNCIL

CABINET

10TH APRIL 2014

| | |
|--------------------------------------|--|
| SUBJECT: | <i>STIMULATING THE DELIVERY OF AFFORDABLE HOUSING AND SUPPORTING ECONOMIC GROWTH</i> |
| WARD/S AFFECTED: | <i>ALL WARDS SHOULD SEE THE BENEFIT OF ECONOMIC GROWTH AND EMPLOYMENT OPPORTUNITIES</i> |
| REPORT OF: | <i>KEVIN ADDERLEY</i> |
| RESPONSIBLE PORTFOLIO HOLDER: | <i>COUNCILLOR GEORGE DAVIES</i> |
| KEY DECISION? | NO |

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to seek Cabinet Approval for the use of the £1.5 million of Council resources which was approved at Council on 25th February 2014 to bring forward an accelerated development programme of up to 100 new affordable homes in Wirral.
- 1.2 The Leader set out in his Budget Resolution to Council that local authorities have a proud tradition of investing in physical assets which are essential to improving the quality of life of local residents. He stated that we have challenging house building targets over the next five years. He also set out that we have huge challenges in those disadvantaged areas of the Borough which lost out on new housing when the current Government axed the Housing Market Renewal programme. Council therefore intends to invest £1.5 million to kick-start a substantial programme of affordable housing to be targeted at areas with the highest levels of deprivation. This funding should generate around 100 new homes.
- 1.3 This initiative supports the Council's vision in a number of ways. New housing, in particular the provision of affordable housing, provides opportunities for residents to remain in the Borough in the type of housing that suits their needs. The physical development of the new homes helps in the stimulation of economic growth as well as providing opportunities for the local labour force and new apprenticeships and training places, thereby "driving growth and aspiration".
- 1.4 The leader in his statement requested a report be submitted to Cabinet setting out how such a programme can be delivered.

2.0 BACKGROUND AND KEY ISSUES

- 2.1 The opportunity to utilise recently identified funding will enable the Council, with its partners, to bring forward an accelerated development programme of up to 100 new affordable homes and will provide the catalyst to generate renewed confidence on sites where activity had stalled due to the economic downturn and provide much needed homes for those in housing need.

2.2 It is proposed that £1.5m funding is used to support economic growth through house-building and the increased supply of up to 100 new homes. This assumes an average contribution being made available of around £15,000 per unit, based on the anticipated average grant rate provided by the Homes and Communities Agency for its new bidding round. These new homes will be delivered in part on sites owned by the Council and will involve for some sites the Council supporting Registered Provider partners in bids to the Homes and Communities Agency for additional grant support.

3.0 LOCATION OF SITES

3.1 The Council with its Private Developer and Registered Provider partners have initially identified six sites that are located within the top 20% of areas suffering from housing deprivation. These sites have been initially identified and will continue to be assessed as they progress on an evaluation framework based on the following principles, which are also used by the Homes and Communities Agency for funding schemes:-

- value – in terms of public subsidy per home and per person housed (assessed against regional efficiency targets)
- quality – judged using our design and quality standards
- deliverability – with particular concern for planning status
- policy fit – taking into account national, regional and local strategies.

3.2 The proposed programme involves a mixture of council owned sites that are subject to a development agreement with Lovell's and other sites which are in private ownership. Due to the commercial sensitivity of acquiring land sites and a tendency for the land value to escalate if it is known by the owner a subsidy is available it is not possible to set out within this report the specific location of all the sites being considered.

3.3 Detailed below are the sites which are in the Council ownership and where it is proposed council funding could support development:-

Church Road

3.4 This redevelopment scheme has seen some initial delivery over the last couple of years of 8 new retail units on Church Road and 54 new homes at Fountains Court. The housing units were subsidised by the government's kick-start programme in 2009/11. Whilst the housing market is picking up nationally with strong sales in the south east and other areas of high demand, the housing market is still very subdued in Tranmere. Here house prices in Q1&2 fell by 3% between 2012/13 and the same period in 2013/14 compared to static growth in the housing market for the borough as a whole. Almost 20 of the units on Fountains Court remained empty for over 2 years but have now all been sold.

3.5 Whilst it is recognised that the housing market is still fragile, there is evidence in other parts of the borough that there is a good demand for the right mix and type of housing. The Church Road scheme already has outline planning approval and one site, the former Hillside Court site can be brought forward very quickly as it has detailed planning approval. While the overall development could create up to 122 units, the Council's injection of funding will enable a mix of up to 47 affordable homes including some smaller units and bungalows in response to local need.

3.6 The community have been actively engaged in the outline planning permission consultation and are anxious to see new housing development start in their neighbourhood. If this funding is secured, early consultation with the community on detailed plans for the area will be effected. Council funding would be subject to a detailed planning approval being submitted in the spring for the larger site on Church Road with a target of starting on site before the end of 2014 (subject to securing the necessary planning approval). However the Hillside Court scheme will progress with immediate effect.

Sevenoaks Phase 2

3.7 Outline Planning permission has been granted, but as with the Fountains Court Scheme in Tranmere, sales rates on Phase 1 of this site have been very slow, averaging about one house per month. As with Tranmere, house prices in Rock Ferry fell by almost 9% in the first two quarters of 2013/14 compared to the same period the previous year, suggesting that an incentive scheme is appropriate for kick-starting the housing market in this area. This investment would enable up to 20 units to be developed for affordable housing on this site however this would still be dependent on differing development costs and seeking Homes and Communities Agency grant approval for units across the whole site.

Private Owned Sites

3.8 The use of this investment to support a further 4 schemes in the wards of Bidston and St James, New Brighton and Rock Ferry is currently being worked up and will provide up to 33 new units of accommodation on a number of smaller sites that would contribute to a broader housing mix in those areas which reflects local housing need.

| Scheme Name/Area | No of Affordable Units funded by the Council | No of other units to be delivered on Scheme | Estimated Total No of Units |
|-------------------------|---|--|------------------------------------|
| Hillside Court | 12 | 0 | 12 |
| Church Road Phase 1 | 25 | 55 | 80 |
| Church Road Phase 2 | 10 | 28 | 38 |
| Sevenoaks | 20 | 105 | 125 |
| Bidston and St James | 13 | 0 | 13 |
| New Brighton | 13 | 0 | 13 |

| | | | |
|--------------------|------------|------------|------------|
| Rock Ferry | 7 | 0 | 7 |
| Total Units | 100 | 188 | 288 |

3.9 In summary, the council's injection of £1.5m into the provision of affordable housing will assist in the delivery of up to 100 new affordable homes as set out in the table above, with the early start possible in the Church Road scheme at the Hillside Court site. The remainder of the programme will involve the early submission of detailed planning applications for a mixed development at Church Road Phase 1. Ongoing discussions will involve exploring options for the continued delivery of the Sevenoaks Scheme and will include provision for affordable rented property supported with the investment from the Council.

3.10 The Council will enable/drive the delivery of new affordable rented accommodation in mixed development schemes at a variety of other locations. The Council regularly considers sites for redevelopment with our partners, this includes sites which are council owned and also in private ownership. Officers will continue to work up a pipeline of schemes for development in the Borough as part of its work to increase the supply of affordable homes in the borough to meet local need. Therefore if any of the above identified sites are not able to progress another site would be brought forward as a substitute to ensure the funding is fully committed and targets achieved. The same evaluation framework as set out in 3.1 of this report would be used.

4.0 RELEVANT RISKS

4.1 Some of the above schemes identified may not be able to progress due to owners not agreeing final land values/sales and ground conditions making schemes unviable within available resources. Therefore, officers will ensure a pipeline of schemes is developed to ensure the funding is fully committed and targets achieved.

5.0 OTHER OPTIONS CONSIDERED

5.1 Other options include waiting until housing market conditions improve which is an unknown timescale but may be several more years.

6.0 CONSULTATION

6.1 Officers have been in dialogue with Registered Provider and Private Developer partners on working up the proposed schemes and will continue to do so throughout the scheme development. As part of the planning approval process statutory consultation is undertaken, with the outcome reported to Planning Committee where relevant.

7.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

7.1 There are no issues arising from this report.

8.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

8.1 Council on the 25th February 2014 allocated 1.5m to provide affordable housing and this is included within the Council's Capital Programme.

8.2 The level of financial support which will be afforded to each scheme will be dependent upon a number of factors pertinent to the scheme including land value, build costs, build type and the number of units in each case however it is anticipated that this will be on average in the order of £15,000 per unit.

9.0 LEGAL IMPLICATIONS

9.1 There will be a requirement for the Council to have a funding agreement with each Registered Provider setting out the parameters of the use of the funding for the delivery of affordable housing. This will be done on a site by site basis once development appraisals have been verified.

9.2 Legal advice has been sought on the use of state aid rules in relation to the use of public funds to assist in the delivery of affordable housing. Recent advice identified that this form of funding could be exempt from State Aid rules due to the Council exercising some form of control over and setting out operation requirements over a time period. This would be dealt with via the Council's legal services prior to the funding agreement being finalised.

10.0 EQUALITIES IMPLICATIONS

10.1 Yes. Increasing the supply and provision of affordable homes is a key objective of the Council's Housing Strategy for 2011-2026 which has an Equality Impact Assessment completed.

<https://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010/regeneration-housing-planning>

11.0 CARBON REDUCTION IMPLICATIONS

11.1 The redevelopment of these sites will reduce the incidences of fly-tipping, dog fouling and litter which often cause local residents concern. The new housing development will meet the Homes and Communities Agencies requirement for energy efficiency and sustainability, reducing energy, water and waste consumption compared to private developments.

12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

12.1 Outline planning permission has already been granted for the sites at Church Road and Sevenoakes. Full Planning permission has already been granted for Hillside Court, Tranmere. Where planning permission is required, partners will have to apply for the relevant planning consents for each of the proposed developments detailed within this report.

12.2 New developments on sites which are cleared will have a positive effect on community safety and reduce vandalism and antisocial behaviour.

13.0 RECOMMENDATION/S

13.1 That Members approve the framework for the use of the £1.5m allocated to help stimulate affordable housing building in Wirral and supporting the local economy.

13.2 That Members grant the Cabinet Portfolio holder delegated authority to approve the use of the funding on an individual scheme by scheme basis and report the outcome retrospectively to future Cabinet meetings.

14.0 REASON/S FOR RECOMMENDATION/S

14.1 The opportunity to utilise recently identified funding will enable the Council, with its partners, to bring forward an accelerated development programme of up to 100 new affordable homes and will provide the catalyst to generate renewed confidence on sites where activity had stalled due to the economic downturn and provide much needed homes for those in housing need.

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APPENDICES

None

REFERENCE MATERIAL

None

SUBJECT HISTORY (last 3 years)

| Council Meeting | Date |
|-----------------|--------------------------------|
| Council | 25 th February 2014 |

WIRRAL COUNCIL

CABINET

10 APRIL 2014

| | |
|--------------------------------------|--|
| SUBJECT: | <i>FUTURE COUNCIL – ENGAGEMENT OF POLICY AND PERFORMANCE COMMITTEES</i> |
| WARD/S AFFECTED: | <i>ALL</i> |
| REPORT OF: | <i>CHIEF EXECUTIVE</i> |
| RESPONSIBLE PORTFOLIO HOLDER: | <i>CLLR ANN MCLACHLAN</i> |
| KEY DECISION | <i>NO</i> |

1.0 EXECUTIVE SUMMARY

1.1 This report sets out proposals for engaging the Council's Policy and Performance Committees to provide effective overview and scrutiny at key stages of the Future Council programme. This report build's on the report to Cabinet 13 March outlining the future Council process and its objectives.

2.0 BACKGROUND AND CONTEXT

2.1 Local Government is changing at the most rapid pace in living memory. Significant reductions in the grant funding we receive from Central Government combined with increasing demand for our services, present an unprecedented challenge. In addition to savings already agreed and currently being delivered, the Council faces a forecast budget gap of £18 million in 2015/16 and £25 million in 2016/17.

2.2 It is essential the Council approaches this challenge in a planned and considered way to ensure we protect, as far as possible, the delivery of Council policies and spend our remaining budget in line with Council priorities.

2.3 The Future Council Programme builds on proposals put forward by Ernst Young (EY) for remodelling the organisation. The programme will lead to the delivery of a new organisational structure and a new system of job profiles and pay grades that will modernise the Council and enable us to become more flexible.

2.4 The programme also drives forward a business-case approach that will see every Council service being reviewed in order that a series of options can be developed to re-shape how we best deliver services. The options developed will be the subject of wide-ranging stakeholder engagement and public consultation commencing in June 2014.

2.5 Members of the Council's Scrutiny Committees have been engaged in reviewing budget options in previous years as part of the consultation process. Feedback from Members has indicated a preference to be more engaged in the options development process

from an earlier stage. The Future Council Programme provides a mechanism for how this will be achieved.

3.0 THE ENGAGEMENT PROCESS

- 3.1 An engagement process is being developed which engages Policy and Performance Committees to ensure the Future Council Programme is subject to robust challenge and scrutiny. The process is also designed to harness the independent expertise of the Council's strategic partners.
- 3.2 The approach will involve Council services being grouped and presented according to policy priority and outcome, rather than by directorates and departments. This will enable Members and partners to inform and scrutinise the emerging options with particular emphasis on the outcomes delivered to meet the needs of residents. The approach will consider all the services and expenditure against those outcomes rather than looking at individual services in isolation. This will provide the opportunity for Members to consider potential options for service transformation and alternative models of service delivery.
- 3.3 Council services will be grouped against the three policy priorities agreed within the Corporate Plan 2014-2016. These are:
- Local Solutions, Local Decisions
 - Driving Growth and Aspiration
 - Promoting Independence
- 3.4 In line with proposals agreed by Cabinet 13 March 2014, information on services and developing options will be taken to the appropriate Policy and Performance Committee and relevant external partnership board for consideration. It is further proposed the Transformation and Resources Policy and Performance Committee will review services and options in relation to the Council's back office functions and support services. These arrangements are set out in the table below:

| Theme | Policy & Performance Committee | External Partnership Board |
|----------------------------------|--|----------------------------|
| Local Solutions, Local Decisions | Coordinating Committee | Public Service Board |
| Driving Growth and Aspiration | Regeneration and Environment Committee | Investment Board |
| Promoting Independence | Families and Wellbeing Committee | Health and Wellbeing Board |
| Enabling and support services | Transformation and Resources Committee | |

- 3.5 It is proposed Policy and Performance Committees and External Boards meet at three key stages to input into the Future Council Process as follows:

MEETING ONE – JUNE 2014

- 3.6 The first meetings of Policy and Performance Committees and external Boards will be in June 2014. At these meetings, Committees will receive a 'Position Paper', based on one of the above policy priorities. This paper will contain detailed information on all of the services related to that priority, grouped on a thematic basis.

- 3.7 Members will be asked to scrutinise the proposals in terms of the framework of outcomes being proposed and the appropriateness of service groupings against them. Members will also be asked to review the principles upon which the re-modelling of services will be taken forward.
- 3.8 Feedback from these sessions will be collated and added to the information collated by the service review process, and used to develop a series of budget options to achieve the £45 million of savings required.

MEETING TWO – JULY 2014

- 3.9 During July, a series of workshops will be held with all committees and boards to discuss and debate the full set of budget options developed through the Future Council process. At these workshops, Members will be able to call on appropriate Council officers to effectively scrutinise all budget options. This will provide an opportunity to focus on their deliverability and the potential impact on people using services. The feedback from these meetings will be reported as a key strand of the consultation feedback.

MEETING THREE – OCTOBER 2014

- 3.10 The final series of meetings will see all Committees receiving the public and stakeholder consultation feedback before it is reported to Cabinet to inform budget decisions. This will provide Committees with the opportunity to discuss the consultation findings and, in the light of the feedback received, make any recommendations to Cabinet in relation to the budget options.

4.0 IMPLICATIONS FOR POLICY AND PERFORMANCE COMMITTEES

- 4.1 The activity set out above will need to be included in the work programmes of the respective Policy and Performance Committees. The Chair of each Committee will be requested to prioritise this work in line with the timetable proposed to ensure appropriate input at each of stage of the process.
- 4.2 The format of these sessions will be structured as either 4 hour or 6 hour workshops to ensure that appropriate time is allocated. Following each session, a report back will be provided capturing the workshop output from each session and setting out the next stages of the process.
- 4.3 The intention will be for all Members of the Committees to be involved in the workshops. In the event that Members are unavailable to attend, deputies can be used.
- 4.4 In scheduling these workshop sessions, wherever possible the external partnership board meetings will precede those of the Policy and Performance Committees. This will enable Members to give consideration to the views expressed by external partners in their discussions.

5.0 RELEVANT RISKS

- 5.1 A full programme risk register has been developed and is regularly updated and reviewed in line with the programme governance arrangements for the Future Council approach.

6.0 OTHER OPTIONS CONSIDERED

6.1 Council has made a commitment that all decisions related to the budget setting process should be underpinned by comprehensive, genuine and robust consultation with all stakeholders. Therefore, no further options have been considered.

7.0 CONSULTATION

7.1 The Future Council Process includes a comprehensive programme of stakeholder engagement in the development of a series of budget and service delivery options. These will be the subject of a wide ranging public consultation that will commence from August 2014.

7.2 On going briefings are being offered and discussions held with the Political Parties, staff and Trade Unions.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 There are none arising directly from this report.

9.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

9.1 There are none arising directly from this report.

10.0 LEGAL IMPLICATIONS

10.1 There are none arising directly from this report.

11.0 EQUALITIES IMPLICATIONS

11.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

(a) Yes – an EIA was developed to accompany the report to Cabinet 13 March.

12.0 CARBON REDUCTION IMPLICATIONS

12.1 There are none arising directly from this report.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are none arising directly from this report.

14.0 RECOMMENDATION/S

14.1 That Cabinet refers this report and the engagement process for the Future Council Programme as a priority for inclusion in the work programmes of each of the Policy and Performance Committees commencing in June 2014.

15.0 REASON/S FOR RECOMMENDATION/S

15.1 To ensure the Chair's of the Policy Performance Committees prioritise their involvement in the Future Council Process

REPORT AUTHOR: *Emma Degg*
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APPENDICES

N/A

SUBJECT HISTORY (last 3 years)

| Council Meeting | Date |
|-----------------|-----------------------------|
| Cabinet | 13 th March 2014 |

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WIRRAL COUNCIL

CABINET

10 APRIL 2014

| | |
|--|--|
| SUBJECT: | CAPITAL PROGRAMME FOR MAINTENANCE OF UNCLASSIFIED ROADS AND SEVERE WEATHER RECOVERY FUNDING |
| WARD/S AFFECTED: | ALL |
| REPORT OF: | KEVIN ADDERLEY, STRATEGIC DIRECTOR FOR REGENERATION AND ENVIRONMENT |
| RESPONSIBLE PORTFOLIO HOLDER: | COUNCILLOR HARRY SMITH, HIGHWAYS AND TRANSPORTATION |
| KEY DECISION? | YES |

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is seek Cabinet's approval for the allocation of the Capital Funding for Preventative Maintenance to Unclassified and Residential Streets and approval to agree a programme for the use of additional funding allocated to Local Authorities by the Department of Transport (DfT) for repairing local roads damaged by the recent severe weather.
- 1.2 The Chancellor's Budget Statement on the 19 March 2014 announced an additional dedicated fund to provide for essential maintenance to help repair damage to the local road network caused by the recent severe weather. Wirral has been allocated £364,447 from that fund. A requirement of the DfT is that this additional expenditure should be detailed on the Authority's website by the end of April 2014.
- 1.3 The report also seeks authority for the Cabinet Member in consultation with Party Spokespersons to approve the detailed programme for utilising that funding.
- 1.4 The maintenance of highways is a statutory duty for the Council under the Highways Act 1980 (as amended).

2.0 BACKGROUND AND KEY ISSUES

2.1 Capital Bid Programme 2014/15

2.1.1 At the Cabinet meeting on 12 February 2014 Members approved the Capital Programme for 2014/2017 [minute 285 refers] including £500,000 that has been approved for Preventative Maintenance to Unclassified and Residential Streets.

2.2 Network Condition and Assessment Criteria

2.2.1 In order to fulfil its duty to maintain the highway, it is necessary to consider how the Council will prioritise the maintenance schemes to be undertaken with the additional funding and what treatment the prioritised schemes should comprise in order to repair and prevent further deterioration of those lengths of road and footway. The following criteria are used in carrying out this analysis:

- (i) In accordance with national best practice the Council undertakes surveys of the highway network in order to determine the condition of the carriageways.
- (ii) Areas of constant repairs; mainly due to vehicle over-ride; are highlighted in the Highway Inspectors' safety inspections.
- (iii) Particular roads brought to the Council's attention, as warranting significant repair, by Constituency Committees, Elected Members, the public and Streetscene officers.
- (iv) Feedback from the Council's Term Maintenance Contractor regarding the suitability of different repair solutions depending on the existing road condition and use.

2.2.2 In relation to Constituency Committees, each area was given the opportunity to contribute to this year's structural maintenance programme and submit lists of roads they considered to be local priorities for significant repair, via their Constituency Manager. The programme of schemes **attached as Appendix 1** denotes those schemes with a "C".

2.3 Weather Recovery Funding

2.3.1 The Chancellor's Budget Statement on the 19 March 2014 announced an additional £183.5 million for a dedicated fund to provide for much needed road repairs following the wettest winter on record. Wirral was allocated £364,447. A requirement of the funding is that authorities commit to publishing a short statement on its website (and send a copy to the DfT) at the end of April where (in terms of location) the additional funding has been spent. Schemes will be determined based on the same criteria described in Section 2.2 above, and detailed as part of the published statement.

3.0 RELEVANT RISKS

3.1 The Council has a statutory duty to maintain the highway and this is achieved in the part through the structural maintenance of roads.

3.2 Repairing and reinstating damaged road surfaces reduces the Council's exposure to potential public liability insurance claims.

4.0 OTHER OPTIONS CONSIDERED

4.1 None. The programme is based on meeting the highest priority needs within the funding available against the condition and assessment criteria.

5.0 CONSULTATION

5.1 The Constituency Committees, as described in Section 2.2.

6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

6.1 None identified through this report.

7.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

7.1 Financial: Schemes identified in the programme will be funded from the Capital Bid allocation of £500,000. Further schemes will be identified and funded by the Severe Weather Recovery Allocation of £364,447.

7.2 Staffing: Existing staff resources will be used for the detailed investigation, design and monitoring of these schemes.

7.3 Assets: Preventative maintenance to the highway assets will increase their residual life and asset value, and future spending will be targeted to maintain the carriageway condition indicators at their current level.

8.0 LEGAL IMPLICATIONS

8.1 Section 41 of the Highways Act 1980 imposes a duty on the Council, as Highway Authority, to maintain highways at the public expense.

9.0 EQUALITIES IMPLICATIONS

9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

<https://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-april-2014/eias-regeneration-envir>

10.0 CARBON REDUCTION IMPLICATIONS

10.1 The environmental impact of the proposed construction methods and processes contained within the programme are evaluated on a site by site basis.

10.2 Wherever practicable the use of recycling processes is encouraged to reduce the tax burden through landfill and aggregate levies and to limit the use of non-renewable resources.

11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

11.1 There are no planning implications arising directly from this report.

12.0 RECOMMENDATION/S

12.1 That Cabinet is requested to:

- (i) Approve the Capital Programme for Preventative Maintenance to Unclassified Roads and Residential Streets 2014/15 (as detailed in Appendix 1).
- (ii) Approve that the Strategic Director for Regeneration and Environment; in conjunction with the Cabinet Member for Highways and Transportation and Party Spokespersons; be able to make necessary adjustments to the priorities within the programme should the need arise due to financial, condition or other factors.
- (iii) Note the acceptance of the Severe Weather Recovery grant of £364,447 on behalf of the Council by the Section 151 Officer.
- (iv) Approve that the Cabinet Member for Highways and Transportation in consultation with the Party Spokespersons be able to approve a programme of highway maintenance schemes to be funded from the Severe Weather Recovery grant.

13.0 REASON/S FOR RECOMMENDATION/S

13.1 The investment in the maintenance of the highway network will enable the Council to comply with its statutory duty to maintain the highway. The establishment of a prioritised programme allows both transparency that the Council is addressing those highway elements in greatest need of maintenance and proper management of the allocated finances, and to permit co-ordination of roadworks with the utilities' programmes of work.

13.2 Winter salting and freeze/thaw action has a detrimental effect on the condition of highway surfaces, allowing further degradation due to the ingress of water.

13.3 The additional funding of £364,447 mentioned in paragraph 2.3 is subject to terms and conditions attached as Appendix 2, requiring identification of the programme within a short timeframe.

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APPENDICES

Appendix 1 – PROPOSED CAPITAL BID PROGRAMME 2014/15

Appendix 2 - Terms and Conditions for the Severe Weather Funding

REFERENCE MATERIAL HELD BY THE REPORT AUTHOR:

United Kingdom Pavement Management Systems (UKPMS) Survey Condition Data

SUBJECT HISTORY (last 3 years)

| Council Meeting | Date |
|---|----------------|
| Cabinet – Capital Programme and Financing 2014/2017 | 12/2/14 |
| Cabinet – Highway Maintenance Funding and Structural Maintenance Programme 2014/15 | 16/1/14 |

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PROPOSED CAPITAL BID PROGRAMME 2014/15
UNCLASSIFIED AND RESIDENTIAL STREETS

| Road Name | Limits | Ward | Other Priorities | Estimate £s | Category | Works Description |
|--------------------|--|-----------------------|------------------|-------------|-------------|---|
| MILLFIELD CLOSE | ALL | BEBINGTON | | 7,609 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| PRICE STREET | FROM LIVINGSTONE STREET TO CAVENDISH STREET | BIDSTON & ST JAMES | | 18,368 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| LIVINGSTONE STREET | FROM No 137 TO PARK ROAD NORTH & FROM CLEVELAND STREET TO CORPORATION ROAD | BIDSTON & ST JAMES | | 19,152 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| THIRD AVENUE | ALL | BIDSTON & ST JAMES | | 10,206 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| COPPICE CLOSE | ALL | BIDSTON & ST JAMES | | 4,088 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| CUNARD CLOSE | ALL | BIDSTON & ST JAMES | | 4,109 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| GLOVER STREET | ALL | BIRKENHEAD & TRANMERE | | 10,395 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| BACK MENAI STREET | ALL | BIRKENHEAD & TRANMERE | | 4,956 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| STADIUM ROAD | ALL | BROMBOROUGH | | 76,601 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |

PROPOSED CAPITAL BID PROGRAMME 2014/15
UNCLASSIFIED AND RESIDENTIAL STREETS

| Road Name | Limits | Ward | Other Priorities | Estimate £s | Category | Works Description |
|-------------------|---|---------------|------------------|-------------|-------------|---|
| WHITEHOUSE LANE | SELECTED | CLATTERBRIDGE | | 23,352 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| COLE STREET | ALL | CLAUGHTON | | 6,062 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| FERRY ROAD | BANKSFIELDS DRIVE TO MAYFIELD DRIVE | EASTHAM | C | 13,650 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| AMBLESIDE CLOSE | ALL | EASTHAM | C | 8,218 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| BRIDLE CLOSE | ALL | EASTHAM | C | 2,709 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| WALLRAKE | DAWSTONE ROAD TO THE ROSCOTE & TIE IN AT BEECHFIELD CLOSE JNC | HESWALL | | 13,265 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| STRATHALLAN CLOSE | TELEGRAPH ROAD TO SIDE ROAD JNC IN STRATHALLAN CLOSE | HESWALL | | 2,898 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| GAYTON ROAD | ALL | HESWALL | | 28,266 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |

PROPOSED CAPITAL BID PROGRAMME 2014/15
UNCLASSIFIED AND RESIDENTIAL STREETS

| Road Name | Limits | Ward | Other Priorities | Estimate £s | Category | Works Description |
|---------------------|--------|------------------------|------------------|-------------|-------------|---|
| HESWALL AVENUE | ALL | HIGHER BEBINGTON | | 6,699 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| GAYTON AVENUE | ALL | HIGHER BEBINGTON | | 4,039 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| FORNALLS GREEN LANE | ALL | HOYLAKE & MEOLS | | 17,745 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| BISPHAM DRIVE | ALL | HOYLAKE & MEOLS | | 13,251 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| MERTON ROAD | ALL | LISCARD | | 7,406 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| SERPENTINE ROAD | | LISCARD | | 14,931 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| WITHINS LANE | ALL | LISCARD / NEW BRIGHTON | | 42,434 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| FOUNTAIN ROAD | ALL | NEW BRIGHTON | | 4,767 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| SANDROCK ROAD | ALL | NEW BRIGHTON | | 7,938 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |

PROPOSED CAPITAL BID PROGRAMME 2014/15
 UNCLASSIFIED AND RESIDENTIAL STREETS

| Road Name | Limits | Ward | Other Priorities | Estimate £s | Category | Works Description |
|---------------|--------|-------|---------------------|----------------|-------------|--|
| GLENMORE ROAD | ALL | OXTON | C | 12,943 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |

PROPOSED CAPITAL BID PROGRAMME 2014/15
UNCLASSIFIED AND RESIDENTIAL STREETS

| Road Name | Limits | Ward | Other Priorities | Estimate £s | Category | Works Description |
|--|----------------------------|--------------------------|------------------|-------------|-------------|---|
| KYLEMORE ROAD | ALL | OXTON | C | 9,289 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| TEMPLEMORE ROAD | ALL | OXTON | C | 11,466 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| WOODLANDS DRIVE | ALL | PENSBY & THINGWALL | | 1,463 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| GLENEAGLES CLOSE | ALL | PENSBY & THINGWALL | | 6,097 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| LOW WOOD GROVE | ALL | PENSBY & THINGWALL | | 6,510 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| ENTRANCE ROAD TO SEAVIEW ROAD CAR PARK | ALL | WALLASEY & LISCARD | | 4,725 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| CHURCH ROAD | BANKS ROAD TO RECTORY ROAD | WEST KIRBY & THURSTASTON | | 21,805 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| EDDISBURY ROAD | ALL | WEST KIRBY & THURSTASTON | | 15,330 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| MOSTYN AVENUE | ALL | WEST KIRBY & THURSTASTON | | 10,612 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |

PROPOSED CAPITAL BID PROGRAMME 2014/15
 UNCLASSIFIED AND RESIDENTIAL STREETS

| Road Name | Limits | Ward | Other Priorities | Estimate £s | Category | Works Description |
|--------------|--------|--------------------------|---------------------|----------------|-------------|--|
| BEACON DRIVE | ALL | WEST KIRBY & THURSTASTON | C | 19,712 | CAPITAL BID | SURFACE TREATMENT TO BE DECIDED FOLLOWING CONSULTATION WITH TERM MAINTENANCE CONTRACTOR |
| | | | | <u>493,066</u> | TOTAL | |

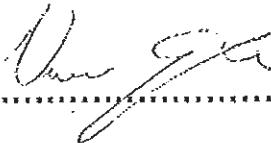
ADDITIONAL HIGHWAYS MAINTENANCE FUNDING

I accept, on behalf of Wirral Metropolitan Borough Council, the Department for Transport's offer of Section 31 Grant for additional highways maintenance funding to be provided in 2013/14 financial year for the local highway network for which this authority is responsible for.

We accept this additional funding and will publish a short statement on our website, copied to the Department for Transport, providing details on how and where this additional funding has/will be spent by end April 2014, as well as including what the Council had originally budgeted to spend and how this additional funding provided has complemented the wider maintenance expenditure by the authority.

I CONFIRM THAT I HAVE THE LEGAL DELEGATED AUTHORITY ON BEHALF OF THE AUTHORITY TO ACCEPT THIS FUNDING.

(Signed)

.....Section 151 Officer

Print Name..VIVIENNE QUAYLE.....

Date 25/3/2014.

Please return to Localrecovery@Dft.Gsi.Gov.Uk by 25 March 2014.

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WIRRAL COUNCIL

CABINET

10 APRIL 2014

| | |
|--------------------------------------|--|
| SUBJECT: | CAMPAIGNS TO IMPROVE ENVIRONMENTAL QUALITY |
| WARD/S AFFECTED: | ALL |
| REPORT OF: | KEVIN ADDERLEY, STRATEGIC DIRECTOR REGENERATION & ENVIRONMENT |
| RESPONSIBLE PORTFOLIO HOLDER: | COUNCILLOR BRIAN KENNY (ENVIRONMENT & SUSTAINABILITY) |
| KEY DECISION? | NO |

1.0 EXECUTIVE SUMMARY

- 1.1 Low level environmental crime costs the council over £3.5 million pounds each year to clean up, and consistently placed as a top improvement priority for Wirral residents. This report seeks approval for the implementation of two campaigns, with associated expenditure aimed at improve local environmental quality through increased campaign efforts in relation to alleyway dumping and dog fouling. In addition, approval to extend the very successful “Love Wirral” grants funding to assist communities make their own positive contributions is sought.
- 1.2 It is widely recognised that good environmental quality can have a positive impact on people’s health and well-being¹. The recommendations made within this report therefore support the Council’s strategic priorities “Protecting vulnerable people and communities” and “Narrowing the gap in inequalities”.
- 1.3 In addition to adopting the nationally recognised 3E’s model of Engagement, Education and Enforcement², these balanced campaigns will also carry out extensive consultation and engagement in order to better understand the route causes of alleyway dumping and dog fouling.
- 1.4 On 25 February 2014 Council resolved (Minute 76 refers) to return to 4 weekly cleansing of alleyways for a period of two years and to re-double enforcement efforts. This report outlines proposals for how the £400K contribution from the Waste Development Fund will be used over a two year campaign period to drive pro-environmental behaviours and maximise recycling of household waste in terraced housing areas.

2.0 BACKGROUND AND KEY ISSUES

2.1 Tackling Alleyway Dumping

Council have approved the temporary re-instatement of a four weekly cleanse in all alleyways for a period of two years. It is essential that this service change supplemented with enhanced education and enforcement activity in order to discourage residents from using the alleyways as an easy alternative to using legitimate waste disposal routes. Steps must also be taken to clamp down on private landlords and companies carrying out refurbishment works who break the law by fly tipping waste in the alleyways.

It is also important to recognise that the waste collection systems operating in terraced housing areas may themselves be barriers to effective household waste management. Between 2006 and 2009, all terraced households were provided with the same waste collection system as semi-detached and detached housing stock. Over the years it has proven to be increasingly difficult to manage reports of non-compliance, especially as wheeled bins often become abandoned, damaged or stolen, or simply left out on the public highway. The quantity and quality of recycling recovered from these areas is much lower than in other areas. Part of the intended project will carry out extensive consultation in two terraced areas, differing in physical and demographical characteristics to determine if a more effective waste collection system could be implemented.

The project outlined in Appendix 1 seeks to tackle alleyway dumping from all possible angles. Officers from Waste and Environmental Services will work closely with other divisions and departments of the Council, as well as a range of external agencies, in order to maximise the opportunities for meaningful engagement with residents and private landlords. In particular, the Constituency Teams for Birkenhead and Wallasey will be fully involved in the project, and assist with consultation of residents.

The £400K 2-year budget allocated to the alleyway dumping project is funded through the Waste Development Fund. As such, a primary outcome of the project is to divert waste from landfill. The Variation Order signed by the Council and Biffa on 1st April to return to a four weekly cleanse in alleyways for two years also makes provision for additional segregation of bulky waste items collected in alleyways that are suitable for recycling or re-use. In addition, increased recycling is likely to be experienced through enhanced enforcement and education initiatives.

2.2 Dog Fouling

Wirral Council are one of 12 local authorities involved in assessing the effectiveness of a new anti-dog fouling campaign message designed by Keep Britain Tidy. The outcome of the research is imminent, but not known at the time of writing.

Once the best “campaign message” has been identified, officers will work with constituency managers and the Dog Fouling Patrol Officers to identify hot spot locations. Up to five locations per constituency will be identified at any one time. The locations will support a high profile poster campaign and benefit from enhanced patrols, based on intelligence gathered from residents, businesses and/or site users living, working or visiting the areas targeted. The Campaign will run initially for a period of 6 months, targeting up to 120 dog fouling “hot spots” across the borough. If caught failing to clean up after their dog, perpetrators will be issued a fixed penalty notice. It is the

intention of officers to set up an online “rogues gallery” to name and shame any offender who fails to pay the penalty and is subsequently found guilty of the offence in the magistrates court.

2.3 “Love Wirral” Grant

The ‘Love Wirral Grant’ encourages individuals, groups, schools & businesses to improve and maintain their local area which in turn encourages people to take pride and responsibility in keeping their part of Wirral clean.

In 2013/14, a £40k budget was allocated for Love Wirral grants, split equally across the 4 constituency areas. Each applicant could apply for up to £500. 104 successful applications were received and following public voting 80 projects were awarded ‘Love Wirral Grant’ funding.

8,536 people voted as part of the process generating 33,769 votes for projects. This grant scheme was open to all and encouraged existing and new groups to get involved and Love Wirral. The efforts of many residents and community groups are shared on the “Love Wirral” Facebook page.

The popularity of the grant funding and the added value the projects brings to Wirral, through joining communities and cleaning up the local environment indicates this funding should be continued into 2014/15.

3.0 RELEVANT RISKS

3.1 Should the project be approved, a risk register will be developed as an important element of the project management toolkit.

4.0 OTHER OPTIONS CONSIDERED

4.1 None

5.0 CONSULTATION

5.1 The following stakeholders have been informed about the proposals:

- Merseyside Fire and Rescue Service
- Merseyside Police
- Biffa Waste Services
- Lairdsid e Communities Together
- Trading Standards
- Environmental Health
- PR and Marketing (WMBC)
- Troubled Families Team
- Neighbourhood Constituency Teams
- Merseyside Recycling and Waste Authority

Further stakeholders will be consulted as part of the pilot projects, including residents, constituency committees, private/social landlords, estate/letting agents, community

groups and other community based asset managers servicing residents in the pilot areas.

5.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

5.1 In order to fulfil the aims of this project, it is a requirement to actively seek and engage voluntary, community and faith groups in the three pilot areas. Local re-use organisations and social enterprises will be approached in order to explore the possibilities of setting up a low cost wheeled bin-refurbishment service. There is also an opportunity for further support to be commissioned from community based organisations to carry out enhanced engagement work.

6.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

6.1 All communications and PR costs arising from this project can be contained within existing budget provisions and staffing resources. The following costs are associated with the project. No additional new monies are being requested.

| Activity | Quantity | Total Cost | Funding Source |
|---|---|---------------------------|---|
| Alleyway dumping communications campaign information | 30,000 households | £16K | Existing waste provisions (14/15) |
| Waste Investigation Unit | 1 x cage tipper; 2 x operatives plus equipment and branding | £150K (over 2 years) | Waste Development Fund |
| Reinstatement of 4 weekly entry cleanse | 1 x cage tipper, 3 operatives | £186K (over 2 years) | Waste Development Fund |
| Alleyway Patrol Officers* | 2 x FTE | Up to £64K (over 2 years) | Waste Development fund |
| Alleyway cleansing contingency | Overtime | £20K | Existing waste provisions - Biffa Provisional Sums (14/15) |
| Free replacement of damaged/ missing wheeled bins as part of assessment of impact of wheeled bin charging policy (pilot areas only) | Approx 1000 240 litre wheeled bins | £25K | Existing Wheeled bin reserve |
| 6-month dog fouling campaign | 120 locations | £20K | Existing Waste Provisions (comms budget/ street cleansing provisional sums) 14/15 |
| “Love Wirral” Grants | 80 x £500 grants | £40K | 2014/15 budget option (new money) |
| Total projected expenditure | Existing waste provisions Waste Development Fund (£400K available) Budget Option 2014/15 | | £81K (14/15) £400K (£200K 14/15; £200K 15/16) £40K |

** Subject to need to be established by 31st May 2014. Alternative commissioning models for patrol officer requirements are to be explored in order to reduce these costs.*

Should an “incentive scheme” be trailed as part of Phase 2 of the project (in the pilot areas) it is proposed that sponsorship or alternative funding is secured externally with help from communities involved in the pilot projects. This is primarily due to the fact that the pilot projects must be replicable in other areas. Unfortunately, the Council’s current financial position inhibits such levels of “none discretionary” expenditure.

An initial door stepping exercise to all households in the two pilot areas will be carried out. The costs associated with this will be minimal, as it is proposed that a number of Council departments and partner agencies will work together to within existing staffing resources to carry out this work. However, it is possible that local organisations may be commissioned to assist up with this work. Any costs arising from this will be contained within existing budget provisions.

8.0 LEGAL IMPLICATIONS

8.1 There are no legal implications arising from this report.

9.0 EQUALITIES IMPLICATIONS

9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

(a) Yes and impact review is attached

<https://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-april-2014/eias-regeneration-envir>

10.0 CARBON REDUCTION IMPLICATIONS

10.1 This project seeks to improve the local environmental quality of residents living in around 30,000 households. Additional segregation of bulky and construction waste collected from alleyways is intended, meaning that up to 25% of this waste will be diverted from landfill.

11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

11.1 There are no planning or community safety implications arising from this report.

12.0 RECOMMENDATION/S

12.1 Cabinet are requested to:

- (i) Endorse the proposal to tackle alleyway dumping outlined in Appendix 1 of this report including the allocation of £400K Waste development Fund over a two year period to reinstate a four weekly cleansing schedule to aid the recovery of recyclable materials.

- (ii) Endorse the 6-month Dog Fouling pilot campaign outlined in section 2.2 of this report.
- (iii) Endorse the continuation of the “Love Wirral” grants programme into 2014/15 at a cost of £40K.

13.0 REASON/S FOR RECOMMENDATION

13.1 This project will enable important consultative and investigative work to be carried out in order to reduce the amount of alleyway dumping experience in terraced housing areas and to provide support to residents struggling to comply with their waste collection scheme. It is possible that findings from this important project could fundamentally change the way household waste is presented for collection in terraced housing areas.

REPORT AUTHOR: **Tara Dumas**
 Waste and Environmental Services Manager
 telephone: (0151 606 2453)
 email: taradumas@wirral.gov.uk

APPENDICES

APPENDIX 1: Alleyway Dumping Project Outline

REFERENCE MATERIAL

1. When it comes to litter which side of the fence are you? (2013) Keep Britain Tidy
2. The Effectiveness of Enforcement on Behaviour Change (2011) Keep Britain Tidy
3. Broken Windows (1982), Kelling and Wilson
4. The Spreading of Disorder (2008), Keizer, Lindenberg & Steg.
5. How can Wirral Council optimise pro-recycling behaviour of its population? (2012), Tara Dumas, MBA research dissertation (un-published).

SUBJECT HISTORY (last 3 years)

| Council Meeting | Date |
|-----------------|----------|
| Budget Council | 25/02/14 |

APPENDIX 1

Alleyway Dumping Project Outline

The project will consist of two elements. The first element will cover all terraced housing stock that have alleyways (approximately 30,000 households) and will encourage compliance with the Council's waste collection service through a multi-level awareness campaign. Phase 2 of the project will examine three problematic locations in detail. Residents and community organisations in the pilot areas will be encouraged to take ownership of the waste problems in their area and help develop sustainable solutions to reduce alleyway dumping.

Phase 1: The Good Neighbour Campaign (All terraced households)

1a. Introductory Leaflet

All terraced households will receive a hand delivered leaflet making them aware of the reduced alleyway cleansing frequencies and providing advice on how they can help reduce the levels of alleyway dumping.

1b. Good Neighbour Pack

Residents can request a "Good Neighbour Pack" from the Council. The pack provides more detailed advice around managing waste, instructions and advice around the reporting of fly tipping offences as well as the following:

- I. A "Love Wirral - Keep our Street Tidy" Window Sticker
- II. An A4 "Good Neighbour" weather proof notice to be placed on their back yard wall or gate supporting a pledge to manage their waste responsibly and asking others to do the same.
- III. 8 x Good Neighbour postcards. Residents can send these postcards anonymously to neighbours that share their alleyway, to encourage people to act responsibly.

All residents that request the pack will be asked to provide feedback to the Council on the level of effectiveness of the Good Neighbour approach. Packs will also be marketed directly to all residents that live in terraced areas that have reported alleyway dumping, or paid for a bulky waste collection in the last 12 months and through "neighbourhood watch" groups. They will also be offered during the door stepping exercises carried out in the two pilot areas.

1c. Investigation Unit

The project will be supported by a temporary Council funded "Waste Investigation Unit". This crew have been deployed throughout the two year period until March 31st 2016 and funded through the waste development fund. This specialist waste removal team will continue to be deployed to areas where it is necessary to clear alleyways in between the schedule cleanse. They will work closely with the environmental enforcement team to gather evidence for the prosecution of fly tipping offences in order to deter private landlords and contractors from illegal waste disposal. They will also notify all residents each time they are requested to return to an alleyway, to raise awareness of the enhanced enforcement activity that is being carried out.

1d. Amendments to the Councils Household Waste Collection Policy

It is the intention of officers to review the Council's current Policy once the legislation governing this area has been reviewed in Parliament in April.

1e. Dedicated Alleyway Patrol Officers

It is proposed that "patrol officer" are deployed into terraced housing areas to deal with all referrals arising from the public and Waste Investigation Unit. The scale of the problem we currently face means that there may not be sufficient resources within the existing team structure to ensure that an effective balance of education and enforcement activity can be deployed, and to effectively investigate the referrals levels we currently receive. The decision to implement this resource will be deferred until 31st May, once referral rates are known and the impact on existing workforce has been measured.

1f. Return to a four weekly cleansing schedule

The entry cleansing schedule will return to 4-weekly from 1st April 2014, for a minimum period of two years. This requires the deployment of a third entry cleansing crew which officers propose is funded through the £400K waste development fund allocated through Labour's 14/15 budget resolution. Officers have carried out initial feasibility work around the opportunities for bulky household waste items dumped in alleyways to be recycled. Waste composition analysis carried out in January/March from alleyways cleared by the waste investigation unit has identified that around 25% of alleyway dumping could be recycled if the crews segregate items such as rubble, wood and some furniture items. Initial discussions are in place with Merseyside Recycling and Waste Authority to commence a pilot as early as April 2014. The additional segregation and documentation the three entry cleansing crews would be required to carry out could mean they struggle to stay on schedule initially, until the Good Neighbour Campaign and enhance enforcement activity begins to impact positively on pro-environmental behaviours. Therefore officers propose to set aside a £20K contingency in 14/15 from existing waste provisions in the event Biffa require occasional overtime to complete scheduled work.

Phase 2: Pilot Studies

2a. Selection of Pilot Areas

Officers have analysed data from six of the most problematic areas for alleyway dumping, referred to the Council by the Waste and Environmental Services Contractor.

Two areas have been selected for inclusion in the pilot study due to the high number of waste related referrals and tonnage of dumped waste per household. The two areas within each constituency of Wallasey and Birkenhead most affected by alleyway dumping have been identified by officers as the Harrowby Road area in Birkenhead Ward and the Naples Road area in Seacombe.

In the selection process, officers have also considered the geographical and demographic make up and selected two distinct areas, enabling a range of engagement strategies and alternative waste solutions to be tested. Officers also recognised the benefits of delivering the project in two constituency areas in order to help different neighbourhood approaches to evolve. Selection criteria included parameters such as tonnage of waste dumped per household, number of enforcement referrals/complaints and levels of other anti social behaviours reported.

2b. Aims of the pilot projects

The direction of the pilot projects will be heavily influenced by the initial consultation undertaken with the residents living in the two pilot areas. However, the initial aims of this project are:

- To reduce alley way dumping through the normalising of compliant behaviour.
- To review the waste collection system in each pilot area and identify more effective alternatives.
- To explore the local appetite for and effectiveness of community based incentives on pro-waste management behaviours.
- To engage with stakeholders, including private/social landlords and letting/estate agents in order to put in place systems and procedures that promote good household waste management.
- To use an asset based community development (ABCD) approach to identify resources in the communities to support the required change.
- To gain a greater understanding of the barriers to good household waste management and pro-environmental behaviour specific to the communities residing in the pilot areas and to develop a range of cost effective solutions to overcome these barriers that may be replicated on a larger scale.

2c. Added Value

It is recognised that enviro-crime can be linked to other anti-social behaviour^{3, 4}. Poor household waste management, especially in larger households can also be a symptom where households are struggling with other life challenges so do not consider waste and recycling to be a priority⁵. A multi agency approach including Merseyside Fire and Rescue, Trading Standards, Environmental Health, Housing Associations and the Troubled Families Project will be adopted in order to help tackle some of the wider problems that families and vulnerable people face. For example, through the consultation exercise, Trading Standards will consider the benefits of designating the pilot areas as cold calling exclusion zones, making it an offence for companies or individuals to make unsolicited visits to households where the householder has indicated they do not welcome such calls. A second example involves the Waste and Environmental Services Team working closely with the “Troubled Families Team”, to put in place a referral process so that these families are offered additional support to help them comply with the Council’s waste collection service. The Waste and Environmental Services team will also be seeking to engage with local re-use organisations and social enterprises to set up a low cost bin-refurbishment service so that low income households have access to replacement wheeled bins at a more affordable rate, than if they were to purchase a new bin. An existing £25K wheelie bin reserve has been earmarked to help low income households within the two pilot areas replace damaged or missing wheeled bins. The evidence gathered as part of this project will also help officers to fully review the

impact of the current bin charging policy on alleyway dumping, and identify effective measures reduce the risk of theft or destruction of wheeled bins which appears to be on the rise.

Further details will be reported to the relevant constituency committees by the constituency managers.