



Cabinet

Date:	Monday, 25 January 2016
Time:	10.00 am
Venue:	Committee Room 1 - Wallasey Town Hall

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AGENDA

1. MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

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

2. MINUTES

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

RECOMMENDATION: That the minutes be approved and adopted.

LEADER'S UPDATE

3. EXECUTIVE KEY DECISIONS TAKEN UNDER DELEGATED POWERS

Key Decisions – taken under delegated powers. Period 9 December, 2015 (date of publication of last Cabinet agenda) to date.

- Cabinet Member – Leisure and Culture
Golf Fees and Charges – recommendations approved. Effective date: 5 January, 2016.

CABINET MEMBER REPORTS

4. **WIRRAL PLAN: A 2020 VISION - UNDERPINNING STRATEGIES: AGEING WELL IN WIRRAL (Pages 1 - 42)**
5. **WIRRAL PLAN: A 2020 VISION - UNDERPINNING STRATEGIES: THE WIRRAL GROWTH PLAN (Pages 43 - 86)**
6. **PAY POLICY 2016/17 (Pages 87 - 100)**
7. **ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 1)**

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

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

The following items contain exempt information.

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

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

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



CABINET MEMBER - ADULT
CARE AND PUBLIC HEALTH

COUNCILLOR CHRIS JONES

CABINET
MONDAY 25 JANUARY 2016

WIRRAL PLAN: A 2020 VISION -
UNDERPINNING STRATEGIES: AGEING
WELL IN WIRRAL

Councillor Chris Jones, Cabinet Member - Adult Care and Public Health, said:

“Older people are a huge asset to Wirral; their skills, experience and knowledge provides invaluable, often life-changing, support to communities and residents every day. This strategy is about making sure our older residents are recognised for the contribution they make, and about making sure that they are supported to live independently, comfortably and in the knowledge that services in Wirral are ready to provide a joined up, effective service to help them whenever they need it.”

REPORT SUMMARY

The Wirral Plan: A 2020 Vision sets out a shared partnership vision to improve outcomes for Wirral residents. Delivery of the priorities and outcomes described in the Plan are underpinned through the development and implementation of a set of key strategies and a Delivery Plan.

This report provides Cabinet with the Ageing Well in Wirral strategy; a key strategic document which articulates ambitions related to the Wirral Plan People Priority:

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

This matter affects all Wards within the Borough and is therefore a key decision.

RECOMMENDATION/S

Cabinet is requested to approve the Ageing Well in Wirral strategy which is appended to this report.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The Ageing Well in Wirral strategy has been developed to deliver the Wirral Plan pledge for Older People to live well.

The strategy has been developed with residents, partners and stakeholders to ensure that there has been extensive engagement in the development of the strategy and its priority areas.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 No other options have been considered.

3.0 BACKGROUND INFORMATION

- 3.1 A five year Wirral Plan received unanimous approval at the meeting of full Council on the 13th July 2015 and has been adopted by all strategic partners from the public, private and third sectors.

The plan contains twenty pledges to be achieved by 2020; the first of the pledges under the people theme is to enable older people to live well in Wirral and sets out the following commitment:

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.

The Ageing Well strategy is the first of its kind for Wirral and its purpose is to positively improve the lives of Wirral residents as they grow older, and to encourage them to take positive action to plan for their later lives. This includes planning for retirement and taking action now to improve their health and wellbeing.

The strategy has been developed through a partnership steering group chaired by the Chief Executive of Community Action Wirral and includes a set of partnership actions to be delivered over the course of the five year strategy. The strategy will be reviewed on an annual basis with regular performance reporting taking place through appropriate governance arrangements.

4.0 FINANCIAL IMPLICATIONS

- 4.1 The projections show that Wirral has an increasingly ageing population and this demographic change brings increased demand for services whilst costs continue to rise. The Ageing Well in Wirral Strategy will see the public, private and voluntary sectors working ever more closely together to ensure the best outcomes for the residents of Wirral from the available resources.

As projects to deliver the strategy are developed the financial implications will be identified as part of the project plan.

5.0 LEGAL

5.1 There are no legal implications arising directly from this report. As projects to deliver the strategy are developed the legal implications will be identified as part of the project plan.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

6.1 The Ageing Well in Wirral strategy will be co-ordinated in partnership by existing staff resource. Any additional resource requirements will be identified as a detailed delivery plan is developed.

7.0 RELEVANT

7.1 The Corporate Risk Register will be refreshed in line with the new Wirral Plan developments to ensure that any risks to delivery are understood and mitigating actions are put in place as appropriate.

8.0 ENGAGEMENT / CONSULTATION

8.1 The Ageing Well in Wirral strategy has been developed through a partnership steering group and has been subject to wider consultation with residents, partners and other stakeholders through the development of the strategy.

A stakeholder event took place in November 2015 and the feedback from the event has been used to inform the final draft of the strategy.

9.0 EQUALITY IMPLICATIONS

9.1 The potential impact has been reviewed with regard to equality and the impact assessment can be found at:

<https://www.wirral.gov.uk/communities-and-neighbourhoods/equality-impact-assessments>

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APPENDICES

Appendix 1 – Ageing Well in Wirral Strategy

REFERENCE MATERIAL

All reference material is contained within the strategy appended to this report.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Not applicable	

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AGEING WELL IN WIRRAL

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FOREWORD

Councillor Chris Jones, Cabinet Member - Adult Social Care & Public Health

Our ambition is to empower and enable our residents so that they can live healthy, independent lives in strong and vibrant communities where they feel safe and are safe. We want this for all of our older residents regardless of where they live in Wirral, and we want to recognise the contribution that they make to our local communities.

To help us get there, I am delighted to present to you the Ageing Well in Wirral Strategy. A first of its kind for Wirral, this Strategy has been produced to set out a clear plan for how we can improve the lives of our older residents.

There are around 132,000 people in Wirral who are over 50. We want each and every one of those residents to have a positive experience as they grow older and we want to ensure they are supported to live independently, accessing additional care and help only when they need it.

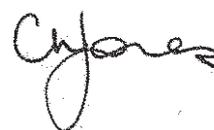
The strategy is aimed at those who are 50 and over as we know that the earlier that people start to plan for older age the more independent and secure they will be emotionally, physically and financially. We understand that a person who is 50 will have very different needs, wants and aspirations than someone who is 80, and through this strategy we have considered the advice and support that people may need at various stages of their older lives.

This strategy has been developed to celebrate older people and encourage more opportunities for them to share their knowledge and experience.

We know in Wirral that the average life expectancy is approximately 82 for women and 78 for men; however what most people won't be aware of is that the average healthy life expectancy is some 20 years younger. This means that for some of our residents they are living for two decades with serious health conditions that limit the way they would want to live their lives – this is unacceptable and partners in Wirral are committed to working with residents to tackle this but this will mean for many people that they make choices and decisions early.

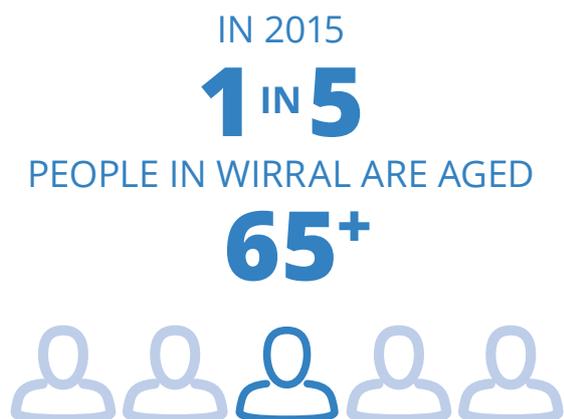
We also know that loneliness and isolation is an important issue for older people in Wirral and one of the priorities in this strategy is to address this through connecting people with community groups and local activities that will help people feel more involved in their local communities and less isolated.

I encourage you to read this strategy and to get involved in helping us to create a Wirral that celebrates older people for the fantastic contribution they make in our communities, and enables us to take a range of positive actions to further improve Wirral to ensure it continues to be a great place to grow older.



Councillor Chris Jones

SNAPSHOT OF OLDER PEOPLE IN WIRRAL



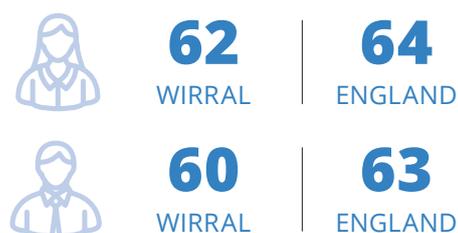
TOP 4 FACTORS CONTRIBUTING TO QUALITY OF LIFE FOR THOSE AGED 50+



AVERAGE WIRRAL LIFE EXPECTANCY



AVERAGE HEALTHY LIFE EXPECTANCY IN WIRRAL



BUT

INTRODUCTION

As a member of Wirral's Partnership Board, I was really pleased to be asked to lead the development of a strategy which will enable people to live well as they grow older in Wirral. This is one of twenty pledges set out in the five year Wirral Plan, and as the Chief Executive of Community Action Wirral, I fully endorse a strategy that focuses on the positive impact that older people in Wirral have in local communities and neighbourhoods.



A handwritten signature in white ink that reads "Annette Roberts".

Annette Roberts,
Chief Executive, Community Action Wirral

Our Ambition

It is our ambition, as set out in the Wirral Plan, to work in partnership with all organisations, local residents and others to achieve the following pledge:

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.

The Wirral Plan sets out that in order to achieve this pledge we must talk more regularly to older residents in Wirral and take action to ensure more older people tell us they have a good quality of life and feel valued and respected in their communities.

This strategy identifies the following key areas as being important to Wirral residents following consultation and engagement:

- Being an active part in strong, thriving local communities
- Enjoying a happy home life
- Being emotionally and physically healthy
- Being financially secure
- Having better access to the right information and support

Who is the strategy for?

This strategy is aimed at Wirral residents who are over 50 to encourage them to be as active, independent and self-sufficient as possible, and to ensure that preparations start early for older age and retirement. Our aim is to encourage people to plan for older age by keeping fit and well and to think about their retirement at an early stage to ensure that they have a good quality of life as they grow older.

How has this strategy been developed?

This strategy has been developed in partnership with residents and a range of public sector and voluntary and community sector organisations.

A steering group was established in July 2015 with a range of representatives including Older People's Parliament, Age UK Wirral, Community Action Wirral, Churches Together, Irish Community Care, Merseytravel, Citizens Advice Wirral, Wirral Chamber of Commerce, Wirral Change, Wirral Clinical Commissioning Group, Wirral University Hospital Trust, Health Watch Wirral, Wirral Community Trust, Magenta Housing, Merseyside Fire and Rescue Service, Cheshire and Wirral Partnership Trust and Wirral Council.

Our main priority has been to ensure that the voice of older people and their views have helped to identify the priorities of the strategy. We have also completed a resident's survey and consulted broadly on the strategy to ensure there has been wide involvement and engagement on its themes.

A photograph of two elderly individuals, a woman on the left and a man on the right, walking on a sandy beach. They are both smiling and appear to be in good health. The woman is wearing a blue zip-up jacket and light-colored trousers. The man is wearing a grey zip-up jacket and dark blue trousers. The background shows the ocean and a clear sky. The entire image has a light blue overlay.

**BEING AN ACTIVE
PART IN STRONG,
THRIVING LOCAL
COMMUNITIES**

We know that people over fifty are a huge asset to Wirral's communities. They must be celebrated and recognised for the many important contributions they make to our neighbourhoods. Many older residents in Wirral enjoy a good quality of life, are active in their communities and have good networks of support.

However, we know that sadly this is not the case for everyone. Some older people are lonely, isolated and without the contact and support networks that would improve their lives. Social isolation has been highlighted as the number one concern in recent surveys and we will do all we can to tackle this important issue.

A comprehensive and affordable transport network is important for older people to access services and opportunities, to socialise and to play an active role in local communities. Good transport networks can ensure that communities stay well connected to work, friends and social activities.

We recognise that there are strong benefits to both the community and the individual of having good relationships with neighbours and of volunteering and we will look to actively promote this.

What do we already know?

- Almost one third of Wirral's older residents reported loneliness and isolation as the top issue facing older people.¹

- 21% of Wirral's older residents stated that befriending, tackling isolation and providing social opportunities should be the top priorities for Age UK Wirral's work over the next 3 years.²
- Several studies on volunteering have found that it has a range of positive effects such as increased happiness, greater life satisfaction and better physical and emotional health, especially amongst older people.³

What have Wirral residents over 50 told us?

- 78% are satisfied with their local area as a place to live.
- 67% strongly felt they belonged to their local area.
- 35% volunteer helping someone other than family members at least once a month.
- 26% volunteer helping to support groups or activities within their community at least once a month.

How are we going to get there?

- We will work in partnership to ensure that no older person feels isolated and lonely in Wirral through creating better neighbourhood connections and networks for those affected by social isolation.
- We will celebrate and recognise the invaluable role that people over 50 play in Wirral's communities, and promote their experience and knowledge through developing more volunteering and mentoring opportunities.

- We will create age friendly neighbourhoods that respect all ages and develop more intergenerational work in Wirral in order to take full advantage of the skills that older residents can share.
- We will ensure that people over 50 are aware of and have access to activities and services available to them in their local area.

How will we measure if we're getting it right?

- More older people will be volunteering and playing an active role in their communities (2015 Wirral Residents' Survey).
- Social isolation measure (to be developed).

What's already happening in Wirral?

We know that there are many local community groups who provide and support activities for over 50s. Some examples of initiatives that currently support our objectives are:

Age UK Wirral

Age UK Wirral deliver a wide range of services and activities for people across the Borough, including 'Friends in Action' which offers companionship, befriending and practical support for people who are isolated and lonely, Active Age, Lunch Clubs, a range of care services including bathing, day care, residential care and domiciliary care, Home from Hospital support, transport, help for carers and many social opportunities.

Information and advice

Wirral Well currently delivers an online information hub to access information about wellbeing, health and social care services. Further developments are planned for April

2016 where the Council and Partners including the voluntary sector will introduce and support a new online-service for information and advice that will also allow people to undertake a self-assessment of their needs. Using these online resources will enable residents to find anything from getting outdoors and active, art classes, growing your own food and complimentary therapies to statutory health and social care services such as information on care homes, assistive technology and managing long term health conditions.

Social isolation projects

Wirral South constituency is developing a social isolation programme with the aim of reducing levels of social isolation, especially amongst older people, people from black and ethnic minorities, people with substance misuse problems and those who are carers.

Travel schemes

Over 60s can currently travel free on buses, trains and Mersey Ferries during off-peak hours if they live in Merseyside to allow them to access the many services and activities available across Wirral.

University of the Third Age

The University of the Third Age (U3A) movement is a unique and exciting organisation which provides, through its U3As, life-enhancing and life-changing opportunities. Retired and semi-retired people come together and learn together. Members share their skills and life experiences: the learners teach and the teachers learn, and there is no distinction between them. The U3A movement is supported by its national organisation, the Third Age Trust.

Spare5 Projects

Spare5 is a project run by AIW Health and looks to reduce feelings of isolation by supporting and working with communities

to get to know, care for and value each other in lots of different ways. Connecting with neighbours, using skills to help others and socialising can reduce feelings of loneliness and improve people's feelings about themselves. The Spare5 team work to engage with residents in any neighbourhood with the aim of bringing people together to help each other out, whether this is in a big or small way.

Case study 'Spare5 Projects'

Betty, aged 95 years attended a Spare5 coffee morning.

She told the group that she has lived in her road for many years. As her house is tucked away from the main road, she doesn't see her neighbours as often as she used to. She used to potter in her front garden and would chat to people walking by, however she is unable to do this as much now due to age. She stated that she has been feeling quite isolated and wanted to come along on the day to make new friends. Everyone at the coffee morning made her feel very welcome. By the end of the meeting, two ladies had made plans to pop in, have a coffee with her, keep her company and if she needs any help with shopping etc. they will assist her. Betty was thrilled with the meeting and offers of companionship and support and looking forward to future meetings.



ENJOYING A HAPPY HOME LIFE

Good quality, decent and safe housing is essential at all stages of a person's life and particularly important as people grow older to enable independent living. We know that choice and having a range of housing options is important to our residents as they grow older. We also recognise how important it is for those older people who are in residential and community housing to be able to enjoy home life and to live comfortably.

Feeling safe in their homes and neighbourhoods is also an important priority for older residents in Wirral. Information shows that levels of crime and anti-social behaviour committed against those who are over 50 are low in comparison to other age groups; however we recognise that feeling safe is as important as being safe, in relation to enjoying home life and accessing services in their communities.

What do we already know?

- The number of households with an older person as the highest income earner is expected to increase to 13 million by 2033. The proportion of these people who are aged 85+ will increase and the proportion aged 55-64 will decrease. This will require a change in the housing stock so that more homes are suitable for older people be it specialist housing, lifetime homes or adapted homes.⁴

- Despite those aged 65+ in Wirral feeling the least safe of all residents⁵, only 12.3% of victims of crime in Wirral are those aged 61+.⁶

What have Wirral residents over 50 told us?

- 85% agreed that they are able to live an independent life.
- 56% are satisfied with the choice of housing and 59% are satisfied with the quality of housing available.
- 88% felt safe during daylight hours. This reduced to 55% after dark.

How are we going to get there?

- We will work in partnership to provide appropriate housing that meets the needs of older people in the short, medium and longer term.
- We will work in partnership to promote neighbourhoods which feel safe and are safe.

How will we measure if we're getting it right?

- 300 new extra care housing scheme placements will be developed by March 2020.
- More older people tell us they feel safe and protected (2015 Wirral Residents' Survey).
- More people over 50 tell us they are living in appropriate housing that meets their needs (2015 Wirral Residents' survey).

What's already happening in Wirral?

We know that there are many organisations working in partnership to help people access the information they need to keep their homes safe and continue to enjoy life through the colder months. Some examples of initiatives that currently support our objectives are:

Stay Safe, Warm and Well

The Stay Safe, Warm and Well programme, coordinated by the Council and partners which have included Age UK Wirral, Energy Projects Plus and Merseyside Fire and Rescue Service, brings together existing initiatives, staff and volunteers to reach out to people vulnerable to colder weather. As well as valuable advice on staying safe and warm throughout the winter, people are supplied with blankets, flasks and gloves and offered health checks. In November 2015, the first 'Winter Survival Event' was held at New Brighton's Floral Pavilion, which attracted over 400 people.

Healthy Homes

Healthy Homes is a joint project with Wirral Community NHS Trust and Wirral Council. Households within Wirral's four Selective Licensing Areas in parts of Tranmere, Birkenhead and Wallasey can access a free home safety check and support for people concerned about their property. In addition to assessing any potential hazards in the home, the offer includes smoke alarm and carbon monoxide detectors checks, home insulation, heating grants and energy advice, welfare and benefit checks and free health support including a health MOT.

Merseyside Fire & Rescue Service (MF&RS) – Home Safety Checks

Between April 2014-March 2015, 9443 Home Safety Checks were carried out in Wirral. Mersey Fire & Rescue Service's approach from 2015 to 2017 will focus on Operational Crews targeting over 35,000 homes per annum delivering preventative services to properties that are included on the Vulnerable Persons Index, which includes people over 65. When carrying out visits, the focus will not only be fire related issues but also holistic living conditions to especially support vulnerable residents. As part of the Home Fire Safety Check, MF&RS will also signpost to other organisations, where appropriate, to provide help and support.

Services supporting people being discharged from hospital

The 'Home from Hospital' Service from Age UK Wirral supports Wirral residents who are about to be discharged from hospital back into their own homes and who require some form of support to help them settle back in, seeking to ensure that people are able to stay at home and preventing unnecessary readmission through encouraging people to regain their confidence and, in time, engage in a range of activities to build their own circle of support.

Magenta Living has worked in partnership with Wirral Borough Council Social Services and Health partners to develop the 'Home from Home' service, a solution to early hospital discharge. A project was established to offer short term suitable accommodation for people unable to return home from hospital because their property is unsuitable for their needs.

Case study 'Home from Home'

One resident was being treated for cancer and needed accessible housing before she could be discharged from hospital.

She was offered rehousing to a suitable, more accessible property which was not yet ready for her to move in. Speaking of her experience with the service "I cannot believe how lucky I have been to get this property. The Home from Home flat is a fantastic idea; it really took away the stress of coming out of hospital and having somewhere set up ready. I so appreciated the Magenta Living Specialist Supported Housing team there to meet me from the taxi with bread, milk, tea etc. Everyone has been so helpful". When her home was ready to move in, the team continued to support her with setting up utilities, joining a Credit Union and providing a range of information about the area and its amenities.

BEING EMOTIONALLY AND PHYSICALLY HEALTHY

Leading healthy and active lives from an early age is essential to living independently in our later years. We want to encourage people to be active and to take responsibility for their own emotional and physical health and well-being as early as possible. We know volunteering and a range of leisure activities improve an individual's physical and mental health and wellbeing and we will work to encourage and increase participation in these activities.

Life expectancy in Wirral is increasing in line with the national picture although there are great variations of up to 10 years across Wirral's communities. The latest average figures show that in Wirral, women can expect to live until their early eighties and men can expect to live until their late seventies. The average number of years that a person can expect to live healthily however, is significantly lower. Current figures show that healthy life expectancy in Wirral is estimated to be early sixties. This means that for some older residents they are living for twenty years in poor health, experiencing serious health conditions and are reliant on care and support. We want to promote the health benefits to older residents of using sustainable forms of transport and provide wider, safer opportunities to walk and cycle, helping to address health inequalities by improving access to these opportunities.

We want to ensure that as people live longer they have a good quality of life through integrated health and social care services, and to ensure that carers in Wirral, who play a vital role, are properly supported. At the right time,

it is important that all residents are provided with support and information to help them to make choices about their end of life care.

Wirral is committed to being a dementia friendly borough and we know from the latest figures that the number of adults with dementia will increase significantly in future years. We want to pioneer schemes that will create a safe and friendly environment for adults who are living with dementia. We also want all older people in Wirral to be protected from abuse and neglect, and to ensure that care is provided with dignity and respect.

What do we already know?

- 70% of Wirral men aged 45-54 meet the recommended level of physical activity. This reduces to 55% between the ages of 55- 64 and again to 30% for those aged 75+.⁸
- 62% of Wirral women aged 45 – 54 meet the recommended level of physical activity. This reduces to 55% between the ages of 55-64 and to just 13% for those aged 75+.⁹
- 54% of Bowel Cancer cases in the UK are preventable. In Wirral, only 56.1% of 60-69 year olds took part in bowel cancer screening over a 2.5 year period.¹⁰
- In 2014, there are 2,315 people diagnosed with dementia in Wirral; however it is predicted that there is actually around 4,800 cases including those undiagnosed which is set to rise to 7,022 by 2030.¹¹
- There are 1,040 known carers in Wirral with just under one quarter of these caring for a person aged 75+, 405 of these carers are aged 65+.¹²

- 8% of Wirral's older residents identified accessing the right care services as one of their top issues.¹³
- The average age of hospital admissions in Wirral is 53.¹⁴

What have Wirral residents over 50 told us?

- 65% rated their health as 'good' with 73% stating that 'feeling healthy' was the top factor contributing to quality of life.
- 49% said that their health often or at times stops them from doing things they would like to do.
- 59% do less than 150 minutes of moderate intensity exercise in an average week.

How are we going to get there?

- We will work in partnership to create responsive health and care services that are fully joined up and focussed on delivering the right levels of care at the right time.
- We will encourage older residents to participate in activities that will improve their physical and emotional health.
- We will promote Wirral as a dementia friendly borough to create more awareness of the condition and review what more needs to be done to support adults who are living with dementia.
- We will continue to strengthen our safeguarding arrangements for adults.
- We will facilitate a positive network of

support for carers in Wirral who care for many of Wirral's older residents.

- We will promote the End of Life Care Charter which sets out a number of pledges of care that people can expect to receive when they are terminally ill.

How will we measure if we're getting it right?

- Increase in healthy life expectancy (Public health outcomes measure).
- Residents over 50 who reported feeling healthy (2015 Wirral Residents' Survey).

What's already happening in Wirral?

There are already a wide range of services and programmes running across Wirral which encourage people of all ages to keep fit and healthy. Some examples of initiatives that currently support our objectives are:

Live Well Programme

The programme delivered by the Wirral Community NHS Trust, supports local people to make positive lifestyle changes, get more active, eat healthier, quit smoking, lose weight, relax and unwind, encourages people to get involved in local activities and courses near to where they live. It also helps people reduce the risk of cardiovascular disease (e.g. stroke), supports local organisations and workplaces with training, advice and resources around health and wellbeing promotion.

Invigor8 Active Age

Wirral's Invigorate Active Age programme provides gentle to moderate workouts and classes which are suitable for all abilities. Invigor8 Active Ageing classes are specifically

tailored for those aged 50 years old and over who want to keep fit and healthy.

Healthy Wirral

Healthy Wirral, previously Vision 2018, is a plan to re-shape health services and social care in Wirral, whilst supporting people to take more responsibility for looking after their own health. The plan will transform GP, primary care, community health, hospital and social care services in Wirral. It will mean:

- Community based health services (e.g. access to GPs, community nurses and social workers) seven days a week.
- More hospital services in the community, with consultant led teams.
- Health and social care professionals working together for people with ongoing needs: one assessment, one care plan, one key coordinator.
- Specialist in-patient hospital care for those that need it.
- Support for people to look after themselves and stay healthy.

Health Screening Programmes

There are several free screening tests available from the NHS to older residents including:

- The NHS Bowel Cancer Screening Programme offers screening every 2 years to all men and women aged 60 to 74.
- The NHS Breast Cancer Screening Programme offers screening to all women aged 50-70.
- The NHS Abdominal Aortic Aneurysm (AAA) Screening Programme is available for all men aged 65 and over in England.

Dementia Friendly Wirral

Becoming dementia friendly is about raising awareness of dementia and thinking about how we as individuals and organisations can make simple and thoughtful interventions that can help to remove barriers for people suffering with dementia that may exist within our communities. Some examples of activity that is already happening include:

- Merseytravel are exploring ways in which they can provide support to older people with dementia to travel such as through training being provided to bus drivers and taxi drivers across Merseyside and through creating ambassadors to raise awareness of dementia.
- Wirral Council is encouraging all staff and Elected Members to become 'Dementia Friends'. This is a national campaign set up by the Alzheimer's Society that aims to teach more about dementia and change people's perceptions.
- NHS Clinical Commissioning Group and Wirral Council have been working with community groups in Heswall to help launch a community-driven project to make Heswall a dementia friendly community. Dementia friend sessions have been held and more than 115 residents are now Dementia Friends. They are now looking to set up a Dementia Action Alliance to offer training to local organisations and businesses and support them in pledging to make their business more dementia friendly.
- Wirral University Teaching Hospital and Wirral Council are working in partnership on a new initiative that will help to support the wellbeing of people living with dementia. Reminiscence boxes containing household items, childhood toys and music from past

years will help older people with dementia to recall memories from their youth and share experiences from their past.

- Cheshire and Wirral Partnership NHS Foundation Trust have developed a team of specialist dementia nurses, supported by existing specialist consultants, who are working with care homes, community NHS teams and Wirral University Teaching Hospital to ensure that patients have the right specialist support when they need it.

Cycle hubs

Wirral Council with Sustrans has developed a number of cycle hubs in the borough at Port Sunlight River Park, Guinea Gap, Eastham Community Centre, Birkenhead Park and Wallasey Central Park. The aim of the hubs is to promote fitness and cleaner environments through sustainable transport.

Case Study 'Bike it'

Maureen has been married for 47 years; has 4 children and 9 grandchildren.

She recently retired from the shop she had worked in for 23 years. Initially she was really worried about what she would do with her time once she was retired and nervous about making new friends. Her husband recently took up running so she decided she would try cycling but hadn't ridden since she was a teenager and was unsure if she'd be able to do it.

Maureen saw an advert in the newspaper about a Sustrans organised bike ride around Birkenhead Park and decided to go along. "It's great because you can try before you buy. It's also a social thing, we do our laps of Birkenhead Park but then we go for a cup of tea afterwards. It's far nicer cycling with somebody else and I've made friends through the group". Originally Maureen used to drive to the park from home, but when she got her own bike, she started to cycle there and now does three laps around the park, a total of about 8 miles. "It has kept my fitness levels up. I'm only 63 so I've got quite a few years ahead of me and with my husband running, I've got to keep up with him!"

“ We will work in partnership to ensure that no older person feels isolated and lonely in Wirral through creating better neighbourhood connections and networks for those affected by social isolation ”



**BEING
FINANCIALLY
SECURE**

Residents over 50 make a valuable contribution towards Wirral's local economy. As people are living longer they are also working longer and in many cases working past retirement age. We want to work with local businesses to enable older residents to access employment opportunities. The majority of residents between 50 and 64 are in employment and we want to help them plan for their retirement and any changes to their future levels of income.

We want to help individuals maximise their income and stay in control of their finances through making them aware of the benefits they may be entitled to, and to support them to access employment opportunities where appropriate.

We know that financial concerns amongst older people in Wirral include issues such as debt, household costs, care fees and bereavement of loved ones. We want to ensure that all Wirral residents over 50 can access the right support and advice at the right time.

What do we already know?

- 63.1% of those between the ages of 50-64 in Wirral are in employment or actively seeking employment which is lower than the UK overall at 77.5%.¹⁵
- 13% of Wirral's older residents reported that they were concerned about getting help with finances/money/benefits and bills.¹⁶ 6% said they were worried about

being able to afford to keep warm in the winter.¹⁷

- In some areas of the Wirral, 50-70% of older people receive pension credit.¹⁸
- In the UK, 1.7 million pensioners are living in poverty. This is despite the fact that up to £5.5 billion of means-tested benefits goes unclaimed each year.¹⁹
- There is a significant overlap with health inequalities when homes are cold and damp. In Wirral there were an estimated 328 excess winter deaths in 2012-13 with over half of these occurring in those aged over 85.²⁰
- 44% of Citizens Advice Wirral clients in 2014-2015 were aged over 50 and enquiries relating to benefits and debts were the most occurring topics.²¹

What have Wirral residents over 50 told us?

- 27% said being in secure employment was one of the top four factors that contributed to quality of life.
- 47% said that being financially independent was one of the three top factors contributing to quality of life.

How are we going to get there?

- We will work with businesses to create and promote employment opportunities for those over 50 in Wirral.
- We will work in partnership to ensure older people can access services and support to help them stay in control of their finances.

How will we measure if we're getting it right?

- More older people tell us that they feel financially independent (2015 Wirral Residents' Survey).
- Employment rate for 50+ (ONS statistics).

What's already happening in Wirral?

There are many examples across Wirral of public and voluntary sector organisations that provide financial advice and support. Some examples of initiatives that are already supporting our objectives are:

One Stop Shops

Wirral Council provide a network of community One Stop Shops where members of the public can speak to a customer services adviser in person about council services, advice surgeries on pensions, preparing for retirement and money matters, accessing partner services and where to get information.

Welfare Benefits Take-up

Several organisations including Age UK Wirral and Citizens Advice Wirral support older people to identify and claim benefits they are entitled to. In the last year, Age UK Wirral has supported older people in Wirral to claim £3million in welfare benefits that they were not previously claiming.

Transport Solutions

Transport Solutions service from TravelWise Merseyside offers information, advice, guidance and information for people who are struggling to get to work by public transport and by other means. Transport Solutions can offer a workwise bicycle for you to use to access work. They also offer personalised travel plans, highlighting the quickest, easiest

and cheapest route possible to your destination.

Citizens Advice Wirral

Citizens Advice Wirral provides free, impartial and confidential advice on a wide range of issues including debt, employment, benefits, housing, relationships and consumer rights. Information about their services is available over the phone, face to face or via their website.

Case Study 'Citizens Advice Wirral'

The client was referred to Citizens Advice Wirral by her GP for support and assistance to complete a Carers Allowance Form.

The client is of pension age and also has full time caring responsibilities for her husband who has Alzheimer's. The client opened up to the adviser about how frightened she was about their money situation. She explained that her husband has very poor memory and stated that he had drawn down money on their property in the form of equity release some years previously. He had spent all the money but could not account for how he spent it. The adviser helped the client with the Carer's Allowance form and applied for Pension Credit on her behalf. She was also awarded full Council Tax Relief and as a result of being granted these awards, her financial situation was improved by over £6000 per year. The client commented on how she was unaware of the benefits she was entitled to and the difference the money would make to her life. She also said that she couldn't believe people could be so kind and helpful and that there was not a 'catch' to things.

“ We want to ensure that all Wirral residents over 50 can access the right support and advice at the right time. ”

HAVING BETTER ACCESS TO THE RIGHT INFORMATION AND SUPPORT

The ways that residents access services and information has changed rapidly in recent years through advances in technology. We are committed to ensuring that digital and online services are accessible to older residents and we will continue to develop these services with the views of our older population at the heart of them.

We know how important it is for people of all ages to have access to information and support at times in their lives when they need it most. This includes dealing with some of life's most challenging situations such as bereavement, illness and life changing circumstances. Our aim is to ensure that older people have access to the right information and support to cope during these challenging times and we will work with our partners to signpost to appropriate support services.

What do we already know?

- Most studies find that older people prefer, by far, face-to-face interactions when seeking information and advice.²²
- From 2006 to 2013, daily computer use amongst 55-64 year olds has increased by 31% and by 28% amongst those aged 65+ in the UK.²³
- In 2013, 49% of 55-64 year olds and 23% of those aged 65+ reported they accessed news online.²⁴

What have Wirral residents over 50 told us?

- 64% prefer to receive information about services provided by the Council and its partners via leaflets and publications through the post.
- 46% prefer to receive information about services provided by the Council and its partners via local media (Newspapers, TV, Radio, news website).
- 15% prefer to receive information about services provided by the Council and its partners via direct contact face to face via One Stop Shops, libraries or other council facilities.
- 73% said that they never look for information about local events, news and services through community websites.

How are we going to get there?

- We will ensure that older people have access to online and digital services.
- We will work in partnership to ensure older people are aware of the services that are available to support them through difficult times.

How will we measure if we're getting it right?

- Survey measure to be developed.

What's already happening in Wirral?

There are many organisations in Wirral that provide much needed support and advice

during challenging times in people's lives. Many others provide training opportunities for older people to learn and develop IT skills which can enable them to access information more easily.

Some examples of initiatives that currently support our objectives are:

Free One to One Computer Training

Leasowe Development Trust provide free computer training to elderly clients, offering tutorials on using the computer and easy to follow training, ensuring as many people as possible ultimately enjoy the advantages of computers and the internet. For those unable to travel, the training can take place at the learner's home.

Digital Courses

Through the Library service and Wirral 3LS, Wirral Council run several courses aimed at helping people learn to use various technologies such as computers, the internet and digital cameras.

Advice 4 All

Advice 4 All is a partnership between Age UK Wirral and Wired which provides information and advice on social care and wellbeing issues to local people via a telephone helpline and face-to-face drop-in service. A dedicated Carers Helpline provides support and signposting to carers.

'Tell us once'

The 'Tell Us Once' service provided by Wirral Council allows an individual to report bereavement once and the Council will provide this information to the Department for Work and Pensions who will pass it onto a number of other government departments and council services.

Case Study 'Citizens Advice Wirral'

The client was a 66 year old woman who had been referred for help with seeking employment. She talked about how she had been depressed for a number of years and exceptionally anxious but was desperate to do 'something' as she felt her depression would only decline if she remained at home.

The client was referred to Community Action Wirral to help the client to look for volunteering opportunities. Information on breathing techniques was given to help with her anxiety and she was signposted to the Wellness and Recovery Action Plan and given one-to-one support with the advisor. She also mentioned she had hoarding issues and the adviser was able to signpost to the Fire Safety unit and other sources of information for help with de-cluttering her home. After a short time she felt able to return to work on a part time basis, had completed some training and was looking for voluntary work. The client expressed 'feeling happy' and is now making good headway with her anxiety and hoarding issues.

“ 64% prefer to receive information about services provided by the Council and its partners via leaflets and publications through the post. ”

HOW WE WILL DELIVER THIS STRATEGY

The Ageing Well Strategy will provide a clear framework for partners to work collectively and make a real difference in each of the areas outlined within the strategy.

The following actions will be delivered over the lifetime of this strategy with detailed project plans to be developed to ensure there is regular review and monitoring of the actions through an Ageing Well Steering Group. There will be further engagement and consultation with older residents, partner organisations and other stakeholders as we develop more detailed action plans.

An annual review of the strategy will take place assessing progress on each of the actions and reporting outcomes that have been achieved through the delivery of the strategy.

ACTION PLANS

1. Being an active part in strong, thriving local communities

Theme Lead: Age UK Wirral		
Action	By when	Lead organisation
Establish a partnership approach through targeted research and engagement to identify residents who are socially isolated in Wirral.	September 2016	Age UK Wirral
Implement Liquid Logic Marketplace to capture local activities	April 2016	Wirral Council Community Action Wirral
Identify opportunities to encourage intergenerational activities across Wirral through working with local communities, organisations and schools <ul style="list-style-type: none"> • Older People's Parliament project (Summer 2016) 	March 2017	Older People's Parliament
Encourage businesses to be age-friendly community spaces	March 2017	Wirral Chamber of Commerce
Explore opportunities through the STEP (Sustainable Transport Enhancements Package) programme to improve access to transport and maximise benefit of the scheme.	2016 - 2017	Merseytravel
Encourage older residents to access volunteering opportunities	2016	Community Action Wirral

2. Enjoy a happy home life

Theme Lead: Wirral Council		
Action	By when	Lead organisation
Complete strategic review of sheltered housing services for older people and agree scheme proposals	March 2016	Wirral Council
Work with registered providers and private companies to deliver 300 extra care home placements.	March 2017	Wirral Council
Work with care home providers to ensure that older people who reside in care homes all receive care packages with dignity and respect	March 2017	Wirral Council
Increase the availability of accessible homes requiring adaptations by assessing 2,000 disabled facilities grants per annum	March 2020	Wirral Council
Identify ways of creating neighbourhoods where people feel safe and are safe	March 2017	Wirral Community Safety Partnership

3. Being emotionally and physically healthy

Theme Lead: Wirral Health Partners		
Action	By when	Lead organisation
Integrating health and social care services through the creation of a single accountable care system (Healthy Wirral programme) <ul style="list-style-type: none"> • Creating a single delivery hub for social care and community services (Council & Wirral Community Trust) • Creating a single commissioning approach for health and social care services in Wirral (Council and CCG) 	April 2016	Wirral Health Partners
Promote schemes and initiatives to encourage older residents to be physically and mentally healthy	August 2016	Wirral Health Partners
Encourage organisations to become more dementia-aware, especially across frontline services	March 2017	Alzheimer’s Society
Implement the Wirral strategy for carers through supporting the Carer’s Partnership Board.	Ongoing	Wirral Council

4. Being financially secure

Theme Lead: Citizens Advice Wirral		
Action	By when	Lead organisation
Work with local businesses to tackle barriers for older people to access employment and volunteering opportunities	March 2017	Wirral Chamber of Commerce
Review provision of pre-retirement courses for all local residents to plan for their retirement years	March 2017	Age UK Wirral
Review available financial advice and support for older residents	March 2017	Citizens Advice Wirral

5. Having better access to the right information and support

Theme Lead: Community Action Wirral		
Action	By when	Lead organisation
Identify ways for older residents to access information and support <ul style="list-style-type: none"> • Review training opportunities to access online and digital technology. • Explore opportunities through Wirral's neighbourhood working approach to create better access to information and support. 	March 2017	Community Action Wirral

CONCLUSION

Throughout its development, the main aim of the steering group has been to keep what older people have told us at the centre of this strategy. We have worked collaboratively as a broad range of partners to provide as much representation of the many community groups and challenges that exist in Wirral and to enable us to gain insight and access to all relevant information. In addition, we have carried out detailed research to ensure that our objectives are fully supported with evidence.

Through partner networks and stakeholder consultation, we have engaged with residents and listened to their feedback to help develop an action plan, designed to meet older people's current and future needs. We will work together as partners and continue to consult with local residents on the implementation of this strategy. We will ensure that Wirral residents aged 50 and over are able to stay fit and healthy, live independent lives, feel safe, connected and involved in their community and have access to the information they need at the right time.



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23. ONS, Internet Access - Households and Individuals, 2013
24. ONS, Internet Access - Households and Individuals, 2013

For more information on all aspects of health and wellbeing relating to older people in Wirral, please see Wirral JSNA: <http://info.wirral.nhs.uk/>

For more information on all aspects of travel and transport, please see Liverpool City Region 'A Transport Plan for Growth' <http://www.merseytravel.gov.uk/about-us/local-transport-delivery>.

To find out more:



search: Wirral 2020



@wirral2020



CABINET MEMBER - BUSINESS
AND TOURISM

COUNCILLOR PAT HACKETT

CABINET
MONDAY 25 JANUARY 2016
WIRRAL PLAN: A 2020 VISION -
UNDERPINNING STRATEGIES: THE
WIRRAL GROWTH PLAN

Councillor Pat Hackett, Cabinet Member Business and Tourism said:

“We want Wirral to have a vibrant, growing economy – one where Wirral people of all ages and backgrounds have the opportunity to get good, skilled, high-paying jobs. In our Wirral Plan we pledged to create that economy, through driving new investment, through supporting businesses to grow, through building new affordable housing and through attracting more visitors. This Growth Plan is a key part of delivering our 2020 Vision; it sets a clear path towards achieving our goals and improving residents’ lives for many years to come. I am proud to present it to Cabinet for approval.”

REPORT SUMMARY

The Wirral Plan: A 2020 Vision sets out a shared partnership vision to improve outcomes for Wirral residents. Delivery of the priorities and outcomes described in the Plan are underpinned through the development and implementation of a set of key strategies and a Delivery Plan.

This report provides Cabinet with The Wirral Growth Plan; a key strategic document which articulates the ambition related to the Wirral Plan Business Priority:
“Wirral is a place where employers want to invest and businesses thrive”

The report aims to support Wirral businesses, attract new investment and improve the skills of local people so that all Wirral residents are able to contribute to and benefit from sustained prosperity and a good quality of life.

The Growth Plan aims to drive economic growth across the Borough and ensure that employment opportunities are accessible to all residents. As a result it affects all Wards within the Borough and therefore this report is considered a key decision

RECOMMENDATION

Cabinet are requested to approve the Wirral Growth Plan as provided as an appendix to this report.

SUPPORTING INFORMATION

1.0 REASONS FOR RECOMMENDATION

- 1.1 The Wirral Growth Plan sets out how the ambitions and outcomes set out within the Business priority of the Wirral Plan: A 2020 Vision will be driven forward and achieved. The Growth Plan has been developed and endorsed by key partners including the Wirral Chamber of Commerce and Wirral Metropolitan College and will provide the framework for promoting sustainable growth and for supporting place shaping across the Borough

2.0 OTHER OPTIONS CONSIDERED

- 2.1 The Business priority of Wirral Plan: A 2020 Vision includes seven pledges which will need to be delivered in order to achieve the overall outcomes. These include increasing inward investment, supporting small businesses to thrive and delivering a vibrant visitor economy. In addition there are pledges within the People and Environment priorities that are strongly linked to growth such as ensuring that young people are ready for work and the delivery of new homes.
- 2.2 It would have been possible to develop separate Plans for each of these pledges rather than combine them within the Wirral Growth Plan. This approach was considered but rejected as it is only by joining up and integrating the various elements of the pledges that we will be able to ensure that the opportunities for economic growth are maximised and that the benefits of that growth are accessible to Wirral residents.
- 2.3 Combining the range of pledges within the Growth Plan will enable a new approach to be taken – whilst recognising that the private sector will be the engine for growth, it will also provide for a focus on place shaping so that our places and communities work better than they have before.

3.0 BACKGROUND INFORMATION

- 3.1 Wirral's Investment Strategy has provided the framework for driving economic growth within the Borough for the last ten years. Whilst economic performance has been good the development of the Wirral Plan: A 2020 Vision, provided the context for a review of the Strategy and of its ambitions and it became clear that if the Borough was to meet its full growth potential then a new and bolder approach was needed.
- 3.2 Recognising that the potential for growth within Wirral is considerable, with key growth sectors such as advanced manufacturing, marine and energy providing unprecedented opportunities, the Business Priority of the Wirral Plan identified seven pledges together with pledges relating to growth being included within the People and Environment priorities such as ensuring that young people are ready for work and the delivery of housing growth. The Wirral Growth Plan brings these pledges together and, based on a comprehensive analysis of the Borough's strengths, weaknesses, opportunities and threats, identifies how better linkage and integration will enable outcomes to be achieved that will

deliver sustainable growth and ensure that the benefits of this growth will be accessible to Wirral residents.

3.3 The Growth Plan also recognises that whilst the Council has a leadership role that joint working and partner involvement from all sectors will be critical. The Plan has a strong focus on private sector driven opportunity as not only are public sector resources limited, but it is clear that business knows how to lead business to deliver maximum impact.

3.4 Delivery of the Growth Plan will take place within the context of the recently agreed Devolution Deal with Government which sees the city region having control over an Investment Fund that is intended to unlock the economic potential of the area. Devolution will also give the Liverpool City Region Combined Authority more control over transport and housing budgets and increased responsibility over employment support, skills provision and the identification of strategic development opportunities.

3.5 Overview of the Growth Plan

Developed in partnership the Wirral Growth Plan includes the Vision that: “Wirral will be a place where employers want to invest, business thrives and high quality jobs are provided and where all our residents are able to contribute to and benefit from sustained prosperity and a good quality of life”.

The analysis of the Borough’s strengths and challenges together with a review of developer proposals, investor feedback, Chamber business enquiries and data analysis has identified four key spatial areas and eight thematic areas as providing the focus for the Growth Plan. In addition if the impact of the Growth Plan is to be maximised then integration of these areas together with partnership collaboration and alternative delivery models will be required. This approach is set out in the diagram overleaf.

The focus on integrating and improving delivery will support economic growth, but can also support the development of sustainable places that work for residents, businesses and investors – thereby stimulating further growth.

3.6 Summary of the key themes within the Growth Plan

Through the analysis and feedback work, four key spatial areas have been identified which will provide the short to medium term focus for growth, namely:

- Wirral Waters
- Birkenhead Town Centre
- Birkenhead Hinterland (the areas bordering Birkenhead Town Centre and Wirral Waters)
- The A41 Corridor

Viability is a significant issue for employment uses in Wirral and the Core Strategy notes that given the low rental and rateable values of industrial and office uses that public sector intervention is likely to be needed to bring forward development. Prioritisation of key sites will enable focused support to be provided to address market failure where necessary and to support achieving

the Business Pledge outcomes.

The Growth Plan also identifies eight key action areas that are critical to transforming Wirral's economy over the next five years and beyond. Much greater integration between these action areas and with partners will be required to deliver the step change that will deliver better outcomes for Wirral. The action areas are:

- Growing Competitive Businesses
- Increasing Employment – Greater Job Opportunities
- Workforce Skills match Business Needs
- Increase Inward Investment
- Tourism – Develop a vibrant tourism economy
- Transport
- Housing Growth
- Assets

3.7 Governance

In line with the Wirral Plan: A 2020 Vision, the Council will provide the strategic lead for Wirral's sustainable growth, however strong input and involvement from partners will underpin its delivery. This will be progressed through the Wirral Growth Board (previously the Investment Strategy Board) which includes representatives from across the private sector and which will provide an overseeing role, ensuring that the stated growth outcomes of the Wirral Plan are delivered on time and in a coordinated manner.

The Growth Plan is attached as an appendix to this report.

4.0 FINANCIAL IMPLICATIONS

- 4.1 The Council has identified that growth, through increased Business Rates income and increased Council Tax revenue from the building of new homes are key to providing financial sustainability and meeting the Council's Budget funding gap. Allied to this is the further development of asset management in order to better utilise public sector assets to generate revenue, including capital receipts through the sale of surplus assets, and to achieve efficiencies in running costs, including from the shared use of buildings. As schemes / projects are developed from the Growth Plan the financial implications will be identified as part of the project planning.

5.0 LEGAL IMPLICATIONS

- 5.1 There are no legal implications arising directly from this report. As schemes / projects are developed the legal implications will be identified as part of the project plan.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 The Growth Plan will be co-ordinated by existing staff resource, mainly from the Investment Strategy team, but supported by staff from across the Council. Every effort will be made to seek partner resource to support the delivery of

the Plan.

- 6.2 Existing economic data tools will be utilised to inform the economic baseline and profile which will underpin the Plan and provide the basis for on-going evaluation. Data will be sourced both internally and externally to enhance the current content of the Economic Profile. This will include an understanding of the housing market in Wirral.
- 6.3 The Delivery element of the Growth Plan will include the need to develop detailed business cases / appraisals for the implementation of some of the activities, for example the operation of the Wirral Waters EZ Investment Fund. The effective implementation of the Growth Plan may require additional resources which will be identified as the detailed delivery plans are developed. The principle will be adopted that wherever possible any increase in resource need will be met from the private sector or from funding associated with particular schemes.

7.0 RELEVANT RISKS

- 7.1 The Corporate Risk Register will be refreshed in line with the new Wirral Plan developments to ensure that any risks to delivery are understood and mitigating actions are put in place as appropriate.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 This report is consistent with the principles of the Wirral Plan: A 2020 Vision which was developed following full consultation with partner organisations and residents. The Wirral Growth Plan has also been informed by consultation which has taken place with a number of public and private sector partners and with local businesses.

9.0 EQUALITY IMPLICATIONS

- 9.1 The potential impact has been reviewed with regard to equality and the impact review can be found at:
<http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/>

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APPENDICES

Appendix 1: Wirral Growth Plan

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

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WIRRAL GROWTH PLAN

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FOREWORD

Cllr Pat Hackett – Cabinet Member for Business and Tourism

Wirral stands on the threshold of a new era in its economic history, and has the potential to take advantage of significant opportunity.

The Council has worked closely with all its partners to produce a 5 year Growth Plan with a focus on a long term vision for Wirral to understand our place and how we want it to look in 2035.

We must continue to support the world-class businesses that make a vital contribution to the Liverpool City Regions economy today. Yet we also need to look to the future – and support the new sectors that will generate jobs and growth in the years ahead.

A number of sectors have been highlighted as showing significant growth potential. Wirral has become home to a growing concentration of businesses who are using the latest technology within manufacturing, particularly within the low carbon/ energy sectors but its more traditional sectors. With the right support, prosperity and jobs created in these three key sectors and our other more established sectors will have a knock-on effect elsewhere – in housing, retail, in leisure and in the critical professional services market, where those who work in property, architecture and

construction will be able to take advantage of opportunities to develop the Boroughs infrastructure within projects at Wirral Waters, Birkenhead Town Centre, A41 Employment Corridor and within other areas of opportunity. In order to maximise this growth potential, our visitor economy will grow and we will use the power of our waterfront overlooking one of the World's most famous heritage sites, to ensure that Wirral truly is a place to live, work and crucial part of the Liverpool City Region.

This plan will therefore deliver benefits that will be felt across Wirral and beyond but to succeed, we need the active and ongoing participation of local businesses, communities and other partners to be part of delivering significant and sustainable growth.



A handwritten signature in black ink, appearing to read 'Pat Hackett', written over a light blue horizontal line.

Pat Hackett
Cabinet Member for
Business and Tourism

Paula Basnett Chief Executive of Wirral Chamber of Commerce – Partner Lead for Tourism and Business Growth

Wirral Chamber of Commerce represents the voice of Wirral's business community, a diverse community built on innovation, enterprise through established multi-national market leaders, a growing SME sector, and the many new business start-ups.

We have developed strong partnerships with both public and private sectors in working towards a common goal. That goal is clear. The partnership has recognised the challenges faced, and through the 2020 Vision, we have set priorities to encourage business aspirations and develop a sustainable economy, one able to grow. This will be achieved through focused initiatives for business growth, employment creation, skill development and supporting investment on local, national and international levels.

By introducing strategies for growth, Wirral will be home to vibrant businesses supported and fuelled by an agenda for a high growth, innovation driven economy both successful and competitive in worldwide markets.

We will look to support this, but its outcome will be driven by the dynamism of our businesses and by fostering new links with young, entrepreneurial enterprises.

Wirral Chamber of Commerce has four key themes - engage, inspire develop, and grow – we will support the 2020 Vision to ensure that together we create the right conditions for business to grow.



P Basnett

Paula Basnett
Chief Executive of
Wirral Chamber of Commerce

INTRODUCTION

The Wirral Plan sets out our key ambitions for the Borough and its goals are shared by partners from across all sectors. The Wirral Partnership recognises that we will need to work differently to deliver these goals and the outcomes set out in the Plan, so that Wirral becomes a place where people and businesses thrive.

Taking a long term look at Wirral's growth potential is vital to understand the direction we need to take to get there. We know that the Borough has a number of significant opportunities for growth and the Council and its partners need to build and capitalise on these so that we can transform Wirral's economy over the coming years.

The Vision is for sustainable, accelerated economic growth based on a more connected, talented Borough where all our residents are able to contribute to and benefit from sustained prosperity and a good quality of life in a high quality environment.

Achieving this will require more than a focus on economic growth – it means that we will need to ensure that we fully understand our communities so that we and our partners can support them to grow to meet their potential. This includes integrating and connecting services to support the development of place – the Growth Plan will therefore provide the strategic framework in which place shaping will be taken forward.

The Wirral economic 'story' is already 150 years old with manufacturing as its cornerstone at both the start of this journey and now. Whilst the last 40 years saw a decline in this sector there has been steady growth and recovery over the last few years and, with the renaissance of the River Mersey, manufacturing will once again play a major part in Wirral's fortunes, as the area takes advantage of emerging technologies in identified growth sectors.

Nowhere else has the maritime infrastructure and spatial opportunity to capitalise on the growth of these sectors and the next five years has the potential to be transformational for the people of Wirral - defining the future for residents and businesses for the next three generations.

The private sector will be the engine for growth and our key growth sectors will play a prominent role in driving this. With nationally significant projects such as Wirral Waters, a thriving visitor economy and housing market potential, the future is bright for Wirral. Last year's economic growth figures showed how Wirral's economy grew as fast as anywhere in the country but the productivity of our economy is low. That is why supporting our emerging sectors as well as investing in skills that meet our workforce needs is so important.

One of Wirral's key strengths is its strong growth in both business start-up rates and its thriving small business population. Since 2011 Wirral has contributed some 33% of the total increase in enterprises across the Liverpool City Region and Birkenhead in particular is becoming an increasingly attractive place to do business. Driving growth also means capitalising on the Visitor Economy. This sector is already strong but could support the revitalisation of the fortunes of Birkenhead by capitalising on the power of the River frontage where the best view of one of the most famous Waterfronts in the world can be seen.

The quality of the Borough's housing offer is also critical if we are going to make the most of Wirral's offer as a place to work, live and enjoy.

Wirral recognises that confidence and certainty are key conditions for harnessing investment and growth. Our key message to our local communities, our businesses and our committed investors and our future investors is that Wirral is more confident than ever.

This document sets out Wirral's plans to promote growth and to support Place shaping across the Borough. Between now and 2020 we will enable the delivery of key growth projects and lay the foundations of sustainable economic growth in years after this.

PURPOSE

The purpose of this Growth Plan is to attract and guide investment into Wirral, to overcome barriers and maximise sustainable growth from local opportunities, benefiting Wirral's communities, businesses and residents. In doing this it will provide the framework to develop our strategic approach to Place shaping so that our places work better than they have before. Growth is important to Wirral because:

- It improves the quality of life of our residents
- Enables our economically active workforce to increase in order to maintain a sustainable and balanced population as people live longer
- In a time of declining central funding for local services, growth is essential to sustaining vital public services
- Standing still whilst other places grow is a backwards step for Wirral

The Growth Plan will feed into the work of the Liverpool City Region Combined Authority, the delivery of the Northern Powerhouse agenda, including supporting the re-balancing of the economy, and the implementation of the Devolution Deal agreed with Government in November 2015.

The aim of the Growth Plan is to support the achievement of the Business pledges and related outcomes within the Wirral Plan – Vision 2020 as well as contributing to the achievement of other pledges within the Environment and People priorities.

In delivering the Business related outcomes of the 2020 Vision the Growth Plan for Wirral will seek to:

- Create a shared ambition for growth and investment across businesses, communities and our public sector partners
- Provide the framework for place shaping across the Borough so that, working with partners and residents, we develop sustainable communities where people want to live, invest, work and visit
- Support the delivery of infrastructure and housing to enable growth to take place
- Further grow the visitor economy in Wirral to take advantage of a unique and special location
- Increase the scale, quality and sustainability of economic opportunity in Wirral
- Ensure participation and access to these opportunities for local residents
- Create a more dynamic and growth focused business population with increased value added and productivity
- Increase levels of education and skills within the workforce to foster growth and upskill our residents
- Ensure better accessibility to jobs outside of the Borough, particularly in the North Wales area
- Tackle significant infrastructure deficits and address transport network pinch points to enable more strategy connectivity.

APPROACH

The Council will provide a clear leadership role in driving forward the development and delivery of the Growth Plan, however involvement, joint working and integration with partners will be critical if the Vision 2020 pledges are to be achieved. The Plan will have a strong focus on private sector driven opportunity as not only are public sector resources limited, but it is clear that business knows how to lead business and the Growth Plan will ensure that private sector resources are leveraged to deliver maximum impact.

The preparation of Wirral's Core Strategy Local Plan as the Council's statutory land use plan for the Borough is fundamental to the Council's strategic planning process as it sets out how the area will grow and develop over the next 15 years. The Growth Plan is key in outlining how the Council will lead and work with partners to deliver the Core Strategy as the key enabling Plan to deliver sustainable growth.

In order to deliver the Growth Plan outcomes and to set the framework for place shaping across the Borough it will be necessary to understand the strengths and opportunities that offer potential for further economic growth together with the challenges and threats that could limit this. This evidence needs to be considered together with intelligence from our various 'communities' in order to ensure that our services and those of our partners reflect that understanding and are integrated to enable Wirral's 'places' to work well and to be sustainable.

Key issues are set out in Figure 1 with strengths reflecting the potential for growth in key sectors, recent strong economic performance, workforce skills and the potential for wider collaboration with partners at different levels – both locally and across the city region.

Whilst there are a number of challenges and threats identified, the Growth Plan will support a delivery approach that not only has a clear market focus but which equally enables integration and linkage across areas such as housing, skills, tourism etc. This will enable many of those challenges/threats to be overcome as they can also represent significant potential opportunities for growth.

For example there are opportunities to improve the housing offer and to further develop technology as a key driver of competitive advantage. In addition whilst low commercial rental levels gives rise to issues of viability for new developments, it also provides an opportunity in the short term to attract investment as it gives the Borough a competitive advantage.

STRENGTHS

- A growing economy closing the productivity gap between Wirral and the North West and therefore a key player within the Northern Powerhouse
- A revived dock system which reflects its original strengths and is capitalising on new and innovative opportunities
- Enabling our residents to take advantage of new employment opportunities both in Wirral and further afield
- Supporting higher value growth; enabling export opportunities and diversification into new sectors
- Good track record of enabling residents to secure appropriate and affordable housing
- Good track record of attracting investment into the Borough
- Driving growth within one of the UKs most dynamic small business sectors
- Active business support organisations – Chamber and sector bodies – Mersey Maritime
- Strong Visitor Economy
- Good relationships between local college, providers and business support functions
- High level of skills in parts of the existing workforce.

WEAKNESSES

- Low economic productivity – Lowest GVA per head in England.
- Low commercial property values
- Evidence of market failure and viability constraints and lack of occupier confidence
- Constrained development sites
- Limited capacity of existing older infrastructure
- Low jobs density ratio
- Lower than average employment rates compared to the North West and England
- High levels of deprivation and economic inactivity within the East of the Borough
- Entrenched numbers of residents who are out of work due to health related issues.
- Lack of modern quality business space.
- Poorly performing town centres
- Lack of higher value jobs in the Borough
- Large net daily migration of workers out of the Borough for employment purposes
- Numbers of young people not gaining Level 2 Maths and English, affecting the scope of the vocational offer
- Declining working age population

OPPORTUNITIES

- A rejuvenated principal town centre (Birkenhead) and better performing local town centres.
- Improvement in infrastructure - both transport and IT to deliver growth.
- Increase value in emerging sectors – opportunity to increase commercial rental levels
- Deriving maximum benefit from Wirral's waterfront locations
- Utilising the port infrastructure to drive investment as a unique investment location for growth sectors – energy, advanced manufacturing, civil nuclear
- Delivering the UK's major regeneration opportunity - Wirral Waters
- Deriving better value out of Wirral's advanced manufacturing expertise to capture growth
- Driving investment in housing and responding to demand for private sector housing growth
- Increasing the quality and value of emerging sectors such as Digital & Creative, Health, Fin & Prof
- Devolution provides a staged approach to more locally controlled adult skills budgets and greater influence over accessing European and transport funding to support the aims of the Growth Plan.
- Strategic sites included in the Single City Region Framework

THREATS

- A lack of coordinated approach to delivering growth by relevant Wirral stakeholders
- Lack of strategic approach to place shaping
- Limited resources
- Infrastructure pressures and constraints eg. Assets and Technology
- Strategic approach needed to consider the balance between the supply and demand issues regarding employment land and housing sites
- The number of people claiming working age benefits does not reduce in line with growth
- Failing to supply a workforce skilled to meet future employer demand.
- Further reductions in adult skills budgets.
- Managing employer expectations regarding skills provision
- Negative perceptions of the Borough as a place to do business
- Land availability within the existing urban areas

POLICY CONTEXT FOR GROWTH

Wirral has a population of 320,900, an economy with a value of some £3.9bn and sits within the heart of the Liverpool City Region (LCR). In 2013 Wirral was at the forefront of establishing the Combined Authority for the city region working with partner authorities and the LEP to strengthen governance and maximise opportunities for growth.

This approach underpinned the recently agreed Devolution Deal with Government which sees the LCR having control over a £900m investment fund which is intended to help unlock the huge economic potential of the River Mersey and the new Liverpool2 deep water terminal as well as maximising the opportunities from HS2. The Devolution Deal will also give the Combined Authority more control over local transport budgets, franchised bus services and increased responsibility over employment support, skills provision and the identification of strategic development opportunities.

The LCR consistently has growth rates well above the national average and an economy that is more resilient now compared to the past and is well positioned to capitalise on the strengthening UK economy. This is reflected in the LCR Growth Prospectus that provides the strategic, over-arching ambition of the LCR and which is complemented by the European Strategic Investment Plan for the 2014-2020 European Programme period as well as a Strategic Economic Plan which details key investments that are necessary for growth to occur.

The LCR Local Enterprise Partnership has identified four key priorities for growth – Low Carbon, SuperPort, Knowledge and Innovation, and the Visitor Economy. These are considered transformational actions that reflect the LCR's

strengths which together with its unique mix of assets and market facing opportunities will lead to growth in GVA and jobs, increased productivity and a rebalanced economy with a reduced emphasis on public sector employment. The Wirral Growth sectors of advanced manufacturing, energy, offshore wind and civil nuclear have been identified by city region research as underpinning these four key priority areas.

The Government's objective of rebalancing the economy of the UK through a focus on the Northern Powerhouse provides a strong framework within which the LCR and Wirral will deliver growth. For instance the LCR is a prominent partner within the Transport for the North grouping which will identify the transformational infrastructure schemes needed to radically improve connectivity across the North of England.

Wirral has been a key player in developing the Atlantic Gateway strategy which recognises the potential for growth linked to the maritime, port and energy sectors. By harnessing the unique natural qualities of the Mersey and linking assets a broader economic growth programme can be delivered that reflects Wirral's position as a Northern Powerhouse gateway to global markets and builds on the opportunities generated by Liverpool2 Deepwater port, the Manchester Ship Canal and Liverpool John Lennon Airport.

This strategic context reflects the key drivers and opportunities for growth within Wirral's economy and provides the context at both city region, national and international level in which Wirral's Growth Plan will operate.

VISION FOR WIRRAL

This Growth Plan and the planned activity over the next 12 months will help foster investor confidence, clearly showing where we want to go and how we are going to get there.

'Wirral will be a place where employers want to invest, business thrives and high quality jobs are provided and where all our residents are able to contribute to and benefit from sustained prosperity and a good quality of life.'

The 2020 Vision for Wirral builds on the Boroughs strengths and opportunities to become:

- An economy with sustained growth rate that is faster than the UK
- A global reputation in advanced manufacturing, low carbon, energy and maritime
- Increased value in the rest of the economy, particularly in the visitor economy, health, leisure and the business and professional services
- An economy that plays a leading role within the Liverpool City Region
- An economy that supports innovation and entrepreneurship
- An aspirational workforce with world class skills, meeting the needs of business for the future and supporting the competitiveness of Wirral's businesses
- A better connected borough with high quality and resilient transport and ICT infrastructure
- A high quality housing stock that meets the needs of Wirral's growing and changing population

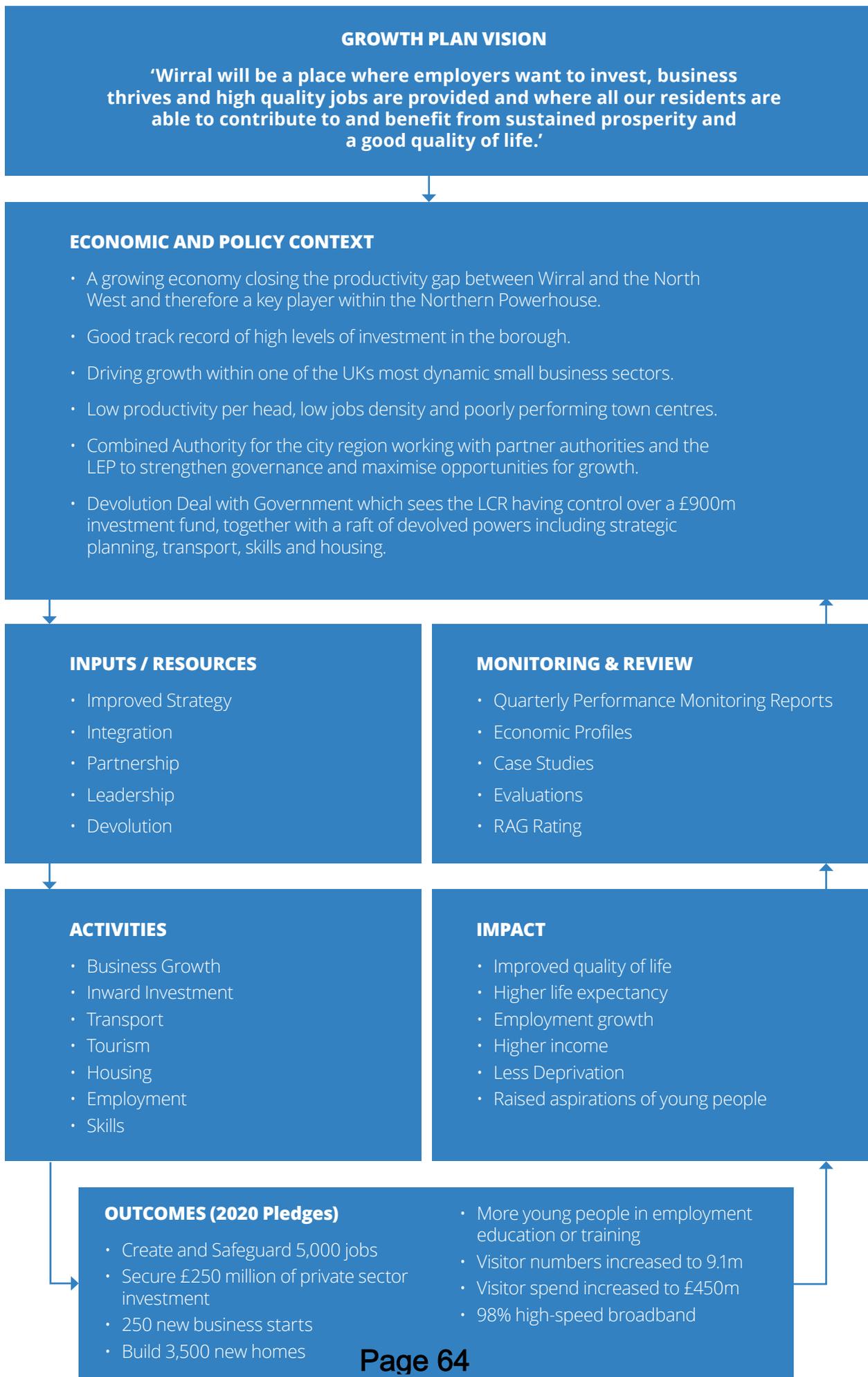
PLAN DEVELOPMENT FRAMEWORK

The preparation of the Plan has been carried out within the context of the Wirral 2020 Vision and reflects feedback and input from a range of partners in order to capture linkages between all elements of the Plan that will deliver growth for the Borough. This has provided a 'logic chain' that has included:

- An analysis and understanding of the context for the Plan
- The development of a vision and spatial and thematic priorities to deliver outcomes
- The basis upon which to establish the necessary organisational requirements to progress co-ordinated and connected delivery together with appropriate monitoring and review.

This has resulted in the 'logic chain' as set out in Figure 2 below which identifies the causal connection between the vision, the context, inputs, activities, outputs and impacts.

The logic chain will also provide the framework to inform future evaluation of the Growth Plan and its impact on the economic context of the Borough.







WHAT WE KNOW

CONTEXT



POPULATION OF
320,900

CHILDREN AND
YOUNG PEOPLE



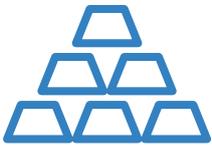
WORKING
AGE



OLDER
PEOPLE



ECONOMY



£3.9BN
ECONOMIC VALUE
IN 2013



ENGLAND **£25,367** NORTH WEST **£21,011**
MERSEYSIDE **£18,621** WIRRAL **£13,589**

11%

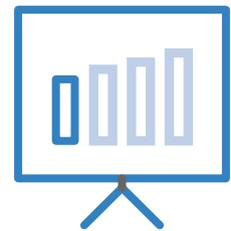
GVA PER HEAD
IMPROVED BY 11%
OVER THE LAST 5 YEARS -
HIGHER THAN THE
MERSEYSIDE AVERAGE

EMPLOYMENT

25,530 13.1% RESIDENTS CLAIMING OUT-OF-WORK BENEFITS



58 JOBS FOR EVERY 100 PEOPLE



EMPLOYMENT RATE

67.4% **66.4%** **70.1%** **73.3%**
WIRRAL LCR N.WEST ENGLAND

BUSINESS

8,220

TOTAL
ENTERPRISES

INCREASED BY
820
SINCE 2014



**MICRO
BUSINESSES**
0-9
EMPLOYEES



**SMALL
BUSINESSES**
10-49
EMPLOYEES



**MEDIUM
BUSINESSES**
50-249
EMPLOYEES



**LARGE
BUSINESSES**
250+
EMPLOYEES

THE SCOPE OF THE GROWTH PLAN - PLACE MAKING

The analysis of the Borough's strengths and challenges together with a review of developer proposals, investor feedback, Chamber business enquiries and data analysis has identified four key spatial areas and eight thematic areas as providing the focus for the Growth Plan.

Further consultation and workshop sessions with key partners has shown that if the impact of the Growth Plan is to be maximised then integration of these areas together with partnership collaboration and alternative delivery models is essential. This approach is illustrated in Figure 3 below.

The focus on integrating and improving delivery as set out in Figure 3 below will support economic growth but can also support the development of sustainable places that work for residents, businesses and investors – thereby stimulating further growth.

In order to make a place work, you need to 'know that place' and have a deep understanding not only of what and who is there, but what will attract new people, investment and activities. This includes understanding the history of a place and likely trends and changes in the future. It is also about talking to communities, individuals and businesses i.e. the beneficiaries who live in places, invest in places, learn in places and who take their leisure time there.

Understanding and using this information enables change to both happen and be managed to improve and enhance places. Delivery of the Growth Plan through integration and new delivery models will support place making through:

- Market focus - clear evidence and understanding of markets from business/ investment to housing through to other demands/ opportunities such as learning and leisure. Use of LCR data that provides insight into business markets and sectors
- Strategic approach - using the Core Strategy Local Plan/ Growth Plan and other inter-linking strategies such as housing, transport and the Single City Region Framework
- Planning the supply - understanding need and demand to plan for new housing, employment and leisure etc - ensuring the best use of public sector assets and skills
- Partnership - working across the public and private sectors and macro and micro levels to plan. Where appropriate working city regionally or locally to enable stakeholders plans where they fit the strategy - including developers/ house builders and other organisations to set the framework for what partners want to see and where
- Delivery - commissioning and delivery with partners
- Monitor and review - is the approach working? If not what needs to change

The Council, through the Growth Plan, will therefore lead the development of a much more focussed strategic approach to support our neighbourhoods and the built environments to develop sustainable places where people want to live, invest and visit.

Infrastructure plan | Financial Planning | Budget / Income | Partnership / Collaboration | Core



Business Growth:

New business
Sector growth
Export
Business space

Employment:

Access
Engagement
Upskill

Housing Growth:

New sites
Existing sites
Enabling
Marketing

Transport:

Efficient networks
Access
Sustainability

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

“ In order to make a place work, you need to ‘know that place’ and have a deep understanding not only of what and who is there, but what will attract new people, investment and activities ”

DELIVERING THE STRATEGY - WIRRAL'S MAJOR DEVELOPMENT AREAS

Analysis of employment land availability, business space and feedback from developers and investors has led to the identification of four key spatial areas that will provide the short to medium term focus for growth. This approach aligns with the emerging LCR Capital Commissioning Framework which links a number of strategies and plans (such as the Local Growth Plan) and national policy drivers (such as Enterprise Zones) to create clear commissioning priorities.

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Viability is a significant issue for employment uses in Wirral and the Core Strategy notes that given the low rental and rateable values of industrial and office uses that public sector intervention is likely to be needed to bring forward development. Prioritisation of key sites will enable focused support to be provided to address market failure where necessary and to support achieving the target of some 200,000 sqm of modern employment floorspace over the next five years. A LCR joint housing and employment land study will be progressed to ensure needs and supply are balanced and issues understood within the context of Wirral's Growth Plan.

Alternative delivery approaches will also be put in place to ensure that any public sector investment is carried out in a manner that supports longer term viability thereby enabling market-led development to take place in the

future, reducing the reliance on scarce public sector resources.

WIRRAL WATERS

Wirral Waters is a private sector development led by Peel Holdings that has Enterprise Zone status and is noted within LCR plans as a preferred site for inward investment. The 18 million sq ft scheme is a 30 year mixed use development which represents a £4.5bn investment with the potential to deliver up to 20,000 jobs. The East Float scheme was granted planning permission in 2012 and has significant potential to deliver both housing and economic growth.

A 60,000sq ft Grade A office development and a dedicated Built Environment Campus for the Wirral Metropolitan College have both now opened and there are plans for a further office development, housing and a Maritime Knowledge Hub being developed. At West Float a proposed £42m investment in a 17,000sqm building serving the civil nuclear sector was granted planning permission in 2015 with further development proposed for a Marine and Energy Supplier Park. An Investment Fund has also been agreed that will see the business rate uplift being used to reinvest into catalyst schemes across the area with the potential to stimulate growth by up to £47m.

BIRKENHEAD TOWN CENTRE

Birkenhead Town Centre is underperforming but has the potential to revitalise itself over the coming years. Recent pressure on the retail sector and high streets nationally and competition from other centres and out-of-town facilities has led to the closure of some businesses but there are opportunities to re-shape the Town Centre and to look at how premises are marketed as employment spaces

alongside a refresh of the leisure and cultural offer of the Town. A fast growing Chamber of Commerce is currently proposing the setting up of a Business Improvement District and, if successful, this will provide a vehicle to bring businesses together to plan for future success collectively and to decide how the town centre can provide a sustainable long-term trading environment.

Proposals are currently being considered in respect to an initial phase of redevelopment of the leisure offer and a wider master planning exercise, progressed with partners, will enable this development to be linked with more comprehensive proposals.

BIRKENHEAD HINTERLAND

The areas bordering Birkenhead and Wirral Waters are critical not only to ensuring that development potential is maximised, but that benefits are linked to and impact on a wider area. Key sites include the Hind Street area which is currently underused and dominated by disused railway track and gasworks, but has the potential to be a gateway site marking the arrival into Birkenhead from the Mersey Tunnel and the A41.

The Woodside area occupies an important and pivotal position with strong regeneration potential. It offers one of the world's most recognisable views of the Liverpool Waterfront and the masterplan for the area proposes a range of residential, commercial, tourism and leisure uses. This will also enable linkages between the waterfront and the centre of Birkenhead to be strengthened and provide further opportunities for growing the tourism economy.

The regeneration areas neighbouring Wirral Waters and Birkenhead offer opportunities to ensure that both developments are complemented through improved access and linkage – there is a clear need to ensure that the opportunities of these areas is fully captured through a master planning exercise.

A41 CORRIDOR

The A41 is the main arterial highway through the key employment areas of Wirral, including Birkenhead Town Centre, Cammell Lairds, Port Sunlight and the International Business Park and presents a number of development opportunities which will need to be carefully co-ordinated in line with the capacity of local infrastructure. Work has previously taken place to deliver improvements through a programme of environmental enhancements to the corridor and recently the Council has enabled developers to bring forward two supplier parks to serve the growing energy sector supply chain

“ Prioritisation of key sites will enable focused support to be provided to address market failure where necessary and to support achieving the target of some 200,000 sqm of modern employment floorspace over the next five years ”



GROWTH PLAN ACTION AREAS

We have identified eight key action areas that are critical to transforming Wirral's economy over the next five years and beyond. We need to develop far more integration between these action areas in order to deliver the step change to achieve better outcomes for Wirral. The actions plans will be partnership focussed, and clearly set out how this integration will be achieved within the context of the overall Wirral Plan.

GROWING COMPETITIVE BUSINESSES

We are committed to creating the best possible environment for business growth, and to be as business friendly as possible. Our aim is to realise Wirral's vast economic potential by further strengthening our competitiveness, encouraging entrepreneurship, expanding our business base and unlocking private sector growth.

We will work with our partners, including Wirral Chamber of Commerce and Mersey Maritime to ensure that the business support framework in Wirral continues to offer Wirral companies the best level of support

What do we already know:

Wirral's business base has flourished over recent years and currently has 8,220 enterprises, 88% of which are small businesses with 0-4 employees. Wirral nevertheless still has the lowest job density ratio in the Liverpool City Region with 58 jobs per 100 residents. This highlights the significant shortage of jobs in Wirral and although our business start-up performance is performing well, job creation is the key to boosting the local economy.

How are we going to get there:

- Create a more dynamic and growth focused business population
- Raise the level of business starts
- Increase growth aspiration, skills and

- competence among business leaders
- Improve productivity and competitiveness
- Encourage diversification into emerging markets
- Increase the scale of export activity and the number of businesses that export their goods and services
- Promote supply chain development activity in key sectors

How we will measure if we are getting it right:

- We will refresh the Business Support Framework in Wirral and review the Council's collaboration with the Chamber of Commerce to ensure we maximise resources by enhancing current and future delivery models to support business growth
- We will work with the Local Enterprise Partnership and the LCR Combined Authority to ensure that the Framework responds to business needs and links to activity and resources across the city region
- We will support the delivery of an additional 250 new businesses

INCREASING EMPLOYMENT - GREATER JOB OPPORTUNITIES

Working with our partners we will ensure that we increase the quality, number and range of jobs in Wirral so that all our residents can find local employment opportunities. In particular we will seek to encourage more young people into work who are currently not in employment, education or training.

What do we already know:

Wirral has an ageing population with a lower than average working age population at 60.9% of the overall total. Population projections show that by 2037 Wirral's total population will stand at 331,200. This is a 3.4% increase over 25 years. The projections also show that the age bands with the highest increases in population are

those aged 65 and over, with an increase of 30,000 older people by 2037. Wirral's working age population is forecasted to decline by 19,000 over the next 25 years, whilst the number of young people in the Borough will remain the same.

The total number of jobs in the Borough currently stands at 113,000, which is our highest figure for 8 years. Our average weekly wage is over £485 per week for people working here and £498 for people living here. These figures are above the North West average for the first time ever. Our economy continues to grow, with a faster reduction in JSA claimants than anywhere in the City Region.

Wirral nevertheless still has 25,530 residents claiming an out-of-work benefit which is higher than regional and national averages at a rate of 13.1% and 2,500 people claiming the not in work element of Universal Credit.

How are we going to get there:

- We will ensure that those residents furthest away from work including those with health conditions and/or disabilities have the right support to access employment – this will include implementing our Health Related Worklessness programme which has been recognised nationally as a transformational project
- We will build growth in target sectors such as energy and advanced manufacturing where Wirral has unmatched potential
- Through the Devolution Deal with Government we will work through the Combined Authority to co-design and then co-commission with DWP the future employment support for harder to reach claimants
- Work with the Combined Authority to identify strategic employment sites for inclusion in the proposed Single City Region Framework

How we will measure if we are getting it right:

- We will create and safeguard 5,000 jobs by 2020
- We will see more people in work by 2020

WORKFORCE SKILLS MATCH BUSINESS NEEDS

Ensuring that our residents have the skills that will support existing businesses and attract new investment will be essential in ensuring that our economy can grow sustainably. To this end we will continue to work with our partners in education and training to identify demand and future growth needs in order to ensure that their provision is aligned to meet that need. Equally we will work with our private sector businesses to engage them in supporting their workforce to develop and improve their skills in order to boost productivity.

We will also continue to work through the Combined Authority and the LCR Employment and Skills Board to increase the responsiveness of the skills system at the local level. Through the Devolution Deal we will move to set and locally commission outcomes from the 19+ adult skills budget from 2016/17. Strong links will be developed with schools to ensure that our young people are informed of the local growth opportunities and of the skills required to access these opportunities. This will include active support for initiatives such as the Young Chamber.

What do we already know:

The Liverpool City Region Skills for Growth Agreements provide a strong framework in which to consider skills needs within our key growth sectors such as – advanced manufacturing, low carbon, the visitor economy. Significant activity is already undertaken to meet

the skills needs of businesses but policy constraints have resulted in a reduction in scope for training particularly for those aged over 19 and unemployed residents in need of short focused pre-recruitment support.

How are we going to get there:

- We will continue to build on our partnerships organisations such as Wirral Chamber, Wirral Metropolitan College and the universities across the city region
- We will build on the national skills survey, gain local insight through a skills survey with business and through analysis of the current labour market profile in order to develop a workforce skills delivery plan
- Through the Devolution negotiations we will work transform the delivery infrastructure to be more responsive to local employer and economic growth priorities, to enable greater specialisation and support a more highly skilled and appropriately qualified workforce

How we will measure if we are getting it right:

- An accurate evidence base will be in place to inform decision making providing both quantitative and qualitative data
- We will know what skills business need and that our residents are equipped to meet the
- Local businesses will be engaged and participating in the development of skills

INCREASE INWARD INVESTMENT

In order to continue to grow our economy we will identify local, national and international opportunities to bring more investment into the Borough. We will have a clear focus on key growth sectors and aim to become a world class location for investment in those sectors, taking advantage of having one of the UKs strongest small business sectors and our unique

geographical position at the Western gateway to UK and Europe.

What do we already know:

Our economy today has a total value of around £3.9 billion per year, its highest ever value and comprising 15% of the Merseyside total. We are already home to significant international businesses, such as Unilever and the world-famous Cammell Laird shipbuilders. The Borough's economy also faces challenges, including the lowest GVA per head in England at £12,482, although between 2012-13 Wirral's 7% annual increase in GVA was the second highest out of all comparator areas nationally.

The renaissance of the River Mersey has seen an investment in offshore wind farms, the development of Liverpool2 deep water port and diversification within the Cammell Laird shipyard into civil nuclear and support for the wider renewables market. In addition investment into Unilever has secured its place as the global R & D centre for that industry. Manufacturing skills are a strong component of the workforce profile and the world-class universities across the City Region provide a valuable resource for recruiting the best graduates. These sectors therefore provide a firm basis upon which to develop a targeted approach to retaining graduates and attracting investment through the development of a distinctive offer.

How are we going to get there:

- We will build on our strong partnerships between the public and private sector across the City Region to ensure a collaborative approach to attracting inward investment based on our key growth sectors
- Through Devolution we will agree joint objectives with UKTI through the Combined Authority to deliver investment into the LCR
- We will develop a focussed inward investment delivery plan, aligned with an international

- strategy for Wirral Chamber of Commerce
- We will implement our Enterprise Zone Investment Fund in order to address viability and provide a catalyst for bringing forward development sites and appropriate business accommodation that will attract employers and investment
 - We will work proactively through partners such as the Wirral Chamber and Mersey Maritime to ensure the development of supply chains that can support and then benefit from inward investment and base this work on LCR Insight information
 - We will work through Devolution to identify with HMRC opportunities to extend its existing policy of custom warehousing in order to attract investment

How we will measure if we are getting it right:

- We will secure £250 million of private sector investment
- We will secure growth within our key supply chains
- We will work to improve economic productivity

TOURISM – DEVELOP A VIBRANT TOURISM ECONOMY

There are opportunities to build on Wirral's strong visitor offer to grow the sector still further and to make the Borough a place even more people enjoy visiting. This sector has clear potential to contribute to economic growth through investment and jobs and it makes the promotion of Wirral as a successful destination of vital economic importance.

What do we already know:

Wirral has the fastest growing tourism economy in the LCR which has grown 40% since 2009. It is valued at over £355m, employing 4,800 people and attracting 7.5 million visitors per year.

This growth in tourism has added an additional £103m to Wirral's local economy and provided a 20% increase in jobs within the sector.

How are we going to get there:

- We will work with partners to improve our tourism offer by ensuring we gather insight through a range of methods including a Visitor Research Study
- We will work closely with partners including the Wirral Chamber and the Wirral Visitor Economy Board and Network to ensure that we maximise the assets and opportunities of the Borough
- We will focus on key attractors such as the Coast, Countryside and Golf including The Open Championship and the development of the Hoylake Golf Resort
- We will explore new opportunities for growth including better linkage to high quality visitor attractions on the east of the Borough such as Hamilton Square and Birkenhead Park – building on the links to the River Mersey
- We will complete the 2015-17 Tourism Implementation Plan and deliver a reinvigorated tourism strategy

How will we measure if we are 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
- We will increase the value of the tourism economy by at least 5% each year.

TRANSPORT

The provision of efficient, well maintained and accessible transport networks is a critical factor in facilitating economic growth through providing access to housing and employment sites, as well as ensuring that residents are able to access

work opportunities both within and outside of the Borough. We need to have the necessary infrastructure in place that will meet the current and future needs of businesses and residents.

What do we already know:

Wirral has good transport links both within the city region, nationally and internationally through proximity to Liverpool and Manchester airports, strong rail links to London (just over 2 hours from Liverpool and Chester), Manchester and Birmingham, as well as across the city region through the Merseyrail network, and enviable motorway connectivity.

The opening of Liverpool2, the new deep water container terminal in Sefton, will enable larger vessels to be brought closer to the UK's industrial and manufacturing centre than any other UK port and put Wirral at the heart of global trade.

Within Wirral and the city region the Merseyrail network is one of the most extensive in the UK and use of rail is considerably greater than in other comparable metropolitan areas. This network, alongside the city region bus services, provides sustainable travel to work links.

How are we going to get there:

- We will ensure that the city region LTP/ Transport Plan for Growth and Highways Asset Management Strategy are fully aligned to our economic growth opportunities so that investment in transport infrastructure enables the efficient movement of people and goods and maximises the contribution to a thriving economy
- Working with LCR Transport partners we are developing a long term 'pipeline' of schemes to provide the city region with a new programme of proposed transport investment to take us to 2020 and beyond

- We will ensure that Wirral's priorities for growth are reflected in these schemes including enhancements/electrification to the Bidston to Wrexham rail line, investment in the rail freight line to support the growth of Unilever, provision of light rail links within Wirral Waters and to Birkenhead and other key areas
- We will work through the Devolution deal for a devolved and consolidated local transport budget for the city region which will include all relevant devolved highways funding
- Support proposals to manage traffic flows into and out of the Borough and along the M53 at Ellesmere Port

How will we measure if we are getting it right:

- We will have a city region pipeline of schemes in place that drive investment and reflect the Borough's growth priorities
- We will have a revitalised Highways Asset Management Strategy that guides investment in the Council's £1.9bn highway network .

HOUSING GROWTH

The provision of good quality housing that meets the needs of Wirral's current residents and those of the future workforce is a key enabler of growth. It is therefore critical that we work with partners to be clear about how housing investment should be quantified, prioritised and targeted. This includes working with Registered Providers, private sector partners including landlords and developers and investment companies to understand the market and the demand drivers for growth.

Wirral's Housing Strategy is being reviewed in the context of the Wirral Plan which sets out new and ambitious housing growth targets. To achieve these it will be necessary to ensure that

stalled housing sites are unblocked as well as ensuring that investment in infrastructure supports and stimulates further growth. This will be carried out within the context of the Growth Plan so that any investment is clearly linked to driving economic growth.

What do we already know:

The Borough's existing housing land supply should enable up to 3,249 new homes to be built by 2020 and permission for up to 1,932 dwellings had already been granted by April 2015.

Although the Council's latest Strategic Housing Land Availability Assessment shows a total capacity for a further 4,401 new dwellings within the urban area, the majority of these sites could not currently be delivered without further intervention including the review of local policies.

Outline consent for a further 13,521 units also exists at Wirral Waters but is likely to be tied to the delivery of future economic development.

How are we going to get there:

- We will deliver a housing offer that focuses on bringing forward sites for housing growth and will work to unlock blockages and kick start stalled housing sites in the Borough
- We will ensure that the evidence for housing growth is identified through the Council's Strategic Housing Market Assessment and reflected in the Core Strategy Local Plan supported by an LCR assessment of housing and employment land (SHELMA)
- We will consider how we will change our policy framework to ensure that we can bring forward appropriate housing and employment sites to meet our growth targets
- We will work with our private sector partners to ensure that our housing growth plan reflects market demand

- We will work with the Combined Authority to identify strategic housing sites for inclusion in the proposed Single City Region Framework

How will we measure if we are getting it right:

- We will build 3,500 new homes by 2020
- We will improve 2,250 private sector properties and bring 1,250 empty homes back into use by 2020

ASSETS AND BUILDINGS ARE FIT FOR PURPOSE FOR WIRRAL BUSINESSES

One of the key factors in supporting Wirral businesses to grow, and in attracting new investment to the Borough, is the provision of modern, fit for purpose commercial facilities. The Council and other public sector bodies have an extensive and diverse property portfolio including municipal offices, industrial units and ground leases that can be optimised to ensure that they meet the current and future needs of businesses.

However, we need a better understanding of the types of buildings and premises that will be required by businesses looking to grow within the Borough and we will work with our partners in the Chamber of Commerce in order to define this. This work will then underpin a review of existing council owned commercial property and that of partners, both public and private, in order to identify opportunities for joined up asset disposal or for investment to create suitable business and commercial space.

Where it is appropriate to do so, we will also look at raising capital receipts from the disposal or rationalisation of assets that are not required to be in Council ownership in order to contribute towards the delivery of the Wirral Plan outcomes. This will also include consideration of

the use of any additional capital resources generated by this approach to be used to facilitate potential new build schemes.

What do we already know:

Wirral Council has a total of 1,441 operational land and building assets and a non-operational estate of 458 land and building assets which generates an annual income of £1.4m. Whilst many of these assets are not applicable for commercial use, the Council will review those assets that can be seen as providing opportunities for private sector investment and also work with partners to join up asset reviews and disposals to create enhanced opportunities for business and commercial development.

This approach is in line with the One Wirral Public Estate programme which brings together all public sector bodies within a locality, to work together in delivering a new approach to managing land and property. Based on collaboration between partners, the programme has now been successful in being included as part of a wider Government initiative and will therefore be able to access learning and good practice from other parts of the country.

How are we going to get there:

- Working with partners including the Chamber of Commerce we will complete a business survey regarding asset requirements and this will support the development of an approach to remodelling available assets
- We will review council owned commercial assets currently leased/rented and evaluate options for retention, disposal and management
- We will use this review to inform our work with partners as part of the One Wirral Public Estate programme and to review joint opportunities for commercial development of existing sites with our partners

- We will identify the collective strength and added value of the assets that are owned or used by the public sector in Wirral in order to inform a single asset management profile and strategy

How will we measure if we are getting it right:

- We will have contributed to the provision of new and refurbished commercial space



**GOVERNANCE –
DELIVERING THE
COMMITMENTS OF
THE GROWTH PLAN
THROUGH THE
WIRRAL PARTNERSHIP**

THE ROLE OF WIRRAL COUNCIL

In line with the Wirral Plan 2020, the Council will provide the strategic lead for Wirral’s sustainable growth. The Council will proactively co-ordinate dialogue and delivery with partners to achieve its aspirational outcomes.

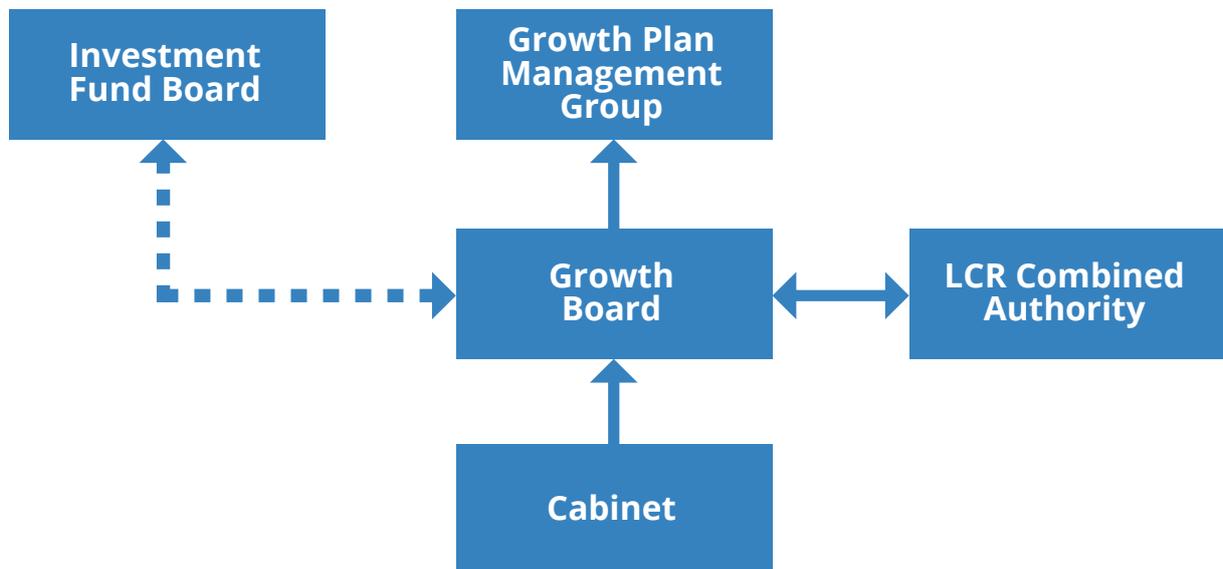
To do the Council will:

- Provide strong leadership
- Communicate with, listen to, understand, consult and involve partners, stakeholders and businesses
- Understand the needs of its residents and local markets to shape its places to make them work much better than we have before
- Use public sector assets much more responsively to meet the needs of businesses and our communities
- Ensure a positive planning environment
- Being ambitious to help deliver an even stronger future for the Liverpool City Region by influencing growth a decision making beyond our statutory boundaries

THE ROLE OF WIRRAL’S PARTNERSHIP - GROWTH BOARD

Wirral’s ambitious Growth agenda is built on the foundations of strong partnership working and integrated delivery arrangements with our partners.

The Growth Board includes representatives from across the private sector and will provide an overseeing role, ensuring that the stated Growth outcomes of the Wirral Plan are delivered on time and in a coordinated manner.



To find out more:



search: Wirral 2020



@wirral2020



CABINET MEMBER -
RESOURCES (FINANCE,
ASSETS AND TECHNOLOGY)

COUNCILLOR ADRIAN JONES

CABINET
MONDAY 25 JANUARY 2016

PAY POLICY 2016/17

Councillor Adrian Jones, Cabinet Member - Resources (Finance, Assets and Technology), said:

We are proud that Wirral Council became one of the first Living Wage employers in the country almost two years ago. This decision – if agreed – further demonstrates our commitment to the Living Wage and on ensuring our Pay Policy is fair, equitable and sustainable.

REPORT SUMMARY

The Localism Act 2011 sets out the requirements for Councils to determine and publish annual pay policy statements. The requirements of The Localism Act include:

- The Pay Policy Statement to be approved by Full Council, in advance of the financial year to which it relates.
- The Pay Policy Statement to be published on the Council website.

The Pay Policy Statement is required to set out the Council's policies relating to the following:

- Chief Officer Remuneration, including salary, allowances, and enhancements at termination.
- Remuneration of its lowest paid employees.

- The relationship between Chief Officer Remuneration and that of other employees.

RECOMMENDATION/S

Cabinet to agree the introduction of the revised National Living Wage rate of £8.25 per hour, effective from 1 April 2016.

Cabinet to consider and recommend to Council the approval of the Council's Pay Policy Statement for the financial year 2016/17.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

The Council is required by Section 38 of The Localism Act 2011 to prepare a Pay Policy Statement for each financial year.

2.0 OTHER OPTIONS CONSIDERED

No other options were considered as the Pay Policy Statement is a requirement of the Localism Act 2011.

3.0 BACKGROUND INFORMATION

Key Changes

The 2016/17 statement reflects key changes and updates that have occurred within the last financial year as follows:

The Living Wage

A new National Living Wage rate was announced by The Living Wage Foundation on 1 November 2015. The new Living Wage rate is £8.25 per hour, an increase of 40p.

The introduction of the new Living Wage rate has implications for the Council's pay grades as follows:

- Band A to include one spinal column point (scp): scp 10 at £8.25 an hour.
- Band B, to include one scp: scp 11 at £8.30 an hour.
- Band C, to include one scp: scp 12 at £8.35 an hour.

It is proposed that any increases to the Living Wage are considered by the Council as part of the annual Pay Policy Statement. If agreed, increases to the Living Wage will take effect from 1 April the following year. This is legally compliant and will allow appropriate provision to be made in the budget. In addition, Council can review and give consideration to the continuation of the Living Wage and the impact on the Council's grading structure.

4.0 FINANCIAL IMPLICATIONS

The cost of implementing the Living Wage rate (effective 1 April 2016) and adjustment to the Council's pay grades as detailed above is £84,000 including on-costs. This will be built into departmental budgets under the provision for pay growth.

The cost of the pay awards, including NJC, JNC (Craft, Youth and Community, Chief Officers) and the Soulbury Committee has been made in the 2016-17 budget proposals (1% budget provision made).

5.0 LEGAL IMPLICATIONS

The Council is required to meet the requirements of the Localism Act 2011. The Pay Policy Statement 2016/17 is without prejudice to the outcome of the Council's current consultation with staff and the Trade Unions on proposals to continue with four days of unpaid leave for a further three years, the removal of enhanced pay for evening and weekend working, and removal of the essential car user allowance.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

There are not any resource implications arising from this report.

7.0 RELEVANT RISKS

The Council is required to prepare and approve its Pay Policy Statement 2016/17 before 31 March 2016. The Council will be at risk of not meeting the requirements of The Localism Act 2011 if this is not achieved.

8.0 ENGAGEMENT/CONSULTATION

The Trade Unions have been consulted on the key updates and changes for the 2016/17 Pay Policy.

9.0 EQUALITY IMPLICATIONS

The EIA is available at:

<https://www.wirral.gov.uk/communities-and-neighbourhoods/equality-impact-assessments/equality-impact-assessments-2014>

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APPENDICES

Appendix One: The Pay Policy Statement 2016-17

REFERENCE MATERIAL

N/A

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Council	12 March 2015
Council	10 March 2014
Council	5 March 2013
Council	1 March 2012

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WIRRAL COUNCIL

PAY POLICY STATEMENT

2016 – 2017

1. Introduction and Purpose

- 1.1. The Localism Act 2011 (sections 38-43) requires local authorities in England and Wales to publish a pay policy statement for each financial year.
- 1.2. The purpose of the statement is to provide transparency with regard to the Council's approach to setting the pay of its employees (excluding schools based staff) by identifying:
 - The methods by which salaries of all employees are determined;
 - The detail and level of remuneration of its most senior staff i.e. 'Chief Officers', as defined by the relevant legislation;
 - The Chief Executive and Head of Paid Service responsibility for ensuring the provisions set out in this statement are applied consistently throughout the Council and recommending any amendments to Full Council.
- 1.3. The Council will consult with the relevant Trade Unions in relation to changes and updates to the Pay Policy, before the Policy is considered by Full Council.
- 1.4. Once approved by Full Council, this policy statement will come into immediate effect and will be subject to review on a minimum of an annual basis, the policy being approved by 31 March each year.
- 1.5. Council may, by resolution, amend this Pay Policy, including after the beginning of the financial year to which it relates.

2. Other legislation relevant to pay and remuneration

- 2.1. In determining the pay and remuneration of all of its employees, the Council will comply with all relevant employment legislation.
- 2.2. It is Council policy to ensure that there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of job evaluation mechanisms, which directly establish the relative levels of posts in grades according to the requirements, demands and responsibilities of the role.
- 2.3. The Council will ensure that it meets the requirements of The Local Government Transparency Code 2014. The Transparency Code requires that all local authorities publish certain information related to the organisation, salaries and fraud including:
 - Organisation chart
 - Senior salaries
 - The pay multiple
 - Trade union facility time
 - Fraud
 - Constitution

3. Pay Structure

- 3.1. The Council uses a local variation of the nationally negotiated pay spines (i.e. a defined list of salary points) as the basis for its pay structure, which determine the salaries of the large majority of its (non schools) workforce.
- 3.2. The Council's NJC pay spine is varied at Band A, B and C through the introduction of the Living Wage (see Living Wage).
- 3.3. The grading structure for Bands A to H (up to spinal column point (scp 34) was implemented as part of the Council's Job Evaluation process in August 2008, using the National Joint Council for Local Government Services (NJC) Job Evaluation Scheme.
- 3.4. The Council also employs staff on other pay and terms and conditions including Craft, Youth and Community, Soulbury, Teachers, Public Health and other locally agreed pay rates.
- 3.5. Public Health staff are currently on the same pay and terms and conditions as at the time of the Transfer of Undertakings (Protection of Employees: TUPE) transfer (1 April 2013). Public Health staff are TUPE static.
- 3.6. The Council adopts the national pay bargaining arrangements in respect of the establishment and revision of the national pay spine, for example through any agreed annual pay increases negotiated with joint trade unions, subject to any local agreements in place.
- 3.7. Where a nationally negotiated pay spine does not apply, the Council will determine the salary rate through local negotiation and agreement.
- 3.8. All other pay related issues are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery.
- 3.9. In determining its grading structure and setting remuneration levels for any posts which fall outside the scope of the national pay bargaining arrangements, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community.
- 3.10. There are circumstances where the terms of Transfer of Undertakings (Protection of Employees: TUPE) may determine the eligibility of pay awards for employees who transfer into the Council.

3.11. Variations to pay grade

- 3.11.1. From time to time it may be necessary to take account of the external pay levels in the labour market in order to attract and retain employees with particular experience, skills and capacity. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using data sources available from within the local government sector and outside, as appropriate.

3.11.2. Any temporary supplement to the salary scale for the grade is approved in accordance with the Council's Honoraria Policy, or any applicable market rate supplement arrangements.

3.12. Job Evaluation

3.12.1 The Council has implemented Job Evaluation for NJC employees paid up to scp 34, using the NJC Job Evaluation Scheme.

3.12.2 The Council is committed to implementing a new grading structure and pay line for NJC posts over scp 34.

3.12.3 The Council will review all other non NJC posts.

3.13. The Living Wage

3.13.1. Living Wage rates are based on Minimum Income Standards methodology and seek to take account of real living costs for essential goods and services.

3.13.2. Through the Council's Pay Policy Statement, the Council is committed to and pays the Living Wage for all employees.

3.13.3. The Living Wage rate is reviewed and announced by The Living Wage Foundation on 1 November each year. The Council will consider any increases to the Living Wage as part of the annual Pay Policy Statement. If agreed, increases to the Living Wage will take effect from 1 April the following year. The provision for the Living Wage will be kept under review.

3.13.4. The current Living Wage rate for outside London increased on 1 November 2015 to £8.25 per hour.

3.14. New Appointments

3.14.1. New appointments will normally be made at the minimum scp of the relevant pay scale for the grade. Where the candidate is already in receipt of a salary above the minimum scp of the relevant pay scale, the appointment will normally be made at the nearest equivalent scp in the grade.

3.14.2. The appointment salary may be varied in exceptional circumstances. Any proposal to vary the appointment salary must be made to the Head of Human Resources and Organisational Development for consideration and approval. Proposals should be made by the recruiting manager, supported by a business case.

3.15. Progression through pay grades

3.15.1. An employee's progression through the increments of a particular pay grade is linked to length of service. Increments are awarded on 1 April each year, or for new appointments between 1 October and 31 March, six months from the start date.

3.15.2. The arrangements and factors considered in determining an individual's progression through different pay grade may be determined by experience, skills and qualifications as set out in the relevant Job Description and progression criteria.

4. Senior Management Remuneration

4.1 For the purposes of this statement, senior management means 'Chief Officers' as defined within the Localism Act. This includes statutory Chief Officers, non-statutory Chief Officers and deputy Chief Officers.

4.2 The posts falling within the statutory definition are set out in '*The Code of Recommended Practice for Local Authorities on Data Transparency (the data transparency code)*'.

4.3 The Council's grading structure for Chief Officers is as follows:

- **Chief Executive**
- **Strategic Director**
- **Director 1**
- **Director 2**
- **Head of Service 1**
- **Head of Service 2**

4.4 The terms and conditions, including the payment of any allowances for Chief Officers is set out within the Joint Negotiating Committee for Chief Officers of Local Authorities constitution conditions of service salaries. All details of Chief Officer salaries are published in accordance with the transparency code.

4.5 The Chief Executive handbook sets out the terms and conditions of employment for the Chief Executive and Head of Paid Service. Some provisions within this also apply to Council's Statutory Officers (Section 151 Officer and Monitoring Officer).

5. Recruitment of Chief Officers

5.1. The Council's policy and procedures with regard to recruitment of Chief Officers is set out in Part Four of The Council's Constitution. The appointment of Chief Officers and Deputy Chief Officers is delegated to The Employment and Appointments Committee as set out in Part Three of The Council's Constitution.

5.2. When recruiting to all posts, the Council will take full and proper account of all provisions of relevant employment law and its own Equal Opportunities, Recruitment and Selection, and Redeployment Policies as approved by Council.

5.3. The determination of the remuneration to be offered to any newly appointed Chief Officer will be in accordance with the pay structure and relevant policies in place at the time of recruitment.

- 5.4. In line with guidance under The Localism Act, proposed appointments to posts with remuneration exceeding £100,000 will be subject to a vote at Full Council.
- 5.5. The appointments of Chief Executive and Head of Paid Service, Section 151 Officer and Deputy Section 151 Officer, Monitoring Officer and Senior Information Risk Owner (SIRO) will be subject to a vote at Full Council.

6. Additions to Salary

- 6.1. In addition to basic salary, the following posts receive additional pay as set out below:

Post / Tier of post	Payment details
Chief Executive and Head of Paid Service	Returning Officer duties: <ul style="list-style-type: none"> • National statutory amount for Parliamentary/National Elections. • Locally determined amount in accordance with national guidance for Local Government Elections.
All eligible employees	Allowances in accordance with The Council's Terms and Conditions.

7. Pension Contributions

- 7.1. The employer's pension contribution is required to be published under S7 of the Accounts and Audit Regulations 2011.
- 7.2. The Council will automatically enroll all eligible employees into the Local Government Pension scheme and The Council is required to make a contribution to the scheme representing a percentage of the pensionable remuneration due under the contract of employment of that employee.
- 7.3. The rate of contribution is set by Actuaries advising Merseyside Pension Fund and reviewed every three years in order to ensure the scheme is appropriately funded.

8. Payments on Termination

- 8.1. The Council's approach to statutory and discretionary payments on termination of employment for all employees, including Chief Officers, prior to reaching normal retirement age, is set out within The Council's Enhanced Discretionary Severance Scheme.
- 8.2 The Council will keep its Enhanced Discretionary Severance Scheme under review. Any changes, as approved by Full Council are published in accordance with the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) regulations 2006.

8.3 In line with guidance under The Localism Act, any payments upon termination exceeding £100,000, (apart from contractual payments, where the Council has no discretion) shall be subject to a vote at Full Council, or the relevant Committee or Panel of Elected Members with delegated authority to approve such payments. Payments upon termination are subject to any future legislative change or caps that may be introduced.

9. Lowest Paid Employees

9.1. The lowest paid persons employed by the Council are employed on full time (36 hours) equivalent salaries in accordance with spinal column points 10 (Band A) of council's grading structure (locally agreed). The grading structure takes account of the Living Wage hourly rate (see section 3 above).

9.2. The relationship between the rate of pay for the lowest paid and Chief Officers is determined by the processes used for determining pay and grading structures as set out earlier in this policy statement.

9.3. The current pay levels within the Council define the multiple between the average full time equivalent (FTE) earnings and the Chief Executive as 1: 6.56.

9.4. The current pay levels within the Council define the multiple between the lowest paid employee full time equivalent (FTE) earnings and average Chief Officer earnings as 1: 6.13.

9.5. The current pay levels within the Council define the multiple between the average FTE earnings and the average of Chief Officer earnings as 1: 3.59.

9.6. As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available benchmark information as appropriate. In addition, upon the annual review of this Statement, the Council will also monitor any changes in the relevant 'pay multiples' and benchmark against other comparable local Authorities.

10. Accountability and Decision Making

10.1 In accordance with The Constitution of the Council, The Employment and Appointments Committee is responsible for decision making in relation to Chief Officer recruitment.

10.2 The Chief Executive and Head of Paid Service has delegated responsibility for decision making in relation to the recruitment, pay, terms and conditions and severance arrangements in relation to employees of the Council below Chief Officer level.

11. Re-employment / Re-engagement of Employees

11.1 The Council will not re-employ any former employees that have left the Council through early retirement or under the Voluntary Severance Scheme where there has been a cost to the Council, except in exceptional circumstances and with the approval of the Head of Human Resources and Organisational Development.

12. Publication

12.1 Upon approval by Full Council, this statement will be published on the Council's Website and Intranet.

12.2 In line with the requirement of The Local Government Transparency Code 2014, the Council will publish an organisation chart covering staff in the top three levels of the organisation, which will include the following information:

- Grade
- Job Title
- Salary in £5,000 brackets
- Salary ceiling (the maximum salary for the grade)

12.3 The following information for senior salaries (employees whose remuneration in that year was at least £50,000) will also be published:

- Job Title
- Salary