



## Policy and Performance - Coordinating Committee

**Date:** Thursday, 10 December 2015

**Time:** 6.00 pm

**Venue:** Committee Room 1 - Wallasey Town Hall

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### AGENDA

**1. APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

**2. CODE OF CONDUCT - DECLARATIONS OF INTEREST RELEVANT AUTHORITIES (DISCLOSABLE PECUNIARY INTERESTS) REGULATIONS 2012, INCLUDING PARTY WHIP DECLARATIONS**

Members are reminded of their responsibility to declare any disclosable pecuniary or and / or any other relevant interest which they have in any item of business on the agenda no later than when the item is reached.

Members are reminded that they should also declare whether they are subject to a party whip in connection with any item(s) to be considered at this meeting and, if so, to declare it and state the nature of the whipping arrangement.

**3. MINUTES (Pages 1 - 10)**

To confirm the Minutes of the meeting of the Committee held on 30 September 2015 as a correct record (**attached**).

**4. WIRRAL PLAN SCRUTINY REPORT (Pages 11 - 126)**

**5. SCRUTINY OF 2016/17 BUDGET PROPOSALS  
(Pages 127 - 130)**

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

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

The public may 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.

**RECOMMENDED:**

That in accordance with section 100A (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 1 of Schedule 12A (as amended) to that Act. The public interest test has been applied and favours exclusion.

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

## **POLICY AND PERFORMANCE - COORDINATING COMMITTEE**

Wednesday, 30 September 2015

Present: Councillor M McLaughlin (Chair)

Councillors	C Muspratt	D Burgess-Joyce
	W Smith	W Clements
	M Sullivan	A Sykes
	KJ Williams	S Williams
	T Anderson	P Gilchrist

### 10 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors P Brightmore, B Kenny and J Williamson.

### 11 **CODE OF CONDUCT - DECLARATIONS OF INTEREST RELEVANT AUTHORITIES (DISCLOSABLE PECUNIARY INTERESTS) REGULATIONS 2012, INCLUDING PARTY WHIP DECLARATIONS**

No declarations of interest were received.

### 12 **MINUTES**

#### **RESOLVED:**

**That the Minutes of the meeting of the Committee held on 23 June 2015 be confirmed as a correct record.**

### 13 **NOTICE OF MOTION - 44 COUNCILLORS**

The Committee considered the following Notice of Motion referred to it by the Council at its meeting on 20 October 2014 (Minute No. 57 refers). It had been proposed by Councillor J Green and seconded by Councillor L Fraser that:

‘Council notes the recent decision taken by Knowsley Council to begin consulting its residents over reducing the number of Councillors from 63 to 45.

This Council believes that instead of presenting the public with petty, vindictive, rehashed and previously rejected budget options including:

- pulling the plug on school crossing patrols

- introducing car parking charges at Wirral's Country Parks
- not filling grit bins
- removing Council Tax over 70s discount
- closing public conveniences
- increasing fees and charges for football pitches, allotments, bowling greens, burials and cremations

The Leader of the Council should be consulting the public over reducing the number of Councillors.

In the absence of the Leader of the Council's willingness to act Council requests the Boundary Commission for England commence an inquiry into the number of Councillors, and the electoral cycle, in Wirral, on the Council's wish to reduce the number of councillors to 44.

Council therefore instructs the Chief Executive to invite the Boundary Commission for England to meet with representatives of all parties represented on the Council and agree a timetable for the inquiry.'

The Chair set out the way in which she intended to deal with this item of business. As Councillor J Green was not in attendance at the meeting she invited Councillor L Fraser to address the Committee and set out the reasons for the Motion. The matter would then be open for debate, Councillor L Fraser would be given two minutes to respond to what was said and following that the Committee would reach its conclusions.

Councillor L Fraser informed that, in the light of the diminishing size of the Council's work force, following the cost-cutting departure of more than 2,000 staff consideration should be given to consulting residents of the Borough on reducing the total number of Wirral Councillors. She proposed that the Boundary Commission be requested to assess Wirral's requirements with a view to cutting the number of Councillors from 66 to 44. Councillor L Fraser proposed that as the Council's middle managers' pay had reduced by 10% Councillors should make cuts as well. She proposed that at a time when employees were being asked to do more for less and go the extra mile, the number of Councillors should be reduced and elections should be held every four years.

Councillor L Fraser informed that the Local Government Association had a view which it had reached this year, that the public wanted each Councillor to represent a distinct area. This enabled them to be held to account. She was aware that some Councillors took on some additional duties as a matter of choice but she did not consider that should be a mitigating factor. Reducing 66 Councillors down to 44 meant there would be two to represent each ward.

Councillor L Fraser made reference to Knowsley Council who was reducing the number of its Elected Members from 63 to 45 in order to make savings of

£250,000 over the next two years. She quoted the Council's Leader, Andy Moorhead who had said that

“It was a tough decision, but the right one. Quite simply, it means that us as Councillors have to work that bit harder. We're asking our employee to do exactly the same. I think it is fair that we do the same.”

Councillor L Fraser proposed that the Chief Executive be requested to write to the Boundary Commission to invite it to undertake an eight week consultation exercise on whether to conduct a Local Government Boundary Review in Wirral.

Some Members considered that what had been proposed was a good idea and the way forward, particularly as members of the public found three Member wards very confusing. Also, it did not necessarily follow that there would be a Local Government Boundary Review after the Parliamentary Boundary Review which was due to begin next spring.

A Member informed that no options were off the table and reducing the number of Councillors would be considered. However, what was currently proposed was a very big step especially as there had been a significant increase in the workloads of Councillors. Another Member informed that the Government was making savage cuts and people were turning to their Councillors for help like never before which meant a significant increase in their workloads. He considered that the Council should write to the Government about the damage it was causing by its austerity measures.

Some Members informed that they provided cover for each other in three Member wards and that they worked well together as a team.

The Committee noted that a recent Local Government Boundary Commission Review had resulted in a reduction in the number of Elected Members in Knowsley but the point was made that it was not one of Wirral Council's comparator councils. In Warrington the Boundary Commission had agreed that the number of Elected Members should increase from 57 to 58. A Member pointed out that the average ward in Liverpool consisted of approximately 2000 people whereas the figure for Wirral was 3,000 plus.

The point was made that the Council now had a system of Constituency Committees and Members were working in their local communities with community groups. Also, there had been mass reductions in Council staff and Councillor's workloads had increased because staffing levels had decreased. Communities needed to be engaged more and more.

Councillor L Fraser responded informing that it was not automatic that a Local Government Boundary Review would be carried out after the next Parliamentary Review. She also informed that she was disappointed at the

political response from one Member as she considered that she had not been political in anyway. It was appropriate to reduce the number of Councillors as the number of staff had been reduced.

The Chair informed that the Council was getting better at scrutiny. She considered that there was merit in this Notice of Motion. The Council needed to look at the cost of democracy in the light of its budget but comparisons with Knowsley were not relevant because of the size of its wards in comparison to Wirral. Also, no rationale had been put forward for the 33% reduction in the number of Elected Members. The Chair was of the view that consideration must be given to whether the Boundary Commission was the appropriate body to carry out a review and that this was a much more complex issue than this Notice of Motion led Members to believe.

The Chair also informed that good scrutiny depended on those involved avoiding the practice of retreating into Party Political bunkers and that the wording of the Motion, she supposed was a reflection of the context in which it was proposed, made it difficult for the Council to achieve. Stripping away the rhetoric, there was a serious issue of how good representation of the people should be working and that was what was concerning the Committee this evening.

The Chair reported that the Committee had heard a number of points being made during the evening, some which obviously seemed to indicate that there was some value in the Notice of Motion. She considered that the overriding feeling of the Committee was that this was a more complex issue than the Notice of Motion suggested and that there were issues which did need more exploration before binding conclusions were reached.

For those reasons the Chair proposed the following Motion which was seconded by Councillor C Muspratt:

‘That

- (1) the Committee thanks the Mayor for the referral of this Notice of Motion and regrets that there has been a delay in it being brought to the Committee for its consideration, though it accepts that this was due to a number of circumstances which were not in its control; and
- (2) the Committee considers that factors to be considered when determining what constitutes proper, fair representation of Wirral’s population go beyond simply numbers and so proposes that it establishes a Task and Finish Panel to undertake a more in depth examination of the issues and that this be added to the Committee’s Work Programme.

This Motion was put to the vote and was carried 8 for to 5 against.

Councillor T Anderson proposed a further Motion which was seconded by Councillor A Sykes as follows:

‘That the Boundary Commission be invited to carry out a Local Government Review of the number of Councillors in Wirral.’

This Motion was put to the vote and lost 5 for to 8 against.

**RESOLVED: That**

- (1) the Committee thanks the Mayor for the referral of this Notice of Motion and regrets that there has been a delay in it being brought to the Committee for its consideration, though it accepts that this was due to a number of circumstances which were not in its control; and**
- (2) the Committee considers that factors to be considered when determining what constitutes proper, fair representation of Wirral’s population go beyond simply numbers and so proposes that it establishes a Task and Finish Panel to undertake a more in depth examination of the issues and that this be added to the Committee’s Work Programme.**

**14 WIRRAL PLAN: A 2020 VISION**

The Committee received a presentation by the Strategic Director – Transformation and Resources on the Wirral Plan: A 2020 Vision.

The Strategic Director highlighted that the Council Plan had now been agreed with partners and local agencies and was now called the Wirral Plan. The priorities in taking the Council forward covered the three areas of People, Business and Environment and he went through the timetable to progress the implementation of the Delivery Plan.

The Committee gave consideration to the initial scrutiny of the Plan; future work programmes and the next steps. Phase one, initial scrutiny and Phase two (the compilation of future work programmes) would be dealt with by the Committee. The Committee would be responsible for agreeing a consistent process for Phase 1 scrutiny and considering prioritisation and areas of potential overlap between the other Policy and Performance Committees.

It was noted that the Cabinet would receive feedback on the Plan at its meeting in February 2016 following three Workshops being held for all non-Executive Members to participate in. In depth scrutiny would be carried out at these Workshops which it was hoped could be held on the dates set aside for the other three Policy and Performance Committees (the Chair would agree the dates for these in consultation with Committee Chairs and Group

Spokespersons) and a consolidation report would be prepared for a meeting of this Committee in November 2015.

The Strategic Director informed the Committee that there would be wide ranging scrutiny and Members would be requested to look at the key priorities that would emerge over the coming weeks. Also, the Chancellor would deliver his Autumn Statement in November and the Committee would look at how that fitted in with the Council's financial situation.

**RESOLVED: That**

- (1) the way forward in respect of the scrutiny work required on the Wirral Plan: A 2020 Vision described by the Chair and Strategic Director for Transformation and Resources as set out above be agreed; and**
- (2) a hard copy of the Strategic Director's presentation be sent to all Members of the Council who are also Members of the Policy and Performance Committees.**

15 **2015/16 QUARTER 1 CORPORATE PLAN PERFORMANCE MANAGEMENT REPORT**

A report by the Strategic Director – Transformation and Resources set out the Council's Quarter 1 (April to June) performance against the delivery of the 2015/16 Corporate Plan as agreed at Council on 8 December 2014. The report was attached as Appendix 1 and detailed progress made against a suite of agreed key performance indicators.

The Committee noted that whilst the Corporate Plan 2015/16 had been superseded by the Wirral Council Plan: 2020 Vision, it still formed the basis of the in-year performance management framework. The Committee also noted that a new Performance Management Framework would be developed for the Council Plan once the associated delivery plan had been finalised.

Members then asked officers a number of questions and it was noted in particular that:

- The percentage of performance appraisals completed by September 2015 was lower than expected. However, by Quarter 2 it was expected that there would be a significant improvement.
- GP Practices were self-employed contractors who the Council commissioned to deliver the Health Check Service. If they did not do this they did not get paid. It was a constant battle to encourage Practices to promote the Services. The clinical case for Health Checks was not accepted by everyone.

- A number of Performance Indicators were the subject of Scrutiny Task and Finish Work. This was a good sign that the Policy and Performance Committees were picking up areas of service that needed looking at in more depth. The Member Training Steering Group would be considering a request to provide Members with training on Performance Indicators.

**RESOLVED:**

**That the content of the report be noted.**

16 **FINANCIAL MONITORING OUT-TURN 2014/15**

A report by the Acting Section 151 Officer set out the Financial Monitoring Out-Turn for 2014/15 as reported to the Cabinet on 13 July 2015. This was to provide the Committee with an opportunity to scrutinise the 2014/15 financial performance and highlight any areas for further clarification.

Attached to the report were:

- The Cabinet Report - 13 July 2015 – Financial Monitoring Out-Turn
- Appendix 1 - Revenue Out Turn
- Appendix 2 - Capital Out Turn
- Appendix 3 - Collection Summary

The Acting Section 151 Officer reported that the Accounts for 2014/15 had been published that afternoon and the revenue outturn was underspent £0.5m, an improvement on the £0.8m overspend that had been projected at Month 10. The capital spend was £32.5m and this compared to a predicted spend at Month 10 of £39.5m.

The Committee considered Appendix 3 to the report and noted that the Council Tax Collection rate had increased from 95.4% in 2013/14 to 95.5% in 2014/15. The Business Rates Collection Rate had increased from 96.9% in 2013/14 to 98.2% in 2014/15. Also, the level of Sundry Debt arrears had increased from £23.5m at 31 March 2014 to £30.9m at 31 March 2015. The figures included £14m of invoices that had been raised in the final week of the financial year. The Committee noted that by 30 April 2015 the arrears had been comparable with April 2014.

The Appendix also included details of further write-offs totalling £0.47m of which £0.42m related to Adult Social Services. The Committee was told that these would be charged against the provision for bad debts and reflect the on-going programme to review outstanding debts.

A Member questioned the writing-off of debts and the Acting Section 151 Officer informed that where there was no possibility of collecting a debt it was

written off. He agreed to write to all Members of the Committee setting out the reasons why debts could not be collected.

**RESOLVED:**

**That the contents of the report and its Appendices be noted.**

**17 2014/15 REVENUE/CAPITAL MONITORING PROGRESS REPORTS**

A report by the Acting Section 151 Officer provided the Committee with the Quarter 1 Revenue and Capital Financial Monitoring details, as report to the Cabinet on 27 July 2015. This allowed the Committee to scrutinise progress against the 2014/15 revenue and capital budgets and highlight any areas for further clarification.

Appended to the report were:

- Cabinet Report 27/07/15 Revenue Monitoring 2015/16 Quarter 1.
- Cabinet Report 27/07/15 Capital Monitoring 2015/16 Quarter 1.

**RESOLVED:**

**That the contents of the report and its Appendices be noted.**

**18 POLICY INFORM BRIEFING PAPERS - SEPTEMBER 2015**

A report by the Strategic Director – Transformation and Resources provided the Committee with the September Policy Inform Briefing Papers which included an overview of ongoing and recent national legislation, potential implications for the Council and emerging policies.

Appended to the Strategic Director's report were:

- Appendix 1 – Policy Inform: Families and Wellbeing.
- Appendix 2 – Policy Inform: Regeneration and Environment.
- Appendix 3 – Policy Inform: Transformation and Resources.

**RESOLVED:**

**That the contents of the report and its Appendices be noted.**

**19 SCRUTINY WORK PROGRAMME**

A report by the Chair of the Committee set out the Scrutiny Work Programme. The report included the Committee's Work Programme (Appendix 1). It also included the Work Programmes of the other three Policy and Performance

Committees (Appendix 2 – 4). This was to enable the Committee to undertake its Constitutional role

‘To determine the overall Work Programme of the Policy and Performance Committees, including ensuring there is an overall planned approach to in depth review’.

Since the last meeting of the Committee on 23 June 2015 a scrutiny review into Cumulative Impact Policy had commenced and was scheduled to report back to the Committee in February 2016. A summary of the task and finish reviews currently in progress across the other three committees was set out in the Chair’s report. The Chair informed that it was very important that only work a Committee was able to deal with was added to its Work Programme.

The Chair informed that further to the launch of the Wirral Council Plan: A 2020 Vision, the Policy and Performance Committees had been given an opportunity to review the details set out in the associated Delivery Plan which was scheduled for publication in October. This would provide Members with a chance to influence the shape of the Plan which was due to be finalised in February 2016.

In order to ensure consistency, the Committee would give consideration to proposing a co-ordinated approach to this work. This would involve considering which elements of the Delivery Plan should be prioritised for initial scrutiny and how those activities which align with the remits of more than one committee should be reviewed. An approach that could be adopted would be to have a single workshop for each of the three Council Plan priorities organised around question and answer sessions with the relevant Lead Officers. It may be necessary to hold a Special meeting of the Committee in December 2015 to scrutinise the Council Plan and if this was the case the Chair would do this in consultation with Group Spokespersons.

**RESOLVED:**

**That the content of all four of the Council’s Policy and Performance Committees’ Work Programmes be noted.**

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## WIRRAL COUNCIL

### COORDINATING COMMITTEE

10 DECEMBER 2015

<b>SUBJECT:</b>	<b>WIRRAL PLAN SCRUTINY REPORT</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>STRATEGIC DIRECTOR, TRANSFORMATION &amp; RESOURCES</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>CLLR ANN MCLACHLAN – TRANSFORMATION AND IMPROVEMENT</b>
<b>KEY DECISION?</b>	<b>NO</b>

#### 1.0 EXECUTIVE SUMMARY

1.1 This report sets out the Scrutiny Response to the Wirral Plan Delivery Plan. This follows a series of Wirral Plan workshop sessions for non-executive members at the start of November. Members of Coordinating Committee are requested to consider the report to determine any recommendations for Cabinet.

#### 2.0 BACKGROUND AND KEY ISSUES

2.1 The Wirral Plan was initially published in June 2015 as a five year plan based on 20 key pledges. Since then, the Council's key partners in the public, private and voluntary sector have signed up to the Plan making it a partnership plan for the borough.

2.2 In October, a Wirral Plan Delivery Plan (Phase One) was published as a means to further engage partners and consult on delivery arrangements. Feedback will be incorporated into a Final Delivery Plan to be published in February 2016.

2.3 This report (included as Appendix 1) sets out the feedback from non-executive Members in relation to the delivery plan. This follows a series of workshops in early November, one for each of the key Wirral Plan themes: People, Business, and Environment. The presentations from these workshops are included as Appendices 2 – 4.

2.4 The feedback for each of the pledges will be forwarded on to the different Council and partner leads for each of the 20 pledges. This will enable the emerging strategies and Final Delivery Plan to be developed to take account of the comments put forward.

#### 3.0 RELEVANT RISKS

3.1 A risk management strategy is being developed that will support the delivery of the Wirral Plan.

#### **4.0 OTHER OPTIONS CONSIDERED**

4.1 N/A

#### **5.0 CONSULTATION**

5.1 N/A

#### **6.0 OUTSTANDING PREVIOUSLY APPROVED ACTIONS**

6.1 There are none relating to this report.

#### **7.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

7.1 There are none arising from this report.

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

8.1 There are none arising from this report.

#### **9.0 LEGAL IMPLICATIONS**

9.1 There are none arising from this report.

#### **10.0 EQUALITIES IMPLICATIONS**

10.1 The report is for information to Members and there are no direct equalities implications at this stage.

#### **11.0 CARBON REDUCTION IMPLICATIONS**

11.1 There are none arising from this report.

#### **12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

12.1 There are none arising from this report.

#### **13.0 RECOMMENDATION/S**

13.1 Committee Members are requested to note the contents of this report and determine any appropriate recommendations to Cabinet.

#### **14.0 REASON/S FOR RECOMMENDATION/S**

14.1 To ensure Members of Coordinating Committee have the opportunity to scrutinise the Wirral Plan Delivery Plan.

#### **REPORT AUTHOR: Mike Callon**

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#### **APPENDICES**

Appendix 1 – Wirral Plan Scrutiny Report November 2015

Appendix 2 – People Workshop Slides

Appendix 3 – Business Workshop Slides

Appendix 4 – Environment Workshop Slides



**Wirral Plan: A 2020 Vision**

**Scrutiny of Delivery Plan (Phase One)**

**November 2015**

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## **1. INTRODUCTION BY THE CHAIR**

Recently I Chaired a series of workshops which scrutinised the 20 pledges contained in the 5 year Wirral Plan: A 2020 Vision. This provided an opportunity for the Council's scrutiny process to inform and shape the Wirral Plan Delivery Plan which will be published in the New Year. The workshops were very well attended by non-executive Members of the Council and I would like to thank all those who contributed to the discussions. This document is the product of those workshops and following discussion and approval by Co-ordinating committee, it will be submitted to the Executive as the scrutiny members' contribution to developing the Wirral Plan.

The importance of thorough scrutiny cannot be overstated and the Council's Policy and Performance committees are continually improving their skills in delivering this function. While a great deal of the work involves looking in depth at the impact of decisions made, an increasing part of our focus needs to be on looking at proposals in advance of decisions being taken and in doing so, contribute to policy development.

The Wirral Plan presents an exciting prospect for Scrutiny to focus its energy on the strategic priorities for the borough. The 20 pledges provide a clear framework to which the scrutiny work programme will be aligned going forward. This provides an opportunity for scrutiny to ensure it continues to add value to the on-going delivery for the duration of the Wirral plan. Once again, many thanks to all the Members and officers involved, for your hard work on this project.

**Councillor Moira McLaughlin (Chair)**

## **2. BACKGROUND AND METHODOLOGY**

The Wirral Plan was published in June 2015. It sets out a series of 20 pledges which the Council and its partners will work to achieve by 2020, focusing on three key themes:

- People
- Business
- Environment

This is a Wirral Plan which has the support of our key partners from all public services and key private and third sector organisations. These partners have not just endorsed this Plan, they have committed to it becoming their Plan too. As such it provides a set of shared outcomes and priorities towards which every single pound of public resources which Wirral has at its disposal will be invested in.

Since its publication, a Delivery Plan (Phase One) was published on October as a means to engage our partners in the planning process and consult on the emerging delivery proposals. The scrutiny workshops were established to provide an opportunity for non-executive Members to be briefed on each of the pledges that make up the Wirral Plan, as well as providing an opportunity to feed in comments and suggestions to shape the final Delivery Plan, which will be published in February 2016.

In September, presentations were delivered to the Council's Policy and Performance Committees setting out this timetable and delivery framework. This proposed a two phase approach to scrutiny, with phase one being delivered through October and November to provide non-executive members with a chance to review and comment on the emerging Delivery Plan. Phase two scrutiny would then be for the duration of the Wirral Plan with the scrutiny work programme being prioritised by members around the key delivery arrangements across the 20 pledges.

The Policy and Performance Coordinating Committee agreed a mechanism for the phase one scrutiny to be delivered. This involved the delivery of three workshops, one for each Wirral Plan theme (People, Business, and Environment). The workshops, held in early November were open to all non-executive members and with key partners being invited to contribute and portfolio holders being invited to observe. The sessions were well attended with the attendance for each workshop being included as Appendix 1. The format of the sessions involved an allocation of time to each Wirral Plan pledge with the lead officer and partner (where appropriate) delivering an overview, followed by a question and answer session.

This report captures all the comments and feedback provided by the Elected Members attending those sessions. The report will be presented back to the Policy and Performance Coordinating Committee for discussion and referral onto Cabinet with any recommendations arising from that discussion.

### **3. PEOPLE THEME**

#### **3.1 OLDER PEOPLE LIVE WELL**

##### **Overview**

We will support older people to live independently in their homes and help prevent social isolation. We will seek ways to show we value the experience and knowledge of older people and encourage more volunteering and mentoring opportunities within our communities.

To achieve this, we must talk more regularly to older residents in Wirral. Over the five years of this plan, we will ensure more older people tell us they have a good quality of life and feel valued and respected in their communities. We will identify a benchmark in our 2015 Survey and show continuous improvement over the life of this plan.

##### **Elected Member Comments**

- Priority should be given to combating social isolation, particularly in less affluent wards.
- The quality and affordability of bus services are important factors in countering social isolation. "The bus service is a lifeline".
- Greater local control of public transport provision (including buses) arising from the potential devolution deal could help to provide more focused services.
- There is a necessity for local services to be joined up, particularly in times of austerity. The Healthy Wirral event at the Floral Pavilion on 25 / 26 November will further demonstrate increasing integration of service provision.
- The starting age of the Ageing Well strategy is age 50 years in order to emphasise "What can I do to keep healthy".
- It would be beneficial to create greater inter-generational activity by bringing younger and older communities together. It is important to stress that older people are not a burden.
- Crime data shows younger people are in more danger than the older generation. However, there is a perception of unsafety among the elderly (based on an Age UK survey). This feeling of vulnerability can provide a barrier for a significant number of older people.

## **3.2 CHILDREN ARE READY FOR SCHOOL**

### **Overview**

We must make sure that every child has the emotional, social and developmental skills to be ready to start school and to learn. We will achieve this through a range of early interventions, engagement and support for families within our communities.

Currently 63% of our children are reaching their development target at the age of 5. Over the life of this plan we want to see a major improvement in this number so more of our young children get the best possible start in life.

### **Elected Member Comments**

- There is concern relating to the proportion of parents who engage with pre-school education and nursery provision.
- There was recognition that funding of services for young children is disparate across the partnership and there are concerns about the ability to align budgets effectively. The annual budget for 0 to 5 year olds adds up to approximately £23 million across a range of services including Children's Services, health visitors, midwifery, the private and community sectors. Most of the services are aligned to a particular service area, but there are ways in which services can be integrated to remove duplication. Cambridge University has developed 30 indicators relating to outcomes for pre-school children. If all settings were aware of the indicators they would know what they were contributing to the outcomes.
- There is uncertainty relating to the impact of the closure of children's centres on the development of young children. In the future, it will be important to focus on the achievement of outcomes rather than on buildings.
- Provision for two year-olds is now offered to the most disadvantaged children. However, there is uncertainty relating to how far back in the child's development the disadvantage relates to.
- Greater priority in the future will be given to promoting high quality parenting; meaning a challenge to reach vulnerable parents. Effective engagement will require different methods in different communities.
- Higher priority needs to be given to ensuring access to services for the most vulnerable children.
- Higher priority will be given to developing vocational skills that enable support staff to better understand community need.
- There is a need to engage with the voluntary sector and harness the existing networks of volunteers in the borough.

### **3.3 YOUNG PEOPLE ARE READY FOR WORK AND ADULTHOOD**

#### **Overview**

Our children deserve to be educated in 'good' schools. We want to see continued improvements in literacy and numeracy skills with more of our pupils achieving GCSE level English and Maths. Today, 78.5% of Wirral schools are rated "good" or better by OFSTED.

By 2020, we want to extend that to cover all Wirral schools. We also want to support improving academic attainment for children in care and those in low income families. It is also important to support teenage parents and vulnerable young people back into education and we will reduce the number of young people classified as NEETS – not in employment, education or training.

#### **Elected Member Comments**

- The major barrier for many young people is the prevalence of limited skill levels and a limited job offer; with an economy reliant on casual labour. There is a need to raise aspiration towards employment and better job prospects.
- There is not sufficient focus on the value of apprenticeships, particularly in schools. There is a need to offer more diverse opportunities for those wanting a vocational route into employment.
- There are concerns relating to the role of the third sector, where a significant number of organisations are offering alternative provision. In the future, there is a plan to commission places in a more regulated way.
- It is difficult for teenagers to get into the workplace. There is a need to provide young people with better interview skills and to build resilience in order to enable them to withstand "knock-backs".
- There is a major challenge regarding poverty of aspiration. However, existing good practice includes Wirral Metropolitan College displaying examples of 'this could be you' on college walls.
- There should be no split between the university and apprenticeship pathways – both are good depending on the needs of the individual.
- There is a need to work across the pledges, for example, do the expected new jobs through the growth strategy fit the skills of young people developing into the jobs market.

### **3.4 VULNERABLE CHILDREN REACH THEIR FULL POTENTIAL**

#### **Overview**

We want to see Wirral's children thrive and be safe in their own families and communities. Today, nearly 700 young people are living in care on Wirral. Over the term of this plan we aim to reduce that by a third.

By focusing on prevention, more children and young people will avoid the need to enter care, and for those who are looked after, we will provide quality care and services to enable them to reach their full potential.

#### **Elected Member Comments**

- It is important to develop the model of 'telling the story once' rather than young people having to repeat their experiences on multiple occurrences to different providers.
- To enable this to happen - the importance of data sharing and co-location of the providers was highlighted. This will lead to a core group of people developing a good understand of the child's background and need.
- Concerns were expressed regarding the ability of the Council to act effectively as corporate parent.
- The future will see a greater dependency on the early intervention model.
- Best practice is to listen to children and truly engage with them.
- The importance of the whole family approach was stressed, with particular reference to the success of the Family Intervention Service and its outreach work.
- One of the measures of future success should include feedback from meetings with the Children in Care Council.

### **3.5 REDUCE CHILD AND FAMILY POVERTY**

#### **Overview**

We will continue to work with partners to look at opportunities to tackle child and family poverty in Wirral communities. Sadly, 22.4% of children in Wirral currently live in low income households. Our long term ambition is to ensure no child in Wirral lives in poverty and we will work with our partners to reduce this level over the five years of this plan.

#### **Elected Member Comments**

- Two major themes of the work of the Birkenhead Constituency Committee are anti-social behaviour and tackling hunger. Projects such as the Viking Centre's teen supper club and community supermarket were quoted as examples of good practice.
- The mechanism for effectively measuring performance is a concern. How will we measure we're getting it right?
- A number of concerns were raised relating to the ability to reduce child and family poverty at a time of austerity.
- Concern was also raised that the measures proposed do not align with the Council's ability to effect change, due to bigger forces outside of the Council's control.
- The importance of access and transport were highlighted, given the lower levels of car ownership in Birkenhead & Tranmere. The quality and affordability of public transport has a role in reducing family poverty.
- The borough should be aiming for good quality, sustainable housing – not just lots of housing.
- The definition of child poverty requires clarification.
- As so many of the other pledges impact on child and family poverty, the question was raised as to whether this should be a pledge in its own right. Although it inter-relates with other pledges, the Council does have a statutory duty to have a strategy to tackle child and family poverty.
- The importance of broader engagement with the community was stressed. Such engagement will include groups such as parent/carers and toddler groups.

### **3.6 PEOPLE WITH DISABILITIES LIVE INDEPENDENTLY**

#### **Overview**

It is our aim to support more people with disabilities to increase their independence and access to work, education and volunteering.

To do this we must listen to people with disabilities to fully understand their needs, how to best support them to be ready for work and enable more people to access employment opportunities over the next five years.

#### **Elected Member Comments**

- It is important to see the person; not the wheelchair. Why is a wheelchair used to depict this pledge in the Wirral Plan document?
- There is no mention of mental health in any of the documentation relating to this pledge. The importance of mental health was emphasised.
- The good work of the Best Bites Employment Project in conjunction with Wirral Metropolitan College was cited as examples of good practice which should be followed.
- The relationship between Highcroft Day Centre in Bebington and the Friends of the local parks was cited as an example of good practice. Another example of good practice was where people in wheelchairs were checking for suitable sites for dropped kerbs within the local communities.
- Supported Internships – a partnership with local employers – was named as a positive scheme and an effective way of educating employers.
- Again, the importance of understanding the inter-connections of the 20 pledges was emphasised.

**Overview**

Our focus will remain on prevention and early intervention and we will continue to facilitate an integrated response and effective court system to deal with cases quickly and effectively.

By working with our partners we want to see a significant reduction in repeat incidents of domestic violence by 2020. Nationally, Merseyside has second highest incidence of reports of domestic violence (next to West Yorkshire).

**Elected Member Comments**

- Concern was expressed regarding the ability of agencies to continue to identify vulnerable families in times of austerity. Particular unease was apparent relating to potential reductions in the budget of the Police Service.
- In Wirral, 50% of referrals are identified by the police; 50% by other agencies. In other Merseyside boroughs, the police account for 90% of the referrals. Potential cuts to police funding may, therefore, have a greater impact in those other boroughs.
- The statistic that 97% of reported incidents of domestic violence are male on female was cited as evidence that this problem is cultural. There is a need to concentrate more on perpetrators in order to challenge and change embedded behaviour.
- Research says that males are less likely to report incidences of domestic violence.
- It is necessary to break cycles of behaviour and the links with drug and alcohol issues.
- A major challenge in combating domestic violence is to become more successful in encouraging women to be prepared to give evidence, especially in court.
- Austerity has led to a reduction in funding for outside agencies, including the closure of the Zero Centre.
- Elder abuse is often “swept under the carpet” and is not given sufficient priority.
- There is an intention to engage more with private businesses in the future in order to raise awareness with the objective of contacting the hard-to-reach.
- It was suggested that training for members relating to domestic violence would be helpful.

## **4. BUSINESS THEME**

### **4.1 GREATER JOB OPPORTUNITIES IN WIRRAL**

#### **Overview**

We will provide an increase in the number and range of jobs in Wirral so all our residents can find employment opportunities. To make progress towards this goal we will see the creation and safeguarding of 5,000 jobs by 2020.

We will also seek to increase the number of employers who pay the living wage and will work with partners and others to reduce unemployment and improve access to skills. We will encourage more young people into work who are currently not in employment, education or training.

#### **Elected Member Comments**

- Members were keen to understand the progress with the Wirral Waters scheme. The Tower Wharf and Wirral Met developments were acknowledged as a catalyst for the wider scheme and other projects are now gaining some momentum.
- Concern was raised about the Wirral International Business Park being re-located to the A41 Business Park, rather than being located on the Wirral Waters site. The A41 was highlighted as a key, strategic employment site and that the scheme moving there was a better fit.
- Members were positive about proposals for Birkenhead Town Centre but wondered when this will be delivered. Proposals are being worked up with developers and will be presented when these are ready.
- The Birkenhead Improvement District (BID) was acknowledged as an opportunity but the success of this approach and the prevalence of sufficient support was still to be confirmed.
- Concern was raised about government proposals regarding business rates as Wirral is a net receiver. Officers are considering the possible impact of the proposals and the Growth Plan is fundamentally about redressing this issue.
- Members highlighted concerns about the skills gap with Wirral residents. The strategy is to train local people to have the skills for the job opportunities being created. The focus on construction skills at the new Metropolitan College site is an example of this. There are also proposals for the Chamber of Commerce to work more creatively with the schools.
- Although falling JSA rates were welcomed, there was concern about the numbers going into the retail sector under zero hour contracts. This was acknowledged due to the growth of the retail sector which does need to be responded to. However, there is still a large number being employed in manufacturing, but more analysis will need to be carried out.

## **4.2 WORKFORCE SKILLS MATCH BUSINESS NEEDS**

### **Overview**

To meet the needs of local businesses and attract those interested in investing in Wirral we must develop an appropriately skilled workforce that meets the needs of business for the future.

We will work with our partners in education and training to closely align the provision of training offered with the skills businesses will need to develop the borough. We will measure and close this skills gap by 2020.

### **Elected Member Comments**

- The college is a key partner for this pledge. Every year the college curriculum is aligned with the borough's economic growth strategy. Wirral Met has also acted as the lead in the Liverpool City Region in an initiative supporting small business.
- Concern was raised about the difficulties in measuring and evidencing success in achieving this pledge. Clear targets will need to be set to measure the impact. Engagement with businesses will be key to delivering this pledge.
- Members highlighted the importance of apprenticeships and how they provide a more practical route into work for many residents. The need for apprenticeships to be meaningful and long term for proper skills development was also emphasised.
- The provision of support for younger people was acknowledged, however it was also stressed that there needs to be a meaningful offer for older members of the population.
- The need to develop workforce skills for to seize opportunities with businesses relocating into the borough was also highlighted and how this will provide an incentive for additional business relocations.

## **4.3 INCREASED INWARD INVESTMENT**

### **Overview**

To continue to grow our economy we have to identify local, national and international opportunities to bring more investment into Wirral.

We will increase the borough's gross value added at a faster rate than the regional average and commit to securing £250 million of private sector investment into Wirral by 2020.

### **Elected Member Comments**

- Members were keen to understand the level of engagement with the 7,500 businesses located in Wirral and how the Council and its partners are reaching out to those businesses not currently engaged. The role for the Chamber in growing its membership was acknowledged.
- The importance of small industrial estates and business parks scattered across the borough and the benefits these provide was highlighted. An idea was put forward for refreshing these sites i.e. the business units and the infrastructure supporting them. This would support growth across the borough, including providing local employment. The investment in Pacific Road to provide 25 business units was recognised as an example of this.
- The need for an approach to inward investment that operates at the local, national and international level was recognised.
- The importance of measuring all private sector investment secured was noted. For example retail investments might be attributed to the parent company located in another part of the country. However, the jobs are created and the benefit is felt here.
- Members highlighted the need to cultivate a specific business offer in the borough. The emphasis on the river, deep water access and maritime economy, off shore wind, automotive and civil nuclear industries were acknowledged as some of our key growth sectors.

## **4.4 THRIVING SMALL BUSINESSES**

### **Overview**

Our economy is also supported by entrepreneurs and small businesses. We will work with our partners and other community groups to deliver net additional 250 new businesses in Wirral over the coming 5 years.

We will make it easier for our small businesses to grow and will work to improve local high streets and our town centre economy.

### **Elected Member Comments**

- Members recognised the importance of developing small businesses across the borough and were interested to understand how we engage and monitor progress with those businesses not registered with Companies House.
- It was recognised that some businesses will want to remain under the VAT threshold.
- For new business start-ups in their first two years, there is a high risk that they will not succeed. However, beyond this point they are likely to survive and therefore a key period to develop them is in years 3 and 4.
- Members welcomed the availability of new grant funding available and that the Chamber had received 60 applications from new businesses.
- The impact of the forthcoming referendum on continued membership of the European Union was seen as a key issue. Members were concerned about what the impact would be for local business if Britain left the EU, particularly in terms of activities that were being funded from European Regional Development Funds (ERDF). The Chamber is considering the impact and is meeting with over 50 businesses in the coming weeks as part of its consultation on developing an international strategy.

## **4.5 VIBRANT TOURISM ECONOMY**

### **Overview**

We are proud of our home and will work to promote and grow the borough's tourism offer; making Wirral a place even more people enjoy visiting.

We will review and make best use of our heritage, leisure and cultural assets to drive tourism, the associated creation of jobs and increase revenue for Wirral's visitor economy to £450 million by 2020.

### **Elected Member Comments**

- The success of the growing tourism economy was acknowledged including the success of the two Open Championships.
- Members were interested to understand what we could do to attract any private investment for a major signature attraction in Wirral. A new attraction being developed at the Seacombe Ferry Terminal was welcomed.
- Concern was raised that all elements of Wirral's visitor offer were being marketed equally, such as the heritage attractions and the offer for bird-watchers.
- There was recognition that the Open had been very well marketed, with everyone knowing that it was happening. However, it was felt that other signature events are not as effectively marketed.
- Some concerns were raised about the loss of certain events such as the Wirral show and facilities such as the campsite at the Wirral Country Park (Thurstaston).
- The quality of Wirral's offer i.e. a five star hotel and Michelin Star restaurant were seen as very positive assets for the borough. But it was suggested that this needed to be supported by a more basic and affordable offer to encourage more overnight stays.
- The potential for the borough to stage more air shows was highlighted due to new legislation requiring these to be over coastal areas.
- There was recognition that we are not going to get more public funding for Tourism. The borough needs to look creatively at sponsorship, more commercial opportunities in partnership with the private sector and any grant funding that is available.
- The need for aggressive marketing was highlighted and the need for state of the art digital marketing in terms of name recognition on search engines such as google.
- Members also highlighted the opportunity for the borough to secure more TV and film opportunities.
- The potential of Birkenhead Park should also be harnessed particularly if it gains World Heritage status.

## **4.6 TRANSPORT AND TECHNOLOGY INFRASTRUCTURE FIT FOR THE FUTURE**

### **Overview**

Ensure that Wirral has safe, affordable, well maintained and efficient transport networks for residents to access community and services, enjoy our leisure facilities and commute to work.

In a digital economy we will also complete the deployment of a high speed broadband network for more residents and businesses in Wirral with 98% having access by 2017.

### **Elected Member Comments**

- The importance of the A41 as a key strategic route for business and commuters was highlighted. Members were keen to know that traffic levels were being reviewed on this route.
- Members acknowledged that broadband coverage was being successfully widened. However, there was concern whether this was to a capacity that harnessed the highest broadband speed available. Only high speed broadband would ensure that investment is secured as this would provide business with a competitive advantage.
- The success of the Birkenhead Park and Bidston Station park and ride schemes was acknowledged. The potential for additional schemes at other stations was highlighted to reduce parking in residential areas.
- Members highlighted the importance of investing in the non-car offer, such as bus routes/services and cycle routes.
- The quality of Merseyrail was acknowledged by Members. It was suggested that the Liverpool City Region devolution deal would need to ensure the best deal from Network Rail.
- Members welcomed the proposed investment in new dock bridges. It was requested that disruption be kept to a minimum during this work.
- Members were keen to understand how detailed insight on the quality and the safety of the network could be secured. The proposal to sign up to a nationally benchmarked customer satisfaction survey process for the network was acknowledged.
- The importance of road safety was highlighted. It was recognised that the cause of people being killed or seriously injured on the network were often outside the Council's control but there is an opportunity to work more with communities to try to mitigate this.

## **4.7 ASSETS AND BUILDINGS ARE FIT FOR PURPOSE FOR WIRRAL'S BUSINESSES**

### **Overview**

Wirral businesses are looking for new and refurbished commercial space to grow and expand into. We must ensure the best use of our real estate assets by linking them to business and community aspirations.

We need to make Wirral a business-friendly borough and one way to achieve this is to make our planning processes simpler to encourage growth over the next five years.

### **Elected Member Comments**

- Members acknowledge the number of built assets the Council owns and the need for the estate to be managed to generate income but to support both business and community interests.
- The need to review the best way forward with Council owned assets will mean letting some go, keeping others to secure continued revenue and working with partners to realise the best use for others.
- Members were concerned that the Council maintains good levels of occupancy. This is currently strong at around 85%. However, a bigger issue is whether the assets are aligned to the right offer or usage and this is where much work needs to be done.
- Members were concerned that the old ways of silo management across Council departments would be at odds with this more dynamic and corporate approach. Assurance was provided that the silo mentality in terms of assets was a thing of the past.
- Members recognised that as the Wirral plan is a partnership plan, the asset strategy needed to be broadened out to include our key public service partners and that this was a new direction for us.
- It was also acknowledged that particularly in terms of brownfield sites, we need to think about our wider strategic objectives, such as housing and extra care. It should be recognised that at times we will need to consider the best fit rather than the highest value.

## **5. ENVIRONMENT THEME**

### **5.1 LEISURE AND CULTURAL OPPORTUNITIES FOR ALL**

#### **Overview**

We will encourage more people to enjoy the wide range of leisure, culture and sporting opportunities on offer across Wirral. We will listen to residents' ideas and requests, and by 2020, will have increased access to events and activities to all our residents, regardless of age or income.

We will review the borough's leisure and cultural offer to make it fit for the future, and optimise the use of public spaces, parks and gardens across Wirral as community assets.

#### **Elected Member Comments**

- The value of arts and culture in Wirral can be a tool for people to have a voice and the participatory element of the culture strategy should be enhanced as we move forward.
- Wirral can learn from Liverpool in how culture was used to deal with issues such as attainment and aspiration in young people. However, Wirral should have its own distinctive culture and not just be led by the Liverpool experience.
- It is vital that the Arts Council is engaged and there is potential to carry out some good work with them.
- Following the Parks and Countryside Services Procurement Exercise (PACSPE) review, the Council made the decision in 2011 to keep the service in-house. Future service models will be reviewed but the potential solutions may well be different from those considered previously.
- Members learned that the consultation work on tennis courts and playing fields carried out in 2014 will be used as part of the current insight work to help the development of a playing field strategy.
- More volunteers should be encouraged to help retain and enhance our facilities at Wirral's parks and gardens.
- The Council's view of leisure and culture should be expanded to bring in the arts and raising important issues - such as domestic abuse - at a younger age. The Council could look at disadvantaged schools for children to participate and learn as well as staging events to raise awareness. This could also link in with other pledges.
- There is a real issue with the Council in diminishing resources so it is critical that we spend on areas that make the most impact.
- Members agreed that this pledge should not be looked at in isolation as it connects back to all pledges in the Wirral Plan. There are links into employment and skills as well as giving people confidence. It is a big driver for change and the focus shouldn't just be on buildings as it is about people.

## **5.2 WIRRAL RESIDENTS LIVE HEALTHIER LIVES**

### **Overview**

We remain committed to addressing health inequalities in Wirral through encouraging residents to lead healthier lifestyles, and promoting physical activity and healthy eating.

We will also continue to reduce the prevalence of smoking amongst our residents and reduce levels of alcohol related ill-health and anti-social behaviour through reducing availability of 'super strength' alcohol. We want to see 30% of Wirral's off-sales retailers sign up to the council-supported "reducing the strength" campaign.

### **Elected Member Comments**

- It is important that there are clear links with leisure and education to act as preventative measures.
- The health budget is significant in size. It is vital this is focussed on areas of greatest need.
- The 'Reducing the Strength' campaign is very important and there is a clear role for Councillors to be involved with it to make real changes across Wirral.
- The Eat Well Wirral scheme has been a success in Liscard and it would be beneficial to extend this across Wirral, especially the east side where there are major challenges.
- Tobacco is still a significant risk factor that drives health and inequalities in Wirral. With legislation on smoking, there is a perception that work around tobacco is complete so it is important to continue working on driving down smoking prevalence and stopping people from smoking.
- The Council should look at how it can further promote healthier eating and demonstrate that it is affordable. Diabetes, in particular, should be a key focus for more promotional work due to the link to other related health issues.
- Health and social care is not included in the devolution proposals at this time but 95% of the NHS budget is with the CCG so there will be a need for CCGs across the region to work together.
- The Council's planning and economic regeneration strategy is not always aligned with the big health issues such as alcohol and obesity. There needs to be more consideration of how these can be better joined up as part of future plans and strategies.

### **5.3 COMMUNITY SERVICES ARE JOINED UP AND ACCESSIBLE**

#### **Overview**

We are already integrating public sector and community services to make sure they are fully joined up.

We will integrate more services with our partners, and work with voluntary and community groups to transfer local assets for them to manage directly, providing

#### **Elected Member Comments**

- If the Council is looking at integrating services and bringing them together (such as youth clubs) it is important not to withdraw services from wider geographic areas.
- There is no clarity on how many buildings are viable for asset transfer but Members acknowledged that the Council should be targeting as many as possible. Members were informed that the Council would concentrate on those areas where the community partner is less confident in doing so due to lack of skills, time or confidence.
- It is important we do not impinge on vital public services and that some buildings could be better utilised with Council partners coming in and contributing to other pledges, such as sports, art and youth culture.
- Members acknowledged that the Partnership has a challenge due to diminishing resources and the need to do more with less.
- The principle of integration and pooled budgets was supported. However, it was suggested that where the Council or a partner has a strong track record in good delivery for a particular service, they should be lead provider.
- The measures selected to show progress with this pledge need to evidence the impact on residents.

## **5.4 GOOD QUALITY HOUSING THAT MEETS THE NEEDS OF RESIDENTS**

### **Overview**

A safe and secure home is vital to all Wirral residents. We are working to improve the quality and supply of Wirral's housing stock, providing more affordable homes and specialist housing solutions, including extra care homes and supported living accommodation.

We will build and improve 7,000 houses over the lifetime of this five year plan. Our plans include building 3,500 new homes, improving 2,250 private sector properties and bringing 1,250 empty homes back into use by 2020. We will also continue to tackle the challenges and causes of homelessness in Wirral.

### **Elected Member Comments**

- With changes made to the Housing and Planning Bill, there is a concern that developers may not build sufficient affordable housing in development areas as this may impact on their profitability. Smaller developments will also not be required to have any social housing.
- Wirral's Selective Licensing Scheme is crucial to help provide quality rented accommodation and to ensure continual improvements are made in the private rented sector. Most landlords are positive about the scheme but a concern was raised in relation to the high number of landlords being targeted if the Council is expanding further from the hotspots as well as the impact on rental charges if costs are passed onto tenants.
- There is concern regarding the reducing size of properties and this is noticeable on the Council's Planning Committee where there is an increase in applications received for houses with multiple occupation and bedsits. Members were concerned regarding the resources needed to monitor and regulate these properties.
- A greater emphasis should be placed on future proofing new homes by ensuring that the designs allow alterations such as doors, bathrooms and other facilities to be modified at a lesser cost once occupants grow elderly or infirm.

## **5.5 Wirral's neighbourhoods are safe**

### **Overview**

Unfortunately, the actions of a small minority can have a negative impact on the majority of residents. We are increasing our efforts to quickly and effectively deal with anti-social behaviour, including street drinking and neighbourhood noise issues.

Over the next five years we will place a greater emphasis on activities which will positively engage young people and communities to prevent anti-social behaviour. We will also look at improving potential licensing and planning enforcement powers.

### **Elected Member Comments**

- There is a reliance on Community Safety Officers and there is concern about the impact of reducing police resources on communities. The reducing visibility of community safety officers and police could feed into the distortion of the perception of crime. There is a need to intelligently use the Council's limited resources.
- A concern was expressed in relation to the possibility of Group 4 being asked to do more in Neighbourhood Watch areas and the extent of the powers they may have. It was acknowledged that this is a matter for the police to address but as the Council is looking at different delivery methods, there could be a role for other organisations to participate.
- With the falling crime rate in Wirral, it was queried if this is due to crime being under-reported. It was acknowledged that under-reporting could be possible with certain crimes such as anti-social behaviour due to public frustration. The perception work being conducted should draw this out.
- There is no apparent guidance in terms of what people need to do in terms of safeguarding and this is an issue if communities, volunteers and charities are being asked to do a lot more.
- Concern was raised that if the Council was to lose key community assets such as the youth club in Leasowe, this may have an impact on trying to reduce anti-social behaviour. Members considered that these community assets could be used to draw in services such as the police and Multi Agency Safeguarding Hub (MASH) to reduce anti-social behaviour.
- It was suggested that feeling safe in the community also includes travelling around the borough and Wirral has poor statistics in relation to pedestrian casualties. This affects the more deprived areas in the borough disproportionately where there is low car ownership. Disappointment was expressed that the Wirral Plan has not addressed this although it was acknowledged that this could be more of a policing issue.
- Taking an average crime rate across Wirral might not be the best measure. Pockets of crime should be identified and different types of crimes need to be reported separately across localities to reflect the level of impact they have on residents.

## **5.6 Attractive local environment for Wirral residents**

### **Overview**

We want to encourage residents' pride in their local communities, and increase personal responsibility to keep Wirral 'clean and green'.

We will listen to local residents and act on their suggestions to ensure more residents see their quality of life improve over the five years of this plan by supporting communities to deal with local environment issues such as litter, fly tipping and dog fouling.

### **Elected Member Comments**

- If the Council is serious about tackling dog fouling and littering, the fines for this should be increased to the maximum level possible. Currently the issuing of fixed penalty notices is considered to be a cost-neutral operation, which is less about income generation and more about behavioural change with the public. A sensible, moderated approach has been taken.
- More should be done to educate people about recycling. This would highlight the cost to Wirral Council of residents not recycling properly as well as the impact this has on the environment.
- The Council should consider what it could do for residents to encourage food waste recycling. It was commented that some other local authorities provide small bins (kitchen caddies) specifically for food waste.
- There is no specific mention of air quality in the environment pledge and the Council should conduct a study into the cumulative impact that transport and industries have on Wirral's communities.
- An observation was made that 97% of fixed penalty notices are for cigarette butts. Members learned that the Council is looking at how we can work with people and communities and raise the awareness of this as a specific issue.

## **6. NEXT STEPS**

A special meeting of the Coordinating Committee has been convened for the 10<sup>th</sup> December 2015 to review the feedback from the workshops as set out in this report. Members of the committee will consider the points raised and identify any appropriate recommendations to be referred on to Cabinet.

The phase two scrutiny of the Wirral Plan will design the scrutiny work programme around each of the Wirral Plan themes and pledges. The work programme will be prioritised and regularly reviewed to ensure it aligns with the delivery timetable of the Wirral Plan. This will ensure the Council's scrutiny function has the opportunity to add value to the on-going planning and development of the Wirral Plan as well as holding the Council and its partners to account for its effective delivery.

## Appendix 1

People Theme	Business Theme	Environment Theme
<b>Non-executive Members</b>		
Bruce Berry	Chris Carubia	Tom Anderson
Eddie Boulton	Angela Davies	Alan Brighthouse
Alan Brighthouse	David Elderton	Chris Carubia
Phillip Brightmore	Dave Mitchell	Pat Cleary
David, Burgess-Joyce	Christina Muspratt	Angela Davies
Chris Carubia	Matthew Patrick	David Elderton
Pat Cleary	Cherry Povall	Phil Gilchrist
Wendy Clements	Denise Roberts	Treena Johnson
Angela Davies	Jean Stapleton	Dave Mitchell
David Elderton	Mike Sullivan	Christina Muspratt
Gerry Ellis	Adam Sykes	Cherry Povall
Phil Gilchrist	Geoffrey Watt	John Salter
Dave Mitchell	Jerry Williams	Chris Spriggs
Christina Muspratt	Steve Williams	Mike Sullivan
Tracey Pilgrim		Adam Sykes
Cherry Povall		Geoffrey Watt
John Salter		Jeanette Williamson
Walter Smith		
Mike Sullivan		
Geoffrey Watt		
Irene Williams		
Janette Williamson		
<b>Partners</b>		
Sue Higginson (Wirral Metropolitan College)	Sue Higginson (Wirral Metropolitan College)	Jon Develing (Wirral Clinical Commissioning Group)
	Paula Basnett (Wirral Chamber of Commerce)	Gary Oakford (Merseyside Fire & Rescue Service)
<b>Cabinet Members</b>		
Adrian Jones	George Davies	George Davies
Chris Jones	Adrian Jones	Adrian Jones
Ann McLachlan	Ann McLachlan	Chris Jones
Chris Meaden	Chris Meaden	Chris Meaden
Tony Smith	Stuart Whittingham	Bernie Mooney

# WIRRAL PLAN 2020: PEOPLE

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# OVERVIEW

## DELIVERY PLAN (PHASE ONE)

- ❑ Shows direction of travel against all Pledges and commitment from all Partners to work towards one shared set of goals.
- ❑ All associated Strategies to support the Pledges to Cabinet in January 2016.
- ❑ Delivery Plan (phase two) in February; including resident insight, settlement, devolution information.
- ❑ Fully integrated with Medium Term Financial Strategy.

# CHANGING THE COUNCIL

These are our ‘building blocks’ to enable us to set up Wirral to deliver our ambitions. Key components.

- ❑ **ORGANISING INTERNALLY:** Making sure we have the right attitudes, abilities, skills and finances to deliver our vision for Wirral.
- ❑ **EMPOWERING LOCALLY:** Giving back power and responsibilities to communities and tailoring our support to the needs of local areas.
- ❑ **LEADING COLLECTIVELY:** Everything in collaboration; agreeing a shared vision and set of priorities.
- ❑ **ACTING REGIONALLY:** Maximising the potential benefits of Devolution and getting the best deal for Wirral.

**PEOPLE**

**Zero tolerance to domestic violence**



**Older people live well**



**People with disabilities live independently**



**Children are ready for school**



**Reduce child and family poverty**



**Young people are ready for work and adulthood**



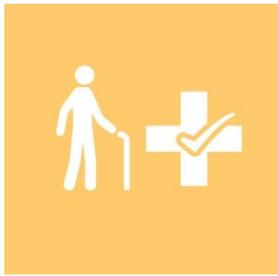
**Vulnerable children reach their full potential**



# PEOPLE: STRATEGIC DIRECTION

**Wirral is a place where the vulnerable are safe and protected, every child gets a good start and older residents are respected and valued.**

- ❑ For too long, public services have focussed too much on what people can't do. Not enough attention goes into building on the strengths of our people.
- ❑ It is this change in focus that will be the cornerstone of our new approach for Wirral people. We will work to empower, inspire and enabled our residents and work in complete partnership with all agencies throughout the borough.
- ❑ One of the first steps we will take towards this approach is further, more embedded integration with our NHS colleagues.



## OLDER PEOPLE LIVE WELL

### DELIVERY PLAN (PHASE ONE)

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- Recognising that older people are an asset to the borough, not a burden.
- Our strategy should be tailored to meet the needs of each and every older person in Wirral; the needs of a 55 year old and 90 year old are likely to be very different.
- Requires a completely new way of working: developing a new 5-year partnership strategy.



## OLDER PEOPLE LIVE WELL

### HOW WE WILL GET THERE

- Identify the vision and outcomes for making Wirral a great place to grow old through discussion and involvement with local residents.
- Agree a shared strategy for older people; setting out the actions that we and our partners will take to deliver the vision.
- Reach an agreement across all related partners regarding integration of health and social care services and budgets.



## OLDER PEOPLE LIVE WELL

### HOW WE WILL KNOW IF WE'RE GETTING IT RIGHT

- More older people live independently in their own homes.
- More older people tell us they feel safe and protected.
- More older people will be volunteering and playing an active role in their communities.



## CHILDREN ARE READY FOR SCHOOL

### DELIVERY PLAN (PHASE ONE)

- Our aim is that every child will have the emotional, social and developmental skills to be ready to start school and to learn.
- We will develop a new approach to improving outcomes for families and ensure that our resources are targeted where they are needed the most.
- We will focus on three main areas – maternity and post natal support, nursery and pre-school and parental support.



## CHILDREN ARE READY FOR SCHOOL

### HOW WE WILL GET THERE

- We will build on what works: such as our Intensive Family Intervention Programme.
- We will complete targeted engagement activity with families to identify what is important to them.
- We will agree a strategy which is shared by partners throughout the public and community sectors, that sets out the actions that we will take in partnership to deliver our vision for every child to have the best possible start in life.



## CHILDREN ARE READY FOR SCHOOL

### HOW WE WILL MEASURE IF WE'RE GETTING IT RIGHT

- More children in Wirral will achieve a good level of development at the age of five.



## YOUNG PEOPLE ARE READY FOR WORK AND ADULTHOOD

### DELIVERY PLAN (PHASE ONE)

Page 50

- The Council has a fairly traditional model of providing support, including youth centres. We will develop an innovative and creative approach.
- We will develop a stakeholder group to consider a range of themes and develop the new approach.
- We will work in partnership with education providers and business, through the Chamber of Commerce, to provide high quality opportunities for young people.



## YOUNG PEOPLE ARE READY FOR WORK AND ADULTHOOD

### HOW WE WILL GET THERE

- Complete targeted engagement activity with young people to identify what is important to them.
- Establish a steering group to lead a review of current activity and identify what the future should look like.
- Fully establish the Young Chamber programme in Wirral schools.



## YOUNG PEOPLE ARE READY FOR WORK AND ADULTHOOD

### HOW WILL WE MEASURE IF WE'RE GETTING IT RIGHT.

- Complete targeted engagement activity with young people to identify what is important to them.
- Establish a steering group to lead a review of current activity and identify what the future should look like.
- Fully establish the Young Chamber programme in Wirral schools.



## VULNERABLE CHILDREN REACH THEIR FULL POTENTIAL

### DELIVERY PLAN (PHASE ONE)

- We will put in place a range of interventions to make sure young people can safely stay at home.
- We will greatly increase the availability of foster care homes and people who wish to adopt.
- We will commit to ensuring that every child who leaves care has the opportunity to start work, further their education or enrol on an Apprenticeship.



## VULNERABLE CHILDREN REACH THEIR FULL POTENTIAL

### HOW WE WILL GET THERE

Page 54

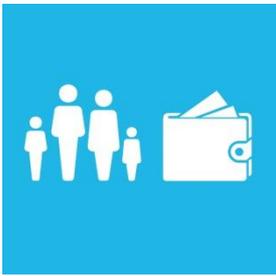
- Complete targeted engagement activity with young people and their families to identify what is important to them.
- Agree a shared strategy that sets out the actions that we and our partners will deliver to achieve our vision.
- Make sure that every child leaving care is provided with an opportunity to enrol on an Apprenticeship, start work or continue into training or education.



## VULNERABLE CHILDREN REACH THEIR FULL POTENTIAL

### HOW WE WILL MEASURE IF WE'RE GETTING IT RIGHT

- We will reduce the number of children in care where it is safe to do so.
- We will increase the rate of positive outcomes with families through our Family Intervention Service.

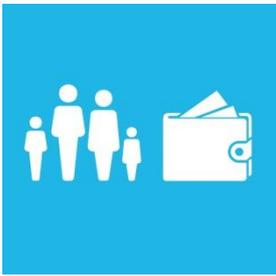


## REDUCE CHILD AND FAMILY POVERTY

### DELIVERY PLAN (PHASE ONE)

Page 56

- Major programme of insight and intelligence work to determine the focus and ambition of a future strategy.
- Focus of our work will be to maximise our collective resources to make a bigger difference.
- Overall ambition is to ensure that no child in Wirral lives in poverty, and we are committed to seeing a major reduction over the next five years.



## REDUCE CHILD AND FAMILY POVERTY

### HOW WE WILL GET THERE

- Review best practice at a local, regional and national level to influence future plans/
- Agree a five-year multi-agency strategy to tackle child poverty.



## REDUCE CHILD AND FAMILY POVERTY

### HOW WE WILL MEASURE IF WE'RE GETTING IT RIGHT

Page 58

- Fewer children in Wirral are living in low income households.
- More people are in work.



## PEOPLE WITH DISABILITIES LIVE INDEPENDENTLY

### DELIVERY PLAN (PHASE ONE)

- We will develop a 5-year partnership plan to guide how we will support people with disabilities into paid employment and education.
- We will work with local employers to help people access paid work.
- We will help maximise the use and availability of community networks to support people to be more independent.



## PEOPLE WITH DISABILITIES LIVE INDEPENDENTLY

### HOW WE WILL GET THERE

- Complete a programme of research to hear directly from people with disabilities about their experiences and identify the right actions to support them.
- Agree a strategy that sets out the actions that we and our partners will deliver to achieve our vision.
- Fully implement our new company which will provide day services for people with disabilities – Wirral Evolutions.



## PEOPLE WITH DISABILITIES LIVE INDEPENDENTLY

### HOW WE WILL MEASURE IF WE'RE GETTING IT RIGHT

- More people with disabilities are in paid or voluntary employment.
- More adults with a disability live in their own home or with their family.



## ZERO TOLERANCE TO DOMESTIC VIOLENCE

### DELIVERY PLAN (PHASE ONE)

Page 62

- Implement a completely new way of working, with full integration across all agencies.
- Work to embed a culture where domestic abuse is not tolerated, working to increase the skills, confidence and self-esteem of people to help them identify relationships and situations which are harmful.
- Work to ensure the behaviour of perpetrators is challenged and action is taken.



## ZERO TOLERANCE TO DOMESTIC VIOLENCE

### HOW WE WILL GET THERE

- Complete a programme of research and intelligence to hear directly from victims and offenders on the root causes of domestic abuse.
- Develop proposals for fully integrating resources to tackle domestic abuse through a single team.
- Begin to commission local groups to develop awareness of domestic abuse by organising events and campaigns and working with schools to further develop the curriculum.



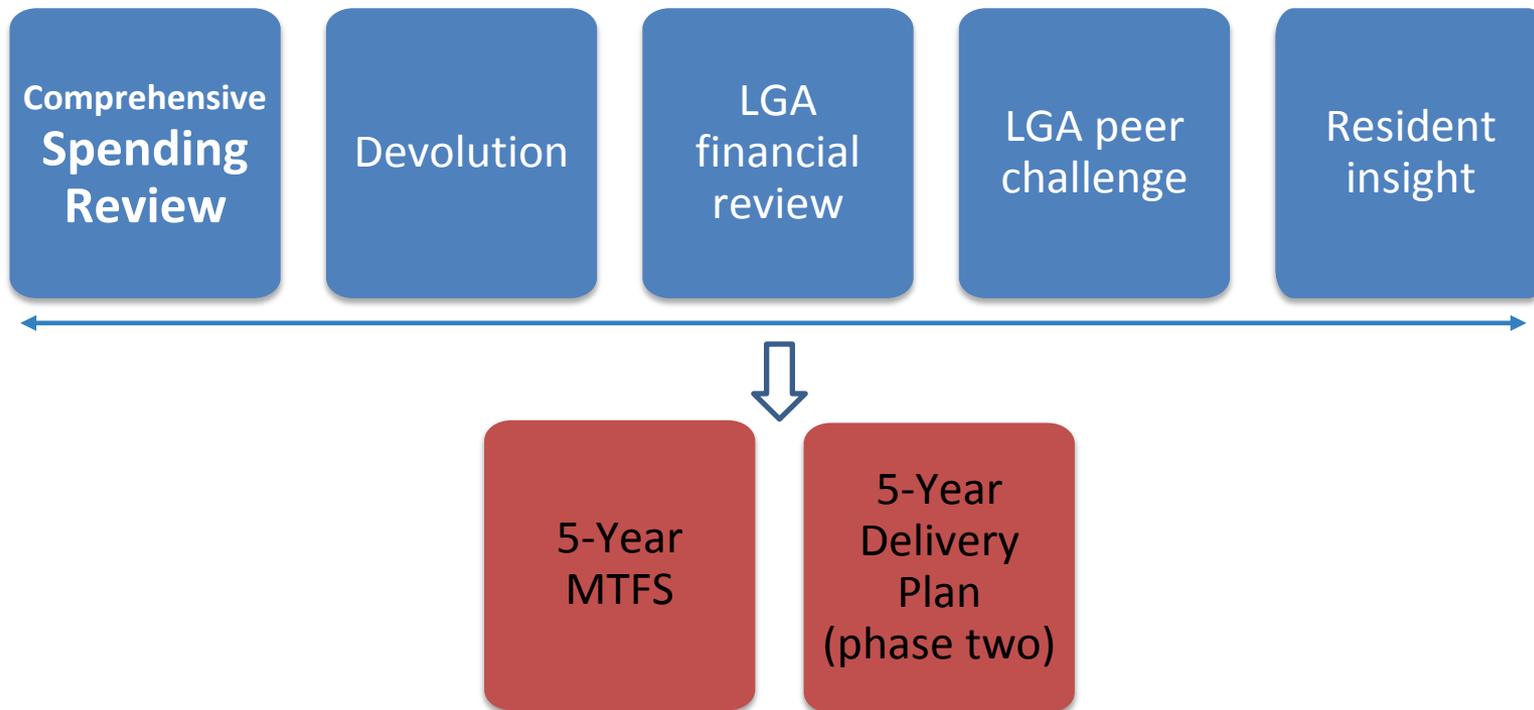
## ZERO TOLERANCE TO DOMESTIC VIOLENCE

### HOW WE WILL MEASURE IF WE'RE GETTING IT RIGHT

- A reduction in the levels of repeat domestic abuse.

# WIRRAL PLAN 2020: NEXT STEPS

Page 65



# KEY DATES

- ❑ Budget Proposals – Cabinet Mid December
- ❑ Consultation on Budget Proposals – from Mid December.
- ❑ Scrutiny of Budget Proposals – January
- ❑ Medium Term Financial Strategy and Wirral Delivery Plan to Budget Cabinet – February (with Budget Council to follow)

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# WIRRAL PLAN 2020: BUSINESS

Page 69

# OVERVIEW

## DELIVERY PLAN (PHASE ONE)

- ❑ Shows direction of travel against all Pledges and commitment from all Partners to work towards one shared set of goals.
- ❑ All associated Strategies to support the Pledges to Cabinet in January 2016.
- ❑ Delivery Plan (phase two) in February; including resident insight, settlement, devolution information.
- ❑ Fully integrated with Medium Term Financial Strategy.

# CHANGING THE COUNCIL

These are our ‘building blocks’ to enable us to set up Wirral to deliver our ambitions. Key components.

- ❑ **ORGANISING INTERNALLY:** Making sure we have the right attitudes, abilities, skills and finances to deliver our vision for Wirral.
- ❑ **EMPOWERING LOCALLY:** Giving back power and responsibilities to communities and tailoring our support to the needs of local areas.
- ❑ **LEADING COLLECTIVELY:** Everything in collaboration; agreeing a shared vision and set of priorities.
- ❑ **ACTING REGIONALLY:** Maximising the potential benefits of Devolution and getting the best deal for Wirral.



# BUSINESS: STRATEGIC DIRECTION

**Wirral is a place where employers want to invest and businesses thrive.**

- ❑ **Business knows how to lead business.** Our role is to support, to enable, business to grow in Wirral.
- ❑ Our role is to drive inward investment, and sell Wirral to the world. Our role is to make sure the infrastructure is in place to make Wirral the perfect location for business.
- ❑ Our role is to make sure economic growth is felt by our residents.
- ❑ We will work with our partners to develop one, joint, Growth Plan for Wirral: combining resources aimed at supporting small business, attracting investment and improving the skills of residents.

Transport / Infrastructure plan

Financial Planning Budget / Income

**Business growth:**

- New Business
- Sector Growth
- Export
- Business space

**Employment:**

- Access
- Engagement
- Upskill

**Housing Growth:**

- New sites
- Existing sites
- Enabling
- Marketing

Asset Plan



**Inward Investment:**

- Attracting new business
- Marketing place
- Supply chain growth

**Tourism:**

- Events
- Place marketing
- Strong businesses

**Skills:**

- Skills for growth
- Skill gaps
- Meeting business needs
- Links to schools

Partnership / Collaboration

Core Strategy



## GREATER JOB OPPORTUNITIES IN WIRRAL

### DELIVERY PLAN (PHASE ONE)

- Economy is worth £3.9bn, 15% of the Merseyside total and its highest ever value.
- Faster reduction in JSA claimants than anywhere in the City Region and the highest concentration of fast growing businesses in the UK.
- Redevelop our Growth Plan and our Investment Strategy to ensure the best possible return for the resources available.



# GREATER JOB OPPORTUNITIES IN WIRRAL

## HOW WE WILL GET THERE

Page 76

- Complete a review of the current provision and existing investment strategy.
- Identify enhanced models of working and delivery to develop the new approach.
- Agree a new 5-year Wirral Growth Plan which will include a refreshed Investment Strategy and an overarching approach for growth across the borough.



## GREATER JOB OPPORTUNITIES IN WIRRAL

### HOW WE WILL MEASURE IF WE'RE GETTING IT RIGHT

- The creation and safeguarding of 5,000 jobs by 2020.
- Increase economic productivity in Wirral.
- More people are in work.



# WORKFORCE SKILLS MATCH BUSINESS NEEDS

## DELIVERY PLAN (PHASE ONE)

Page 78

- Build on already excellent partnership arrangements with organisations such as Wirral Chamber of Commerce, Wirral Met College and the LCR Employment and Skills Board.
- Work to redesign the local and regional skills system (as part of ongoing Devolution negotiations).
- Business will be in the driving seat – determining the skills they need to boost productivity now and in the future.



## WORKFORCE SKILLS MATCH BUSINESS NEEDS

### HOW WE WILL GET THERE

- Deliver a skills survey; designed and carried out in partnership with the Chamber of Commerce and other business partners.
- Complete analysis of our primary insight, and use it to develop the approach of the workforce skills delivery plan.
- Agree a new five-year Wirral Growth Plan which will include a workforce skills delivery plan.



## WORKFORCE SKILLS MATCH BUSINESS NEEDS

### HOW WE WILL MEASURE IF WE'RE GETTING IT RIGHT

- More Wirral residents will have the skills that employers require.



## INCREASE INWARD INVESTMENT

### DELIVERY PLAN (PHASE ONE)

- Wirral has the ambition and opportunity to become a world-class location for investment in a number of key sectors.
- A real partnership between the public and private sectors is required.
- In a competitive market, we will develop a distinctive offer and a sustained plan of investment promotion activities.



## INCREASE INWARD INVESTMENT

### HOW WE WILL GET THERE

Page 82

- We will develop a focussed inward investment delivery plan, aligned with an international strategy for Wirral Chamber of Commerce.
- We will carry out detailed consultation with the Investment Strategy Board.
- We will agree a new five-year Wirral Growth Plan which will include the new inward investment delivery plan.



## INCREASE INWARD INVESTMENT

### HOW WE WILL MEASURE IF WE'RE GETTING IT RIGHT

- We will secure £250 million of private sector investment.
- We will secure growth within our key supply chains.



## THRIVING SMALL BUSINESSES

### DELIVERY PLAN (PHASE ONE)

Page 84

- Key partner is Wirral Chamber of Commerce, the country's fastest growing Chamber.
- Refresh the Business Support Framework in Wirral, working in partnership with the LEP and LCR partners.
- We will empower local businesses to drive our new approach, capitalising on initiatives such as the BID in Birkenhead.



## THRIVING SMALL BUSINESSES

### HOW WE WILL GET THERE

- Review the collaboration agreement between the Chamber and the Council, review best practice and consult with businesses to shape our new approach.
- Ensure a five-year partnership business support framework is agreed and implemented.



## THRIVING SMALL BUSINESSES

### HOW WE WILL MEASURE IF WE'RE GETTING IT RIGHT

- We will deliver an additional 250 (net) new businesses in Wirral over the next five years.



## VIBRANT TOURISM ECONOMY

### DELIVERY PLAN (PHASE ONE)

- ❑ Wirral has the fastest growing tourism economy in the Liverpool City Region, valued at over £355 million, employing 4,800 FTE and attracting 7.5 million visitors per year.
- ❑ It has grown by 40% since 2009.
- ❑ We will build on this success through delivering a reinvigorated tourism strategy, which will increase the value of the tourism economy by at least 5% each year.



## VIBRANT TOURISM ECONOMY

### HOW WE WILL GET THERE

Page 88

- Complete the 2015-16 Tourism Implementation Plan.
- Be in a position by March 2016 to commission a Wirral Visitor Research Study, to inform the new strategy.



## VIBRANT TOURISM ECONOMY

### HOW WE WILL MEASURE IF WE'RE GETTING IT RIGHT

- We will increase visitor numbers in Wirral to 9.1 million by 2020.
- We will increase Wirral's visitor spend to £450 million by 2020.



# TRANSPORT AND TECHNOLOGY FIT FOR THE FUTURE

## DELIVERY PLAN (PHASE ONE)

Page 90

- We must make sure that we become more agile, and able to deliver in a modern, technology-led environment.
- We will also be working to get the best deal possible for Wirral on transport infrastructure as part of the Devolution negotiations.
- Internally, we will be making sure that we are able to operate in a digital world and that our systems and equipment are modern and fit for purpose.



## TRANSPORT AND TECHNOLOGY FIT FOR THE FUTURE

### HOW WE WILL GET THERE

- Develop a three-year technology strategy in partnership with public sector organisations across Wirral, which responds to the needs of our residents.
- Progress the proposals outlined within the City Region devolution asks regarding transport infrastructure and networks.
- Develop a new road safety strategy, based on detailed insight.



## TRANSPORT AND TECHNOLOGY FIT FOR THE FUTURE

### HOW WE WILL GET THERE (CONTINUED)

Page 92

- Carry out the replacement of the two Dock Bridges, a major infrastructure improvement commitment.
- Take part in the National Highways and Transport public satisfaction survey to get national benchmarks and feedback on our highway network.



## TRANSPORT AND TECHNOLOGY FIT FOR THE FUTURE

### HOW WE WILL MEASURE IF WE'RE GETTING IT RIGHT

- We will deliver high-speed broadband network across Wirral with 98% by 2017.
- The condition of our roads will be measured, as will the reduction in casualties and injuries on our roads.
- We will measure customer satisfaction and ensure we act on the feedback we receive.



## ASSETS AND BUILDINGS ARE FIT FOR PURPOSE FOR WIRRAL BUSINESSES

### DELIVERY PLAN (PHASE ONE)

Page 94

- We will look to optimise the use of our real estate assets for all types of commercial activity.
- We will review existing Council owned commercial property, and look for opportunities to release council-owned premises for commercial development.
- We will look to generate additional capital resources in order to facilitate new-build schemes in a difficult market.



# ASSETS AND BUILDINGS ARE FIT FOR PURPOSE FOR WIRRAL BUSINESSES

## HOW WE WILL GET THERE

- Complete a business survey regarding asset requirements, to develop our approach to remodelling available assets.
- Identify council-owned sites which could be released for commercial/business development.
- Review joint opportunities for commercial development of existing sites with our partners.



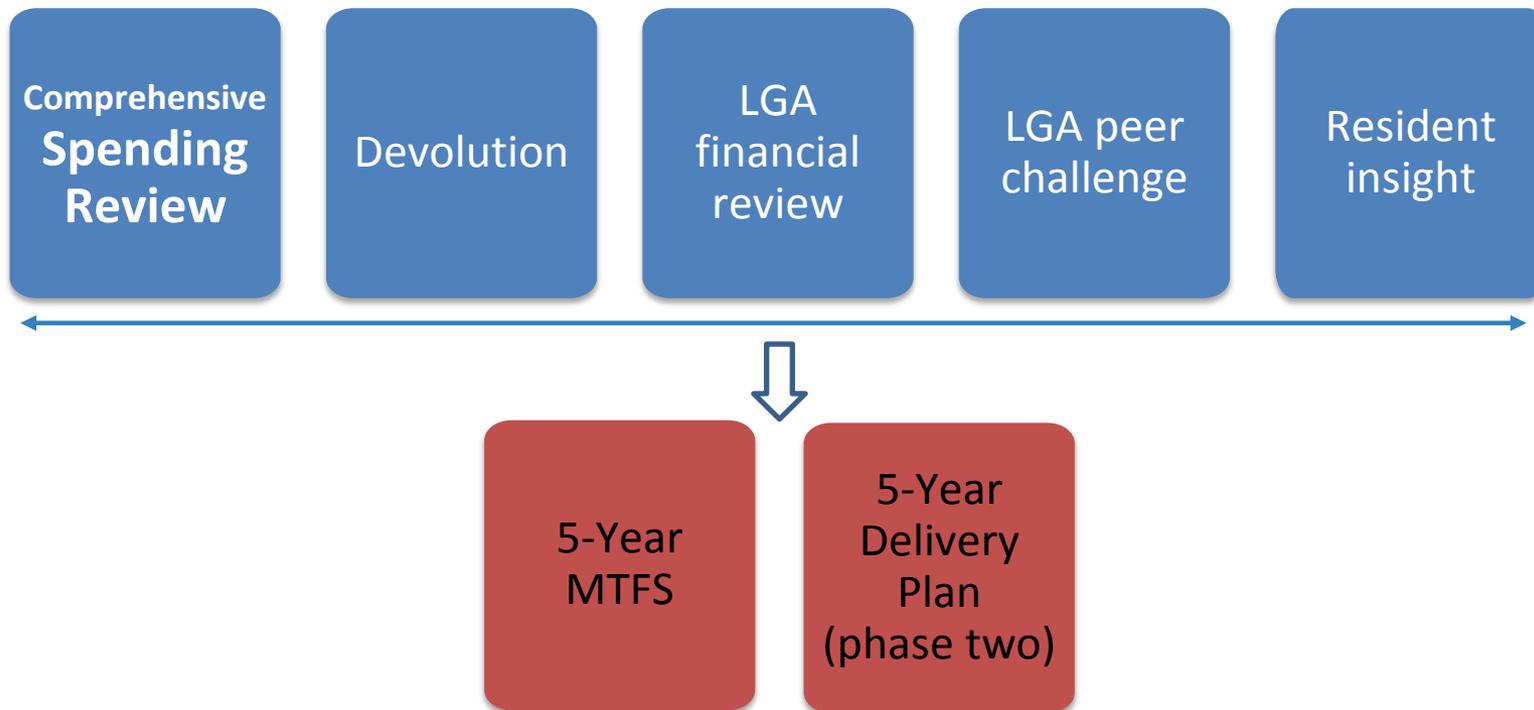
## ASSETS AND BUILDINGS ARE FIT FOR PURPOSE FOR WIRRAL BUSINESSES

### HOW WE WILL MEASURE IF WE'RE GETTING IT RIGHT

- Contribute to the provision of new and refurbished commercial space.

# WIRRAL PLAN 2020: NEXT STEPS

Page 97



# KEY DATES

- ❑ Budget Proposals – Cabinet Mid December
- ❑ Consultation on Budget Proposals – from Mid December.
- ❑ Scrutiny of Budget Proposals – January
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# WIRRAL PLAN 2020: ENVIRONMENT

Page 101

# OVERVIEW

## DELIVERY PLAN (PHASE ONE)

- Shows direction of travel against all Pledges and commitment from all Partners to work towards one shared set of goals.
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- Fully integrated with Medium Term Financial Strategy.

# CHANGING THE COUNCIL

These are our ‘building blocks’ to enable us to set up Wirral to deliver our ambitions. Key components.

- ❑ **ORGANISING INTERNALLY:** Making sure we have the right attitudes, abilities, skills and finances to deliver our vision for Wirral.
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- ❑ **ACTING REGIONALLY:** Maximising the potential benefits of Devolution and getting the best deal for Wirral.



# ENVIRONMENT: STRATEGIC DIRECTION

**Wirral has an attractive and sustainable environment, where good health and an excellent quality of life is enjoyed by everyone who lives here.**

- ❑ Working to reduce the unacceptable levels of inequality – particularly in relation to health – remains of paramount importance to the council.
- ❑ Our focus for the future is on integration and building the capacity, skills and confidence throughout our communities.
- ❑ We will do a huge amount of work in relation to buildings; rationalising and making better use of publically owned assets and building and improving thousands of homes for residents.



## LEISURE AND CULTURE OPPORTUNITIES FOR ALL

### DELIVERY PLAN (PHASE ONE)

- We will ensure we have a meaningful understanding of what residents want in relation to leisure.
- We understand that 'leisure' is a much wider concept than simply our leisure centres, museums and theatres.
- A key element of our new developing strategy is to increase the capacity and involvement of the vibrant communities supporting activities, events and facilities across the borough.



## LEISURE AND CULTURE OPPORTUNITIES FOR ALL

### HOW WE WILL GET THERE

- We will gather our insight related to our residents needs, wants and aspirations for leisure and culture.
- We will complete initial phase of our targeted, detailed engagement and conversations with residents.
- We will develop a leisure strategy to shape the future offer in the borough, and develop a culture strategy in partnership with the wider City Region.



## LEISURE AND CULTURE OPPORTUNITIES FOR ALL

### HOW WE WILL MEASURE IF WE'RE GETTING IT RIGHT

- More people will state Wirral is a good place to live.



## WIRRAL RESIDENTS LIVE HEALTHIER LIVES

### DELIVERY PLAN (PHASE ONE)

- We will refresh three existing strategies to ensure they are fit for purpose: alcohol, tobacco control and healthy eating / physical activity.
- We will work with businesses to better improve the health of the community.
- We will further progress our programmes of integration with the NHS, particularly in relation to the 'Healthy Wirral' (Vanguard) programme.



## WIRRAL RESIDENTS LIVE HEALTHIER LIVES

### HOW WE WILL GET THERE

- Complete a detailed programme of insight into the motivations and triggers on behaviours and lifestyle.
- Use that insight to develop our shared approaches to improving smoking, alcohol, drugs, healthy eating and physical activity.



## WIRRAL RESIDENTS LIVE HEALTHIER LIVES

### HOW WE WILL MEASURE IF WE'RE GETTING IT RIGHT

- Increased life expectancy.



## COMMUNITY SERVICES ARE JOINED UP AND ACCESSIBLE

### DELIVERY PLAN (PHASE ONE)

Page 112

- It is our duty to ensure we can enable and empower our communities to realise their potential.
- We will conduct a full review into how and where public services are located and integrated and find opportunities for further integration.
- Conduct a full review of council land and resources to link services better together structurally, physically and financially to better meet the needs of residents.



## COMMUNITY SERVICES ARE JOINED UP AND ACCESSIBLE

### HOW WE WILL GET THERE

- Map where services are already integrated with partners and identify opportunities for further integration and redesign.
- Develop a decision-making process to support rapid asset transfers.
- Ensure early implementation of integration with other agencies.



## COMMUNITY SERVICES ARE JOINED UP AND ACCESSIBLE

### HOW WE WILL MEASURE IF WE'RE GETTING IT RIGHT

- Increased integration of services with partners involving pooled budgets and co-location.



## GOOD QUALITY HOUSING THAT MEETS THE NEEDS OF RESIDENTS

### DELIVERY PLAN (PHASE ONE)

- Project will consist of two key priority areas: improving the housing offer in Wirral and helping people find an appropriate home and stay put.
- We are aware we have a shortage of land
- We require new solutions for creating housing options which are appropriate for residents.
- Achieving new supply over the 5 years is worth at least £5.7 million to Wirral; money which will be invested into further improvements for the borough.
- Refresh the current Housing Strategy



## GOOD QUALITY HOUSING THAT MEETS THE NEEDS OF RESIDENTS

### HOW WE WILL GET THERE

- Seek and secure investment on an ongoing basis to support the work to improve the housing offer.
- Working in partnership to ensure there is a joined up approach to housing, health and social care services.
- Review the provision of housing for vulnerable people.
- Achieve our targets to deliver 3, 500 new homes, 2,250 private rented sector improvements and bring back into use 1,250 empty homes.
- Ensure all poor quality rented accommodation is brought up to the appropriate standards.



## GOOD QUALITY HOUSING THAT MEETS THE NEEDS OF RESIDENTS

### HOW WE WILL MEASURE IF WE'RE GETTING IT RIGHT

- Have an improved housing offer for both existing and future Wirral residents.
- Improve the housing stock, deliver new homes, affordable homes and specialist housing solutions incl. extra care/supported living accommodation.
- Have a positive impact on residents health and quality of life.
- Meet our challenging target to build and improve 7,000 homes over the lifetime of the Plan.



## WIRRAL'S NEIGHBOURHOODS ARE SAFE

### DELIVERY PLAN (PHASE ONE)

- Over the last six years crime has fallen significantly.
- There is more to be done to address the perception of crime across our neighbourhoods – making sure our residents feel safe is a key priority.
- We will work to develop a true combined response to issues of crime, anti-social behaviour and community safety.



## WIRRAL'S NEIGHBOURHOODS ARE SAFE

### HOW WE WILL GET THERE

- Shape a new community safety strategy, to be implemented from April 2016.
- Tackle and reduce levels of ASB in our communities, ensuring a multi-agency response and that people feel safer in their own homes.



## WIRRAL'S NEIGHBOURHOODS ARE SAFE

### HOW WE WILL MEASURE IF WE'RE GETTING IT RIGHT

- Wirral residents feel safe in their local area.
- Crime levels have reduced.



## ATTRACTIVE LOCAL ENVIRONMENT FOR WIRRAL RESIDENTS

### DELIVERY PLAN (PHASE ONE)

- We will work with local communities to create an attractive and sustainable environment.
- We will take a lead role in supporting residents and businesses to reduce waste and promote recycling.
- Through the work of this project, by 2020 Wirral's environment will be considered outstanding.



## ATTRACTIVE LOCAL ENVIRONMENT FOR WIRRAL RESIDENTS

### HOW WE WILL GET THERE

- Develop a new approach to encouraging behaviour change through community and enforcement action.
- Reinvigorate our approach to empowering communities, giving more freedom and powers to friends groups and other community organisations.
- Determine new and improved arrangements for domestic refuse collection to improve recycling rates.

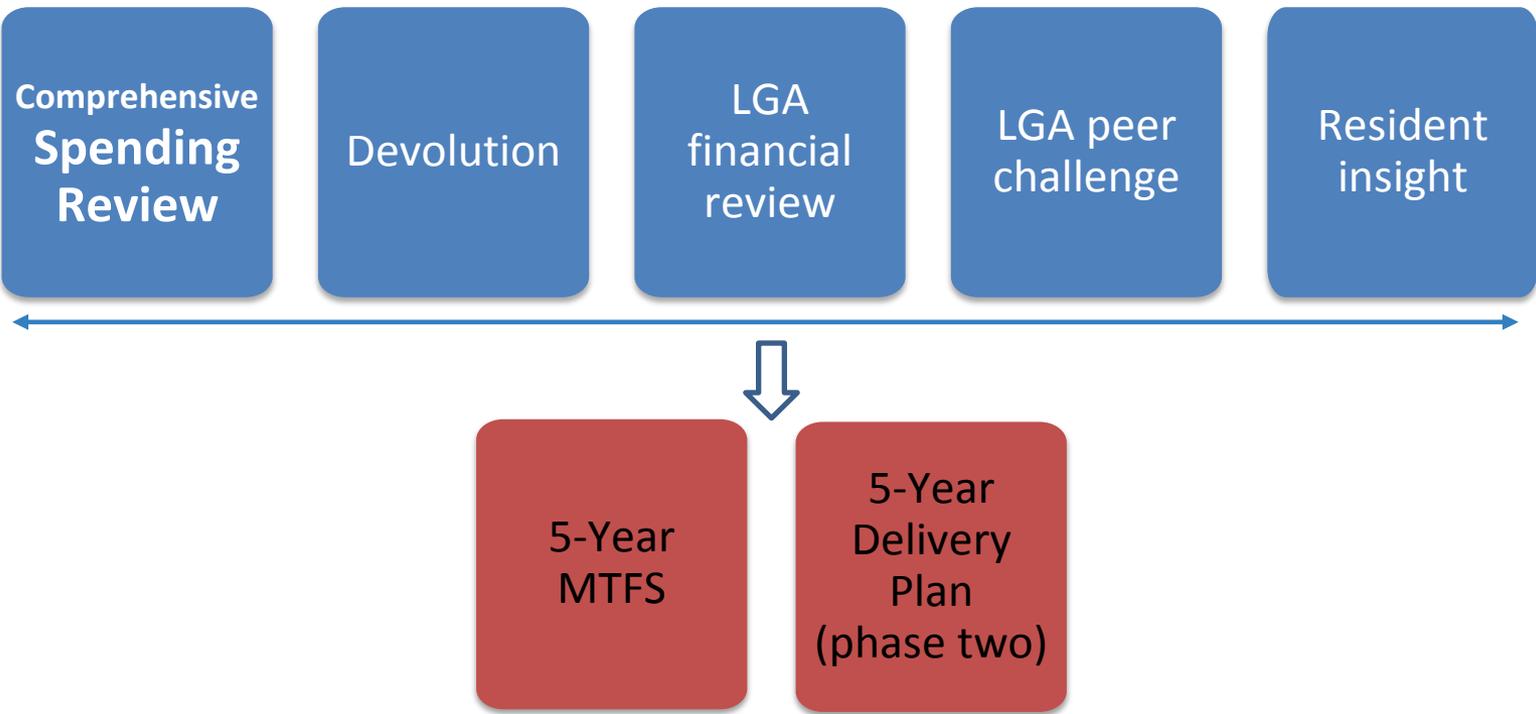


## ATTRACTIVE LOCAL ENVIRONMENT FOR WIRRAL RESIDENTS

### HOW WE WILL MEASURE IF WE'RE GETTING IT RIGHT

- Fewer Wirral residents consider litter and dog fouling to be a problem in their local area.
- Increased recycling and reduced landfill of waste in Wirral.

# WIRRAL PLAN 2020: NEXT STEPS



## KEY DATES

- Budget Proposals – Cabinet Mid December
- Consultation on Budget Proposals – from Mid December.
- Scrutiny of Budget Proposals – January
- Medium Term Financial Strategy and Wirral Delivery Plan to Budget Cabinet – February (with Budget Council to follow)

## WIRRAL COUNCIL

### COORDINATING COMMITTEE

10 DECEMBER 2015

<b>SUBJECT:</b>	<b>SCRUTINY OF 2016/17 BUDGET PROPOSALS</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>STRATEGIC DIRECTOR, TRANSFORMATION &amp; RESOURCES</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>CLLR ANN MCLACHLAN – TRANSFORMATION AND IMPROVEMENT</b>
<b>KEY DECISION?</b>	<b>NO</b>

#### 1.0 EXECUTIVE SUMMARY

1.1 This report sets out the timetable for the scrutiny of the 2016/17 budget proposals. Members of Coordinating Committee are requested to consider the approach to scrutinising the proposals to ensure there is consistency across the Policy and Performance committees.

#### 2.0 BACKGROUND AND KEY ISSUES

2.1 In previous years there have been different approaches to scrutinising the proposals put forward as part of the annual budget-setting process. This has ranged from the proposals being presented and discussed at committee to dedicated workshops being set up to review specific budget options.

2.2 The lead-in time and arrangements for consultation are key drivers for the scrutiny approach adopted. The lead-in time sets out the time constraints for scrutiny which usually runs concurrent with the timetable for consultation.

2.3 The timetable for budget setting process for 2016/17 is set out below:

<b>Date</b>	<b>Event</b>
09 Dec	Publication of Cabinet Report (for 17 December meeting) setting out proposals and consultation approach.
17 Dec	Cabinet considers Budget Proposals.
18 Dec	Resident engagement and consultation commences.
23 Feb	Consultation feedback is reported to Cabinet alongside the Medium Term Financial Strategy and Wirral Delivery Plan.
03 Mar	Budget Council.

2.4 The dates for the Policy and Performance Committee Meetings which align with this timetable are set out below:

<b>Committee</b>	<b>Date</b>
Regeneration & Environment	18 January
Families & Wellbeing	19 January
Transformation & Resources	01 February
Coordinating Committee	16 February

2.5 There are a number of options for scrutinising the budget proposals that Members of the committee may want to consider:

- Time is allocated at the above meetings to review budget proposals (this will be dependent on the size of the existing agendas for the January/February round of meetings).
- Additional committee meetings are scheduled in January as dedicated budget scrutiny sessions.
- A series of workshops are scheduled in January for each of the committees with a report being taken to Coordinating Committee on 16 February and referred onto Cabinet on 23<sup>rd</sup> February.

2.6 The publication of the Cabinet report on 9<sup>th</sup> December should help to inform which of the above approaches will be most appropriate.

### **3.0 RELEVANT RISKS**

3.1 It should be noted that if a workshop approach is preferred, depending on the number of workshops delivered, there is a risk this could have an impact on the schedule of other pieces of work in the scrutiny work programme.

### **4.0 OTHER OPTIONS CONSIDERED**

4.1 N/A

### **5.0 CONSULTATION**

5.1 N/A

### **6.0 OUTSTANDING PREVIOUSLY APPROVED ACTIONS**

6.1 There are none relating to this report.

### **7.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

7.1 There are none arising from this report.

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

8.1 There are none arising from this report.

## **9.0 LEGAL IMPLICATIONS**

9.1 There are none arising from this report.

## **10.0 EQUALITIES IMPLICATIONS**

10.1 The report is for information to Members and there are no direct equalities implications at this stage.

## **11.0 CARBON REDUCTION IMPLICATIONS**

11.1 There are none arising from this report.

## **12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

12.1 There are none arising from this report.

## **13.0 RECOMMENDATION/S**

13.1 Committee Members are requested consider the details set out in this report and determine an approach to scrutinising the 2016/17 budget proposals.

## **14.0 REASON/S FOR RECOMMENDATION/S**

14.1 To ensure a coordinated and consistent approach to scrutinising 2016/17 budget proposals.

**REPORT AUTHOR:** **Mike Callon**  
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## **APPENDICES**

N/A

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