

# THE WIRRAL PLAN: A 2020 VISION

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Delivery Plan - **Phase One**

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## FOREWORD

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In our “Wirral Council Plan: A 2020 Vision” we set out our aspirations as a council for an area built around its people and of a place where everyone can lead the kind of good, healthy and successful life they want.

Wirral is in the enviable position of having a set of partners who are talented, who are experienced and who share our absolute focus on achieving the right outcomes for residents. Our partners – from all public services and key private and third sector organisations – have not just endorsed this Plan, they have committed to it becoming **their** Plan too.

This means that, for the first time, there is a **Wirral Plan** – a set of shared outcomes and priorities toward which every single pound of public resources which Wirral has at its disposal will be invested in. This is a huge step for Wirral.

The Council and its Partners are now truly one team, in a position to harness our collective resources – almost £2 billion every year – to jointly build on Wirral’s strengths and tackle our problems and together make real progress towards achieving the 20 Pledges we have committed to.

That is not to suggest we have never worked well with our Partners before – we have. Our relationships are strong and we have a history of delivering in partnership in a whole range of different areas. However, this is different.

This is about **moving from Partnership to Integration**. It is about the entire Public Sector in Wirral signing up to a joint set of outcomes; pooling budgets, sharing assets and stretching public resources further and further.

**This is our Delivery Plan.** It sets out how we will begin to deliver on our 20 Pledges, build real integration across public services, reorganise the Council, and start changing the lives of local people for the better.

This is a Plan, not a set of prescriptions, and there is much work to do with our partners and with residents on the detail behind the direction we outline.

We need to recognise as a council that the world, the country and this area is changing and that in the 21st century people are leading far different lives than they did even 5 years ago. People – rightly – want greater independence and control of their own lives. Expectations continue to change; people are no longer happy to receive what the state says is best. This has major, far reaching implications for all public services.

We also recognise the changing landscape at a regional and national level. We have already taken the huge step of committing to operate on a joint, pan-Wirral basis with our partners. Ongoing negotiations with Government on the Devolution agenda mean we also have to think and act regionally if we are to deliver on our duty to get the very best possible deal for local people.

If we do not change the way we do things and do not respond to the challenge from residents, then we have failed in our duty to the communities we have chosen to serve.

In our vision for the future of Wirral residents are supported and encouraged to be free, independent and self-sufficient because that is what people say they prefer, however they remain at the heart of what the public sector is about.

This plan will make sure that what gets done by public services is not based on what services we currently have, but on a deep, detailed understanding of what residents need in order to improve their quality of life.

It will make sure that the public services work together to get things done and do not worry about organisational boundaries.

This delivery plan looks forward to a place where sharing, co-ordinating and integrating are the norm.

In the Wirral that this plan will shape, the council steps aside if there is someone else who can do a particular job better, but doesn't shirk its duty to help those who need help the most.

We are passionate and proud of what we can achieve, and confident we have a fantastic story to tell regionally and nationally.

**Councillor Phil Davies, Leader**  
**Eric Robinson, Chief Executive**

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## A NEW DIRECTION FOR WIRRAL COUNCIL

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If we are going to achieve our ambitions and aspirations the Council needs to look at itself and recognise where it has not always got things right, needs to do better and must change its approach.

**We must also be pragmatic**, and accept with our continuing financial challenges we cannot operate in the way we have always done. We must find new ways of achieving outcomes, looking beyond the traditional forms of local government towards new types of services, new organisations and innovative models for delivering services.

This Delivery Plan starts identifying how, and gives our residents the opportunity to hold us to account and judge us by actions not words.

The Council accepts the realities of modern local government are about doing better with less money. We see this as an opportunity to remake the organisation and work with the wider public service, to focus relentlessly on what matters to local people and only on those issues that will improve their lives – from good health to better jobs, from improving the environment to a better start in life for young people.

But we must be honest with local people and our own workforce that we can no longer afford to provide all the services we have in the past, nor can we continue to provide services in the same way. Nor should we – because a modern, forward-looking Council finds new ways of delivering, it finds ways of doing more with less and it finds ways to achieve the right outcomes for its residents.

This doesn't mean we will avoid our responsibilities. In fact it gives the council a new and very important role in harnessing the collective power of the public services to tackle some big, complex and hard issues and together improve all our lives.

Huge progress has been made in this area. We have established **The Wirral Partnership** and we have agreed that delivering on the outcomes committed to in this Plan is a shared responsibility. The Wirral Partnership consists of all public services working in Wirral, of key private sector organisations and of partners throughout the community, voluntary and faith sectors. We all have skills, experience and resources which – combined – create a powerful force which will have a big impact on the lives of Wirral people.

We are already talking and making real progress, and seeing early achievements against the pledges in this document and throughout the partnership we are making plans to fully integrate services, pool and share resources and make the best use of assets and buildings to stretch public resources further for the benefit of local people.

Our financial situation remains challenging. After making cuts of well in excess of £100 million since 2010 we fully expect to be required to make a similar amount over the next five years.

These cuts have consequences – for our staff, for our services and for the residents we serve. We must be much better at targeting our resources, and we must be much better at targeting our resources and prioritising where investment will have the most impact. We must also be imaginative, and find new ways of making sure outcomes which matter to residents are achieved.

There is much more detail in this delivery plan, related to all 20 of our pledges for 2020. These pledges are simultaneously ambitious and pragmatic; we understand the challenges we face and we have set targets to deliver which are achievable. However, to be successful we know that we need to deliver real, systemic change; to how we operate, how we are structured and to how we think and behave.

**This is not our final Delivery Plan.** This document is here to provide initial direction and demonstrate where we are headed, and it shows real progress throughout the Pledges. However, during October, November and December of 2015 a number of things will happen;

- We will have the results of our **Residents' Survey 2015**, and have a detailed understanding of our residents' perceptions, priorities and concerns.
- We will more fully understand our financial situation, following the Chancellor's **Comprehensive Spending Review** and our Financial Settlement.
- We will understand the full implications of **Devolution**, and be in a position to begin to plan our response to ensure we get the best deal for Wirral.

It is only after we are in possession of this information that we can truly say **we understand the landscape we are operating in**. A Delivery Plan Phase Two, taking account of these points and the further work we are doing, will then be published for February 2016. It is this document that will provide the strategic direction for all public services in Wirral from now until 2020.

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## OPERATING PRINCIPLES

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Our strategic intent for the future can be summed up in four main themes: empowering locally, leading collectively, acting regionally and organising internally. It is on these foundations that a new Wirral Council – and a new approach to public services throughout Wirral – will be built.

These next five years will be among the most challenging ever faced by this Council, and by local government as a whole, as austerity measures continue to bite and as it gets harder and harder to meet rising resident expectations with diminishing financial resources.

However, in Wirral it is our commitment to residents that we will not respond to these financial challenges through making reactive, arbitrary cuts to services. We will balance our budget – and that will require some tough choices – but we will do it in a planned, strategic fashion.

The four principles outlined here begin to demonstrate how we will do it. Finances are one driver towards implementing this approach, but it is by no means the only one. Operating strategically, focussing on outcomes, working as part of a public service collective both locally and regionally and devolving as much power as possible down to the most local level is just the way a modern Council should operate, regardless of finance.

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## OPERATING PRINCIPLES

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### EMPOWERING LOCALLY

#### **Giving back power and responsibility to communities and tailoring our support to the unique needs of local areas and neighbourhoods.**

A fundamental principle of delivering this Plan will be operating at the most local level possible – what is right for people in Birkenhead may not be right for those in Heswall. We must and will recognise this, and will build on our neighbourhood working programme, through production of a three-year Development Plan, to ensure that outcomes can be planned, agreed and delivered at a local level and that delivery plans are influenced and prioritised according to local need.

This programme will lead to more independent and resilient people and communities; with a focus on individual wellbeing, greater local control and influence in relation to assets, open spaces and the place.

### LEADING COLLECTIVELY

#### **Working with public private and voluntary organisations in Wirral to agree a vision for the area and a set of priorities that will help us focus together on making a real difference collectively to people's lives.**

Against the drive for public sector reform and considerable financial challenges, the Council must look beyond organisational and geographical boundaries. The Wirral Plan, and the Wirral Partnership, represents a major step towards this goal, but we must go further. We need to share more services and ensure delivery is more joined up, at the same time as doing things differently.

Working together, we will work strategically, all of our decisions and plans will be based on robust insight, and we will be absolutely focussed on outcomes. The Council will take a key role in leading a new, more efficient approach to partnership working across the Borough, in order to achieve better outcomes for local residents.

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## OPERATING PRINCIPLES

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### ACTING REGIONALLY

**On behalf of the people of Wirral, we are playing a leading role in the Liverpool City Region and wider to bring resources from Government, gain more freedoms to transform our economy, improve lives and save money.**

The Council is a key player in the regional and national Devolution agenda. We will ensure that we get the very best deal from Government and use the new powers devolved to the City Region to capitalise on what is a once in a generation opportunity to transform our economy and infrastructure. The right Devolution deal for Merseyside – and Wirral – will enable our region to create thousands upon thousands of good, skilled jobs in marine and renewable energies, in culture, in leisure and in advanced manufacturing. It will allow us to compete on a global scale, on a level playing field, and bring about an economic renaissance for Merseyside.

This means we must, more than ever, think and act regionally. From the operational – sharing services, pooling resources – to the strategic projects and investments that will reshape our infrastructure and economy for the 21st century we must ensure that Wirral gets the best possible deal for residents while remaining at the forefront of the regional and national negotiations.

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## OPERATING PRINCIPLES

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### ORGANISING INTERNALLY

**The Council is changing itself so that we have the right attitudes, abilities, skills, approach and finances to deliver our vision for Wirral.**

Delivering the 20 Pledges will require a step-change in how the Council operates. Focussing on partnerships and outcomes, and not on services, organisations and processes, is a fundamental change in approach for the organisation. It is not a change which will happen overnight, but it is a change which will be enabled through reorganising ourselves and making sure we have the right skills in the right places.

The Council's operating model – currently a set of traditional support, back office functions – will be completely reviewed, to ensure the organisation is supported internally to achieve change which is effective, appropriate and delivered at pace. This will be complemented by a reinvigorated drive to embed the right culture throughout our workforce.

Even with the major, continuing reductions in Council funding, the organisation will still be in a position to invest £200m per year into achieving outcomes for the borough, by 2020. This is part of a total public sector investment of approaching £2billion per year. We will make sure that a 5-year budget strategy is in place to get the best value for the Wirral Pound, and that opportunities to increase other revenue streams are maximised.

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## **OUR PRIORITIES**

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### **Wirral Council has identified three outcome focused priorities.**

They are presented here as distinct areas of activity, but they are not. We fully understand that they are inextricably linked and – taken together – represent the core building blocks towards improving the quality of life enjoyed by Wirral residents.

## PEOPLE



**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.**

Ensuring the most vulnerable among us are safe, and feel safe, is perhaps the most important responsibility of any Council. We will work across Council and agency boundaries to promptly identify and tackle problems before they develop.

## BUSINESS



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

We will seize and capitalise on the unprecedented opportunities before us, and work hard to create new ones to transform Wirral's economy for this generation and the next. We will focus on Wirral's priority growth sectors to promote and grow jobs in the visitor economy, offshore wind, advanced manufacturing, maritime and renewable energy sectors. We will work with our partners to deliver these ambitions for Wirral and ensure that our plans are both economically and environmentally sustainable.

## ENVIRONMENT



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

Working to reduce the unacceptable levels of inequality, particularly in relation to health has been and remains of paramount importance to this Council. We want all of our residents to have a good quality of life and live healthy lifestyles in clean and safe environments.



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**PEOPLE**


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Ensuring the most vulnerable among us are safe, and feel safe, is perhaps the most important responsibility of any Council. We will work across Council and agency boundaries to promptly identify and tackle problems before they develop.

### Our future direction

For too long, public services across the country have focussed too much on what people can't do. We step in when an older person can no longer live independently, when a child gets excluded from school or when a family unit breaks down and a young person has to be taken into care.

Not enough attention, or resources, goes into building on the strengths of our people: building resilience and focussing on early intervention to support people to be stronger, and prevent more serious issues occurring in the first place.

It is this change in focus that will be **the cornerstone of our new approach for Wirral people.**

We recognise how important an asset our older people are. Their experience, knowledge and skills are vital to bringing our communities together.

We recognise that disabled people want and deserve to live independently, and we recognise the contribution they can make to the borough and to the economy if they are supported to live full, enriching lives which fulfil their potential.

We recognise that younger people – regardless of background – need to be empowered and enabled to raise and then meet their aspirations. We will be there to support and inspire them to do just that.

One of the first, most important steps we will be taking towards this approach is further, more embedded integration with our NHS colleagues. The Wirral Vanguard programme brings with it huge opportunities for integration, new models of care, and making sure our health and social care system is tailored to the changing demands of our residents. We will make best use of this opportunity, recognising that our combined resources are extremely powerful.

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## PEOPLE

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### 2020: Pledge 1 – Older people live well

#### The Wirral Plan:

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

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

#### Understanding what is needed:

**We recognise that older residents are a huge asset to this borough.** They volunteer, they support their neighbours and they are often the glue which holds their communities together. We must make sure that they are enabled and empowered to do more, and supported when they need help.

At the heart of our approach to develop a strategy for older people will be the views of Wirral residents who are over 50, so we can truly understand what is important to them as they grow older in Wirral.

Our strategy must and will be tailored to meet the needs of each and every older person in Wirral but we know that the needs of a resident who is 55 are likely to be totally different to those of a 90 year old. We recognise that, and will make sure our efforts reflect it. The majority of residents in Wirral between 50 and 64 are in employment. Over 14% of those over 50 have also volunteered in the last year and we want to build on this community involvement for future years, by encouraging more volunteering, and more people to give up their time to support their communities.

#### A new approach:

The right strategy for older people enables and empowers our older residents to be as active, independent and self-sufficient as possible. It recognises that older people are hugely valuable to a community, and treats them with the respect and dignity commensurate to that status.

To deliver the ambitions set out in our pledge it will require **a completely new way of working**. We will develop a five year strategy to enable older people to age well in Wirral, but we will do it in complete partnership. A range of public sector bodies provide or commission services designed to support older people. We could do more, and achieve a bigger impact, if we integrated those services and shared those budgets. We want to encourage more cohesion in communities, and more people to look out for and support their neighbours. We want to encourage and enable more volunteering, both in community based settings but also through more formal arrangements through social sector agencies.

We need to create responsive health and care services for those that need them - focussed on delivering the right care, in the right place, at the right time. In order to achieve this we will integrate and re-shape services and pool resources.

We will ensure that care is provided to our older people with dignity and respect by all providers, and that people are safeguarded against abuse and neglect.

We will work across the public, voluntary and community sector to develop a set of outcomes that are based on what residents tell us is important to them. We will use these outcomes to design a shared approach with partners and communities to make a real difference in the lives of older people.

Wirral's **Older People's Parliament will play a key role** in shaping this work and providing a genuine opportunity to ensure that the views of residents are central and that the strategy is based on what people actually need, not what we think they need.

Our priority in developing this strategy is to talk to our residents who are over 50 about what is important to them and how we can improve their quality of life.

We want all our residents to have a good quality of life and as people grow older we want to help them plan for retirement, encourage them to get involved with their communities and ensure they feel valued and respected.

### **How we will get there:**

Before the end of March 2016 we will:

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

### **How we will measure if we're getting it right:**

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

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## PEOPLE

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### 2020: Pledge 2 – Children are ready for school

#### The Wirral Plan:

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

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

#### Understanding what is needed:

Over 55,000 young people live in the borough. For the vast majority of them, Wirral is a great place to learn, to live and to grow up. Our schools are excellent; generally performing well in excess of the national average. We have fantastic leisure opportunities and a thriving cultural and sporting offer.

We have 20,000 children under the age of five. These children will need different levels of support depending on their needs. **Our aim is that every child will** have the emotional, social and development skills to be ready to start school and to learn. To fully achieve our ambition we must work in partnership to target our resources and share knowledge and intelligence.

Most importantly **we will speak to families about what is important to them** in order that we can develop shared approaches that meet these needs more effectively.

We want to take a fresh approach to ensuring that every child is ready to start school and to learn. To do this we will draw on a range of expertise that exists locally and nationally to understand fully the work that is already taking place and to understand how we can enhance this activity and support offer to ensure that every child gets the best possible start in life.

#### A new approach:

In some areas, and some families, we need to reverse an ongoing cycle which has embedded over generations. To do this, we will develop a completely new approach to improving outcomes for these families and we will ensure our resources are targeted where they are needed the most.

We will implement a new approach to sharing data and intelligence, building on the good work which is already in place, to make sure that **no family is left without the support that they need.**

A new way of working will be established – covering all partners – to explore how we can better support children and families at the right times, with the right level of help, engagement and intervention. Focussing primarily on three areas – maternity and post-natal support, nursery and pre-school and parental support – our partnerships will be vital to addressing the underlying issues related to ensuring our children are enabled to reach their full potential.

**Our absolute priority is to keep children safe, well looked after and to provide them with the best start in life.** We will put the views of parents and families at the heart of our strategy to ensure that what they tell us guides the approaches that we will take in a way that meets their needs and most importantly the needs of Wirral's children.

We will build on what we know works, such as our **Intensive Family Intervention Programme**, which has unlocked a number of barriers to sharing information with our partners. One of our key priorities will be to ensure that we are regularly and consistently sharing data and information with our partners in order that we can effectively target our resources at those who most need our support and to identify the most vulnerable families in Wirral.

We will work to align budgets from a range of partners and agencies including health visitors and family nurses, midwifery and antenatal services, early year's provision and the government funding that is provided for 2 to 4 year olds. Developing a greater understanding on how this money is currently spent will enable the Council to work with its partners to maximise these resources and focus future spend on prioritising children's health and development, parental support, resilience and capacity and their readiness to work and learn.

### **How we will get there:**

By the end of March 2016, we will:

- Complete targeted engagement activity with families to identify what is important to them.
- Agree a strategy which is shared by partners throughout the public and community sectors, that sets out the actions that we will take in partnership to deliver our vision for every child to have the best possible start in life.

### **How we will measure if we're getting it right:**

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

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## PEOPLE

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### 2020: Pledge 3 – Young people are ready for work and adulthood

#### The Wirral Plan:

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

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

#### Understanding what is needed:

In Wirral, 69.2% of pupils achieved 5 or more GCSEs A\* to C, including English and Maths, in 2014 which is above the national average. However, we know we have issues related to academic performance in certain areas of the borough as well as with those children who are in the Council's care.

Ensuring that young people in Wirral are ready for work and adulthood **starts from birth** and builds on our ambition to ensure that every child has the best start in life.

We must also make sure that education leads to employment, and will be continuing our work with business and the Chamber of Commerce to develop opportunities for young people.

Understanding the views of young people will be paramount to developing a new approach and we will work with this group to understand what is important to them and how we can ensure that they receive the best possible support, information and advice.

#### A new approach:

The Council has a relatively traditional model of providing support for young people, through a generic set of services including youth centres. It is clear that our ambitions must be delivered in partnership and therefore we will establish a stakeholder group who will be tasked with **developing an innovative and creative approach** to ensuring that young people are ready for work and adulthood, and who are willing to review and challenge current activity to ensure it is having the right impact.

The stakeholder group will initially be asked to consider a range of themes, including:

- Raising ambition and aspiration.
- Closing the gap in attainment.
- Adopting a holistic approach to ensure children in care are equipped to achieve well in school.
- Developing a multi-agency approach to the education of children with special needs and disabilities.

- Supporting young people to develop approaches to manage risk and address potentially harmful behaviours and to become resilient adults.
- Ensuring there is a sufficient supply of jobs, internships and apprenticeships, colleges and university places to make sure that our young people can reach their full potential.
- Developing financial awareness and resilience amongst our young people, such as advice on budgeting and money management.

We want to ensure all young people have good knowledge and insight into different industries and workplaces to provide an understanding of the employability skills that are required to be successful in their careers.

We will do this by working in close partnership with the Chamber of Commerce and schools through the Young Chamber programme. We also want our young people to be confident and will work with them to increase this, and to make sure that we build self-esteem and improve our response to and prevention of bullying.

We want all young people in Wirral to have access to high quality education opportunities from primary school right through to post 16 education. In particular we want to ensure that vulnerable and disadvantaged pupils are supported to have the same opportunities and life chances as others regardless of their individual circumstances or background.

### **How we will get there:**

Before the end of March 2016, we will:

- Complete targeted engagement activity with young people to identify what is important to them.
- Establish a steering group to lead a review of current activity and identify future provision; leading to the development of a shared strategy that sets out the actions that we and our partners will deliver to achieve our vision that all young people in Wirral are ready for work and adulthood.
- Fully establish the Young Chamber programme in Wirral schools.

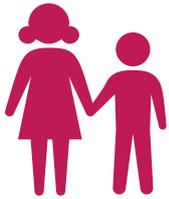
### **How we will measure if we're getting it right:**

- 100% of Wirral schools are good or outstanding by 2020.
- More young people achieve 5+ GCSE A\*-C including English and Mathematics.
- More young people are in education, employment and training.

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## PEOPLE

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### 2020: Pledge 4 – Vulnerable children reach their full potential

#### The Wirral Plan:

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

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

#### Understanding what is needed:

Out of a total population of young people which is over 55,000, we know that currently we have almost 700 young people living in care in Wirral. This is less than 1.5%, but it is still too high. Supporting those young people is one of the **most enduring responsibilities** of any Council and we remain determined to making sure our most vulnerable young people are safe, supported and inspired to reach their full potential.

We are **absolutely committed to safely reducing this** number and ensuring that these children and young people are supported to reach their full potential.

We have a moral imperative to support these children, but we also have a financial one.

The 700 children in our care have around 10 times more public resources invested into their support than other children. The more children we can keep safe, and keep achieving, in their families then the more resources are available to be invested into other areas.

We will support children who need to be looked after to feel safe and secure, and to ensure they are safe, healthy and achieve well at school, training and work and have a good adult life. At the heart of this approach will be what children and young people tell us is important to them and makes a difference to them feeling safe, secure, engaged and listened to and supported in an environment where they achieve and do well.

#### A new approach:

To achieve our ambition, we will work in partnership to enable more children to remain at home with their families or in secure environments with strong attachment to substitute carers, where they can thrive in their local communities. We will **ensure that young people are supported to remain at home** through a range of interventions which enable them and their families to live together and for the young person to remain in school and achieve good attendance and educational outcomes. At the same time, we will greatly increase the availability of foster care homes and people who wish to adopt so that, where young people cannot live safely at home, we have a supportive, family based setting where they can be placed.

**We will also commit to ensuring that every child who leaves care has the opportunity to start work, further their education or enrol on an Apprenticeship.**

We will work with our partners to design access for children and families to a range of multi-agency services in a way that is joined up so that they tell their story once and receive support and services that are appropriate and delivered at the right time and in the right place. We must design this approach so that it is proportionate to the need of the child and their family allowing them to develop the right skills, capacity and resilience and avoid creating a dependency on the service.

We want the best outcomes for all our children and young people in Wirral so that they can realise their ambitions and their full potential. Children need to have the best start in life so that they are ready for school, work and adulthood. Where there is a gap in achieving these outcomes, which is dependent on where someone lives and whether they are vulnerable, then **we must redouble our efforts to ensure this gap is closed.**

We will review what works locally, regionally and nationally to support children and families to achieve positive outcomes. We will review our approach to supporting children and their families at the earliest opportunity so that fewer children need to become looked after and children and their families lead better lives.

We will target our approach for young people who are vulnerable and at risk yet who may not seek help and for those whose families may be struggling.

We will secure the right level of support to enable these young people to remain with their families where it is safe to do so. We will also support children who become looked after to move through care to lead settled lives in permanent substitute families where they feel safe, secure and confident, and where they can thrive and meet their full potential.

**How we will get there:**

By the end of March 2016, we will:

- Establish a steering group to lead a review of current activity and identify future provision.
- Complete targeted engagement activity with young people and their families to identify what is important to them.
- Agree a shared strategy that sets out the actions that we and our partners will deliver to achieve our vision for vulnerable children to achieve their full potential.
- Make sure that every child leaving care is provided an opportunity to enrol on Apprenticeship, start work or continue into training or education.

**How we will measure if we're getting it right:**

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

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## PEOPLE

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### 2020: Pledge 5 – Reduce child and family poverty

#### The Wirral Plan:

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

#### Understanding what is needed:

We continue to face real challenges in reducing child and family poverty, with some parts of Wirral's communities having experienced high levels of child and family poverty for decades. We also know that the government's programme of welfare reform and introduction of Universal Credit will have an impact on families in Wirral, and changes to the tax and benefit system are expected to see child poverty increase by around 1 million children nationally between now and 2020.

In order to effectively review the impact of current activity and the causes of child and family poverty there will be **a significant programme of insight and intelligence** work to determine the focus and ambition of a future strategy. Engagement with residents who are impacted by child and family poverty will be essential to understand the root causes of poverty and the action that needs to be taken.

A review of best practice will also be completed to understand what works at a local, regional and national level.

We need to be clear that reducing child and family poverty cannot and will not be the sole role of our children's services. Reducing poverty must be intrinsically linked to increasing jobs, it must be linked to improving health and lifestyles, and it must be linked to securing better housing. Our approach will be holistic; it will focus on support for the entire family and it is linked to many of our 20 Pledges.

#### A new approach:

We have a Wirral Child and Family Poverty Working Group which includes a range of partners across all agencies and sectors. The focus of this group is to ensure we are joining up activity and **maximising our collective resources** to make a real difference to tackling child and family poverty. This group will be tasked with reviewing local activity and evidence and to bring forward proposals and options for future actions around a number of themes:

- Birth and school readiness
- School interventions, pupil premium and young people who are not in education, employment and training.
- Health inequalities and lifestyle choices.
- Support for families into work and employment.
- Transport and access to services.

Our overall ambition is to ensure that **no child in Wirral lives in poverty**. We are committed to seeing a major reduction in the current levels over the next five years.

We will build on the success of our School Hubs pilot programme, drawing together community assets to provide parents, pupils and local people with opportunities and an easily accessible network of support.

Giving families the tools, the encouragement and the opportunity to get into work, to get into a better house and to live healthier all massively contribute to reducing the levels of child poverty.

We will do all we can to inspire and support our communities to raise their aspirations and achieve the very best for their children and families.

### **How we will get there:**

Before the end of March 2016, we will:

- Complete a programme of research to hear from local residents about their experiences, better understand the root causes of poverty and review evidence of activity positively impacting on child and family poverty.
- Review best practice at a local, regional and national level to influence future commissioning decisions; complete targeted engagement activity with young people and their families to identify what is important to them.

- Agree a five year multi-agency strategy to tackle child poverty that sets out the actions that we and our partners will deliver to achieve our vision that no child in Wirral lives in poverty.

### **How we will measure if we're getting it right:**

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

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## PEOPLE

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### 2020: Pledge 6 – People with disabilities live independently

#### The Wirral Plan:

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

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

#### Understanding what is needed:

We know that many disabled people and people with health conditions can and do work, and while the employment rates for disabled people have increased gradually over the years, they remain significantly lower than for non-disabled people.

We will review the current offer to all people in Wirral who have disabilities regarding work, employment and training opportunities. We will ask this target group about **their experiences and what is important to them** in order that we fully understand the issues and develop appropriate interventions to respond to these issues.

It is also important in this area that we are clear about just who this work is aimed at: we must ensure that all people who are disabled are supported to live independently, not just those people receiving support through social services.

#### A new approach:

To achieve our ambition we will develop a five year plan with our partners, which will guide how we will support people with disabilities into paid employment and education, training and volunteering opportunities.

We will adopt a partnership approach to deliver the ambitions set out in our plan and work with partners in the public, private and voluntary and community sector to support more people with disabilities to live independently.

**We will work with local employers to help people access paid work** and volunteering opportunities, and we will work with education providers and schools to support access to employment and to create a culture of independence.

We want people with disabilities in Wirral to be less dependent on services and to choose to live more independent lives.

We want to maximise the use and availability of community networks to support people to be more independent, and ensure that they have access to information and advice to enable them to live independently.

**How we will get there:**

By the end of March 2016, we will:

- Complete a programme of research and intelligence to hear directly from people with disabilities about their experiences and identify the actions require to support them to access work and volunteering opportunities, and live independently.
- Agree a strategy that sets out the actions that we and our partners will deliver to achieve our vision for people with disabilities to live independently.
- Fully implement our new company which will provide Day Services for people with disabilities – Wirral Evolutions.

**How we will measure if we're getting it right:**

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

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## PEOPLE

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### 2020: Pledge 7 – Zero tolerance to domestic violence

#### The Wirral Plan

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

By working with our partners we want to see a significant reduction in repeat incidents of domestic violence by 2020.

#### Understanding what is needed:

We want to ensure that domestic abuse is never tolerated or accepted, victims are protected and supported and able to live in safety in their own homes where possible. We will talk directly to victims and offenders to understand the root causes of domestic abuse to better identify and mitigate the triggers, and ensure that the voice of the victim is heard.

#### A new approach:

We will ensure that domestic abuse is never tolerated or accepted, victims are protected and supported and able to live in safety in their own homes where possible.

A completely new way of working, with **full integration across all agencies**, to tackle domestic abuse and harmful practices and adopt zero tolerance to violence against children and adults will be established.

We will coordinate a range of activities with our partners, to reduce the incidence of domestic violence where children and adults are likely to be significantly harmed.

We will work to embed a culture where domestic abuse is not tolerated, working to increase the skills, confidence and self-esteem of people to help them identify relationships and situations which are harmful and to take action. We will also review our response to these issues; making sure that the appropriate action is taken to both support the victim and deal with the offender, either through the criminal process or rehabilitation.

We will work with a range of partners to prioritise early intervention and prevention activities and to ensure that we are working together to deal with domestic abuse. We will also raise awareness amongst Wirral residents on the forms of domestic abuse, what they can do to ensure that it is not tolerated in their communities and what action can be taken to tackle it.

We will also explore opportunities to bring resources together collectively to tackle domestic abuse effectively through a single team.

We want the behaviour of perpetrators of domestic abuse to be challenged and action taken so that they do not repeat their abusive behaviour. This includes ensuring that incidents are reported and offenders brought to justice with cases dealt with quickly and effectively through an effective court system.

We want to work with young people to increase awareness of respectful personal relationships and to reduce the number of children and young people who experience domestic abuse.

**How we will get there:**

By the end of March 2016, we will:

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

**How we will measure if we're getting it right:**

- A reduction in levels of repeat domestic abuse.



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**BUSINESS**


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

We will seize and capitalise on the unprecedented opportunities before us, and work hard to create new ones to transform Wirral's economy for this generation and the next. We will focus on Wirral's priority growth sectors to promote and grow jobs in the visitor economy, offshore wind, advanced manufacturing, maritime and renewable energy sectors. We will work with our partners to deliver these ambitions for Wirral and ensure that our plans are both economically and environmentally sustainable.

### Our future direction

We do not, and should not pretend, that we have a monopoly on good ideas and skills. Nor should we pretend that we are the best people to deliver in every area.

#### **Business knows how to lead business.**

- Our role is to support, to enable, business to grow in Wirral.
- Our role is to drive inward investment, and sell Wirral to the World.
- Our role is to put the infrastructure in place to make Wirral the perfect location for businesses looking to start up, relocate or expand.

- Our role is to make sure economic growth is felt by our residents. We must make sure our residents have the skills that business needs, and that business look to them when they succeed and expand.

Comparatively, we do not invest a great deal of resources into driving economic growth, despite the huge dividends a strong economy brings to the borough; such as more jobs, reduced poverty, better health and reductions in inequalities. We must review this, and make the best of our current investment by delivering further integration with the Chamber of Commerce.

We will work with our partners to **develop one, joint, Growth Plan for Wirral:** this Growth Plan will combine our resources aimed at supporting small business, attracting investment and improving the skills of our residents.

We will also look regionally, and make sure that the Devolution negotiations and any potential deal are right for Wirral business and people, and that economic growth throughout the North of England and within the City Region is felt by Wirral residents and businesses alike.

## BUSINESS



### 2020: Pledge 8 – Greater job opportunities in Wirral

#### The Wirral Plan

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

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

#### Understanding what is needed:

Wirral's economy is worth around £3.9 billion; this is its highest ever value and it makes up around 15% of the Merseyside total. 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.

We will continue to develop our deep understanding of the local economy; ensuring that we know what skills business need and that our residents are equipped to meet them.

Our economy continues to grow, **with a faster reduction in JSA claimants than anywhere in the City Region and the highest concentration of fast growing businesses in the UK.** However, we know we must do more if we are to meet our Pledge to Wirral people. In particular, we will ensure that those residents furthest away from employment, including those with health conditions and / or disabilities have the right support and opportunities to access employment.

The developing negotiations regarding Devolution will be core to ensuring we are best placed to break through the economic glass ceiling we are currently faced with. We have unprecedented opportunities to build growth in target sectors such as renewable energies and automotive manufacture – sectors where Wirral has unmatched potential.

We will make sure that by understanding what residents want, and what businesses need, we are able to create and safeguard 5,000 jobs through our focussed, sector-specific, intelligence led-growth plans.

**A new approach:**

It is essential for continuing economic development that we work with partners locally, regionally, nationally and internationally to promote investment in Wirral and increase employment opportunities.

We will redevelop our Growth Plan and our Investment Strategy to **ensure the best possible return for the resources available** through an effective partnership strategic approach. Our approach will create an overarching strategy for growth across the Borough.

It will also allow the Council to take a clear leadership role by working with partners and to take a City Region lead on key themes, particularly in working with and influencing Government. Through this partnership approach, it will ensure that key sectors and spatial plans that are currently prioritised are the right ones to achieve a significant step change in the economy to create greater job opportunities.

The Council will work to optimise key regeneration programmes such as Wirral Waters, Birkenhead Town Centre and the International Golf Resort so that they maximise economic growth for the borough and its residents.

We will also continue to work directly with unemployed residents who have a health condition to successfully move them into employment as part of our nationally recognised transformational project to address health related worklessness in Wirral.

**How we will get there:**

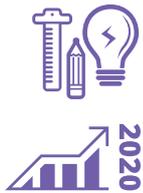
By the end of March 2016, we will:

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

**How we will measure if we're getting it right:**

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

## BUSINESS



### 2020: Pledge 9 – Workforce skills match business needs

#### The Wirral Plan:

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

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

#### Understanding what is needed:

Ensuring that employers can access the right workforce skills is a key priority for the Liverpool City Region. It is essential that employers have access to a suitably qualified workforce but that they also have access to training for staff that requires it. A key challenge for Wirral is to ensure that workforce skills match business needs, particularly as we look to meet challenging inward investment targets and **realise significant potential to grow and attract major businesses in key sectors.**

We want to develop a much better understanding of skills within the Wirral economy.

This understanding will provide key information on employer demand for labour, skill deficiencies, levels of investment in training and workforce development. Analysis of our findings alongside nationally available data will allow the development of insight into determining demand for key strategic projects such as the Offshore Survival Training Centre, as well as better understanding the capacity of the workforce to meet the needs of the Borough's key growth sectors.

#### A new approach:

Excellent partnership arrangements are already in place through networks such as the Wirral Chamber of Commerce. We will build on these arrangements and work with key strategic partners such as local colleges, training providers and the Liverpool City Region Employment and Skills Board. 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.

Through the Devolution negotiations, we will work to redesign the local and regional skills system and 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.

**Businesses need to be in the driving seat**

– determining the skills they need to boost productivity now and in the future. We must be an enabler, ensuring their messages get through and our schools, colleges, learning providers and universities respond.

The most important aspect of upskilling our communities is of course our communities themselves; we must work with residents to increase their aspirations and to make sure that they understand the career routes available to them, and how to achieve them.

**How we will get there:**

By the end of March 2016, we will:

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

**How we will measure if we're getting it right:**

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

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## BUSINESS

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### 2020: Pledge 10 – Increase inward investment

#### The Wirral Plan:

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

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

#### Understanding what is needed:

In order to continue to grow our economy, Wirral has to identify local, national and international opportunities to bring more investment into the Borough. In a competitive market for inward investment, we need to develop **a distinctive offer and a sustained plan** of investment promotion activities.

Wirral has the ambition and opportunity to become a world class location for investment, competing globally for investment in a number of key sectors.

#### A new approach:

Attracting new companies, jobs and investment cannot be delivered by any one organisation in isolation; **therefore a real partnership approach between the public and private sectors is required.**

Much has been done to ensure this approach but the time is right to put a more effective plan in place to deliver a coordinated and collaborative approach across the City Region and most importantly to identify how businesses themselves can support the activity through working with the Chamber of Commerce and other key businesses and sector bodies.

Inward investment plays a crucial role in the local economy, not only by creating new jobs, but in supporting the wider economic growth through a focused approach to supply-chain development to provide a major boost to existing local companies.

There are significant benefits to be had through the attraction of new high-technology inward investors in the dynamic growth sectors such as advanced manufacturing and engineering.

**How we will get there:**

By the end of March 2016, we will:

- Develop a focussed inward investment delivery plan, aligned with an international strategy for Wirral Chamber of Commerce.
- Carry out detailed consultation with the Investment Strategy Board, comprising CEOs from major employers, to ensure full partner engagement to the approach.
- Agree a new five year Wirral Growth Plan which will include the new inward investment delivery plan.

**How we will measure if we're getting it right:**

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

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## BUSINESS

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### 2020: Pledge 11 – Thriving small businesses

#### The Wirral Plan:

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

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

#### Understanding what is needed:

To continue to develop economic growth is a key priority. We have a desire to create 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.

#### A new approach:

We will work to ensure that the business support framework in Wirral continues to offer Wirral companies the best level of support and to ensure the approach maximises public investment and operates far more commercially, relieving the financial pressures on the public sector. A key partner in enhancing the framework is the Wirral Chamber of Commerce and Industry. After successfully merging a number of organisations in 2013, the Chamber of Commerce has grown to achieve British Chamber of Commerce accreditation in 2014 and emerging as the **country's fastest growing Chamber.**

Working with local businesses we will refresh the Business Support Framework in Wirral, reviewing the Councils collaboration with the Chamber and enhancing current and future delivery models to maximise resources and continue to give businesses in Wirral the best possible levels of support. Working with the Local Enterprise Partnership and other Liverpool City Region partners, the framework will respond to the business needs of small, medium and large enterprises and will form one of the delivery plans of the Wirral Growth Strategy.

We will empower local business to drive our new approach, capitalising on initiatives such as the Business Improvement District in Birkenhead and providing support to the Wirral Chamber of Commerce to enable the success of ventures such as the business hub at the Pacific Road site.

**How we will get there:**

By the end of March 2016, we will:

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

**How we will measure if we're getting it right:**

- We will deliver net additional 250 new businesses in Wirral over the next 5 years.

## BUSINESS



### 2020: Pledge 12 – Vibrant tourism economy

#### The Wirral Plan:

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

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

#### Understanding what is needed:

Wirral has the fastest growing tourism economy in the Liverpool City region. We have a tourism sector valued at over £355 million in 2014, employing 4,800 full time equivalent jobs and attracting 7.5 million visitors. Since 2009 the **sector has grown by over 40%** adding an additional £103 million to Wirral's local economy and providing a 20% increase in jobs within the sector and a 14% increase in visitors to the borough.

We will further build on this success through delivering a detailed visitor and stakeholder insight programme to inform a reinvigorated Tourism Strategy.

#### A new approach:

We want to continue to develop and improve our tourism offer in order to increase jobs and revenue in this key area. Working with key partners we will ensure the insight we gather informs a new Wirral Tourism Strategy. The new strategy will explore and develop Wirral's tourism attractions offer through delivery of an annual tourism implementation plan.

We will capitalise on the unique characteristics of Wirral: our scenery, our heritage and our visitor attractions, to bring about a partnership approach to delivering tourism activity that will **increase the value of Wirral's tourism economy by at least 5% each year.**

#### How we will get there:

By the end of March 2016, we will:

- Complete 2015-16 Tourism Implementation Plan.
- Be in a position to commission a Wirral Visitor Research Study.

#### How we will measure if we're getting it right:

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



## 2020: Pledge 13 – Transport and technology infrastructure fit for the future

### The Wirral Plan:

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

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

### Understanding what is needed:

The way people live their lives is now almost unrecognisable from how it was only 20 years ago. **Technology has transformed the world**; how people connect with each other, communicate and work has fundamentally changed, as have employment patterns, family structures and leisure opportunities.

People rightly demand that public services become more flexible, and fit in more closely with how they live their lives. We must make sure that we become more agile, and able to deliver in a modern, technology-led environment.

We must make sure we have the infrastructure in place to support this, in terms of technological capabilities and also transport networks, to make Wirral competitive for business and able to deliver for residents.

### A new approach:

We will also be working to get the best deal possible for Wirral in relation to Transport infrastructure as part of the Devolution negotiations with Government. We will continue to invest in our highways, keeping Wirral moving and making sure our road network is safe and well maintained; always remembering our duty to residents in regard to road safety.

Internally, we will be making sure the organisation is able to operate in a digital world, and that our systems and equipment are modern and fit for purpose to enable agile, efficient working.

### How we will get there:

By the end of March 2016, we will:

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

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## BUSINESS

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- Carry out the procurement process for the replacement of the two Dock Bridges; a major infrastructure improvement commitment.
- Take part in the National Highways and Transport Public Satisfaction Survey to get national benchmarks and feedback on our highway network.

### **How we will measure if we're getting it right:**

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



## 2020: Pledge 14 – Assets and Buildings are fit for purpose for Wirral's businesses

### The Wirral Plan:

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

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

### Understanding what is needed:

We currently have a range of commercial space in Wirral which varies greatly in quality. These buildings include modern, fit for purpose facilities which have good transport and technology links. However, we also know that there are some sites that require development to meet the needs of local businesses.

We now have the opportunity to look to optimise the use of our real estate assets for all types of commercial activity. In order to do this we need to better understand what type of buildings businesses need in order to maximise the use of our assets.

### A new approach:

We have the opportunity to look to optimise the use of our real estate assets for all types of commercial activity.

We need to better understand what type of buildings businesses need in order to maximise the use of our assets.

We will review existing Council owned commercial property and look for opportunities to release council owned premises and land for commercial development.

There are clear opportunities to work with partners, public and private, to 'join up' asset reviews and disposals to create enhanced opportunities for business and commercial development.

We will also look to generate additional capital resources in order to facilitate capital new-build schemes in a difficult market.

### How we will get there:

By the end of March 2016, we will:

- Complete a business survey regarding asset requirements, to develop the approach to remodelling available assets.
- Review council owned commercial assets currently leased/rented and evaluate options for retention, disposal and management.
- Identify council owned sites which could be released for commercial/business development alongside sites being released for house building.
- Review joint opportunities for commercial development of existing sites with our partners.

### How we will measure if we're getting it right:

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



# ENVIRONMENT

Leisure and cultural opportunities for all



Wirral residents live healthier lives



Wirral's neighbourhoods are safe



Community Services are joined up and accessible



Attractive local environment



Good quality housing

7,000  
new and improved homes



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## ENVIRONMENT

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

Working to reduce the unacceptable levels of inequality, particularly in relation to health has been and remains of paramount importance to this Council. We want all of our residents to have a good quality of life and live healthy lifestyles in clean and safe environments.

#### Our future direction

Our focus for the future has to be on integration, and on building capacity, skills and confidence throughout our communities to unlock their potential and increase their pride in their local environments.

- Wirral has a **fantastic leisure offer** for residents and visitors. Too often we consider 'leisure' as being limited to the leisure centres we operate. To the vast majority of residents, leisure is walking on the beach, enjoying the park or spending time with friends. We must understand that, and understand what people actually want, to inform how and where we invest in leisure.
- Our **communities are active, vibrant and keen to do more**, take more ownership and improve their environments. We must empower them, and support them to harness the pride they feel for their communities into real action.

- We must take **new approaches to changing behaviour**. Our leadership of the public health agenda provides a real opportunity to use our resources to address health issues which have for generations created huge disparities in health and life expectancy.

We have too many buildings, and we will work collaboratively with all of our partners to make efficient, intelligent use of the network of public assets – freeing up land and buildings for development as we move toward co-located services. We also recognise that we have not built enough new homes, or done enough to improve the existing housing which is available.

Meeting our pledge of 7,000 new and improved homes is worth at least £7 million in new homes bonus, with an increased tax base on top of that. This is new resources to invest into making this borough a better place to live, which is the **ultimate goals for us all**.

## ENVIRONMENT



### 2020: Pledge 15 – Leisure and cultural opportunities for all

#### The Wirral Plan:

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

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

#### Understanding what is needed:

Residents in Wirral already have excellent leisure opportunities. Wirral is a stunning borough, with **natural scenery and assets which are the envy of the entire country.** Many of the opportunities people have to enjoy leisure activities have no relationship or involvement from the Council, or any public service.

From the outset this project will ensure that we have a deep, meaningful understanding of what local people actually want in relation to leisure, culture and sporting opportunities. This insight will be developed through our 2015 resident's survey and from detailed engagement and conversations with local people.

This intelligence will help us as we work to increase the use of and access to opportunities for leisure, culture and sporting activities, looking at the offer across the whole borough, regardless of provider.

This project will drive tangible health benefits for our residents, as we encourage them to take part in more physical activity and exercise.

#### A new approach:

Another key aspect of this programme will be increasing the capacity and involvement of the already vibrant communities supporting activities, events and facilities across the borough; we will support them by creating and developing volunteering opportunities and building on our community assets and infrastructure.

A new leisure and culture strategy will be developed, which will look beyond traditional Council boundaries and put in place the processes to enable Wirral residents to be aware of and access the vibrant and varied leisure and cultural offer available to them.

#### How we will get there:

Before the end of March 2016, we will:

- Have gathered our insight related to our residents' needs, wants and aspirations for leisure and culture.
- Complete the initial phase of our targeted, detailed engagement and conversations with residents and begun to develop our strategy.
- Developed a leisure strategy to shape the future offer in the borough, and developed a culture strategy in partnership with the wider Liverpool City Region.

#### How we will measure if we're getting it right:

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



## 2020: Pledge 16 – Wirral residents live healthier lives

### The Wirral Plan:

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

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

### Understanding what is needed:

This work will be underpinned by robust, genuine and appropriate insight and intelligence. **We have already commissioned a market research specialist** to improve our understanding and give us a fresh perspective on some of the challenges related to changing behaviour, improving health and making sure we optimise the impact of our responsibility for the public health agenda to have a real, tangible benefit in the quality of life enjoyed by our residents.

### A new approach:

To support the delivery of this pledge, we will refresh three existing strategies to ensure they are fit for purpose and achieve the right outcomes for Wirral residents.

These strategies include the Alcohol Strategy, a Tobacco Control Strategy and a new approach to healthy eating and physical activity – which will link closely to our work on ensuring **leisure and cultural opportunities for all**. Our strategy will include a deeper understanding of;

- The impact on behaviours and health related to where a resident lives, and the welfare system.
- The main motivations which drive people to change behaviour and live healthier, to enable use to those motivations to inspire positive change and community engagement.
- Provide supported volunteering opportunities for those participants trained and engaged in this community research

We also know that businesses make an important contribution to vibrant and healthy high streets; however there are some business practices which may negatively impact on the public’s health. We will work with businesses to better improve the health of their community and review the necessary changes that need to take place to encourage healthier choices and lifestyles amongst our residents. We will build on the successes we have already had in projects and campaigns such as Takeaway for a Change and Reducing the Strength.

We will further progress our programmes of integration with the NHS, and work particularly closely with our Health partners on ensuring the ‘Vanguard’ programme is a success; which will bring health services closer to communities and work to change the culture of health services in general to focus on prevention, early intervention and self-help.

### How we will get there:

Before the end of March 2016, we will:

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

### How we will measure if we’re getting it right:

- Increased healthy life expectancy.

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## ENVIRONMENT

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### 2020: Pledge 17 – Community services are joined up and accessible

#### The Wirral Plan:

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

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

#### Understanding what is needed:

This project is vital; it is our duty to ensure we can enable and empower our already thriving communities to realise their full potential and unlock the skills and expertise within to deliver more for themselves, their neighbours and their communities.

We will conduct a full review into how and where public services are located and integrated and find opportunities for the borough; both in terms of integrating services but also co-locating services with partners such as NHS, Police and Fire.

#### A new approach:

We will focus on the use of Council land, resources, staff, funding and premises – all of which will be **reviewed in the light of our community leadership** role and we will build upon the work already done to link services together structurally, physically and financially, to better meet the needs of residents.

This programme is dependent on new, more integrated, levels of relationships and reaching a common understanding among all service providers supporting Wirral residents; in the public, private and third sectors.

#### How we will get there:

Before the end of March 2016, we will:

- Map where services are already integrated with partners and identify opportunities for further integration and redesign.
- Develop a decision making process to support rapid asset transfers; making sure our default position moves towards community involvement, management and ownership of assets and services.
- Ensure early implementation of integration with other agencies.

#### How we will measure if we're getting it right:

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



## 2020: Pledge 18 – Good quality housing that meets the needs of residents

### The Wirral Plan:

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

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

### Understanding what is needed:

Everything we do will be rooted in strong evidence and insight; we will make sure we **fundamentally understand the current housing situation** in the borough and our resident's aspirations and requirements for the future. We will use this insight to develop our strategies and delivery plans and continuously refresh our data and insight work to take account of changing needs.

We are already aware that we have a shortage of land and that we require new solutions for ensuring housing options which are appropriate for our growing population.

### A new approach:

Achieving this outcome is **worth at least £7 million** to Wirral. This is money which will be invested into making further improvements to the borough; its economy, its environment and its people. There is a direct link to our ongoing Devolution negotiations, with the potential for a City Region wide spatial plan. We must make sure we understand the implications of this and maximise its benefits for Wirral.

This project will consist of two key priority areas; improving the housing offer in Wirral and helping people find an appropriate home.

This project will see a range of programmes of work completed and services provided that will collectively contribute to meeting the housing and housing support needs of residents. In turn this will have a **positive impact on resident's health and quality of life** and will contribute towards achieving an attractive and sustainable environment for all who live here.

We will promote the best possible home environment for our residents and ensure that everyone living in the borough has a safe, warm, affordable and sustainable home that meets their needs. We will work in partnership to ensure that there is a joined up approach to housing and health and social care services, and we will review the provision of housing for vulnerable people.

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## ENVIRONMENT

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We will also continue to tackle the challenges and causes of homelessness in Wirral.

The overarching Housing Strategy for the Borough is supported by a number of other key statutory and supporting strategies and assessments, the review of these ensure we are responsive to the needs of communities especially those most vulnerable.

Other key data will be used to support decisions and target resources effectively to those who most need it.

### **How we will get there:**

By the end of March 2016, we will:

- Seek and secure national investment on an ongoing basis to support the work to improve the housing offer.
- Achieve our annual target of 250 empty homes, 450 private rented sector improvements and 200 affordable housing units.
- Ensure all licensed rented accommodation is brought up to the appropriate standards.

### **How we will measure if we're getting it right:**

- Increase and improve the housing offer for Wirral residents.



## 2020: Pledge 19 – Wirral's neighbourhoods are safe

### The Wirral Plan:

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

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

### Understanding what is needed:

Over the past six years, crime in Wirral has fallen significantly. However there is still more that can be done to address the perception of crime across our neighbourhoods; making sure our residents feel safe and are safe remains a key priority. Our Resident's Survey for 2015 will begin to provide the level of insight we need to understand people's perception of crime and safety and, combined with multi-agency data and experiences will enable us to implement a complete partnership approach to keeping Wirral people safe.

### A new approach:

The key to ensuring that Wirral's neighbourhoods are safe is to deliver a new Community Safety Strategy. Our new strategy will be developed – and led – by our partners, ensuring we make immediate progress in **delivering a true combined response** to issues of crime, anti-social behaviour and community safety. This new strategy will be community and victim focussed, ensuring that all the residents and businesses of Wirral are listened to and informed of action which is taken in response to their crime. Our resources will be targeted at those places where they are most needed.

The project will also review existing multi-agency working arrangements and establish whether some elements of this working theme can be more efficiently delivered on a City Region basis, using the Multi-Agency Safeguarding Hubs (MASH) on a 'Hub and spoke' type model.

The **perception of safety** is almost as important in this area as actual safety. Where people do not feel safe, we must find ways of providing reassurance and support.

Our vision is that by 2020, crime rates in Wirral will be markedly below the national average, and that residents and businesses, both in the Borough and beyond, will believe Wirral to be a safe place in which to live, work and visit.

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## ENVIRONMENT

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### **How we will get there:**

By the end of March 2016, we will:

- Use the insight gathered from the 2015 residents survey to shape a community safety strategy, to be implemented from April 2016.
- Tackle and reduce levels of ASB in our communities; ensuring a multi-agency response, ensuring people feel safer in their homes and communities, and deliver additional support to the most vulnerable.

### **How we will measure if we're getting it right:**

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



## 2020: Pledge 20 – Attractive local environment for Wirral residents

### The Wirral Plan:

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

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

### Understanding what is needed:

Wirral is an area of outstanding natural beauty. We have world-class parks, stunning scenery, and an environment which people travel from hundreds of miles to visit. We also have a vibrant and passionate community; keen to do more and take more ownership of the environmental assets in their local areas.

We will hold an ongoing conversation with these communities; developing our understanding of what they need and want from their local areas and exploring opportunities where we can share ownership, delivery and management of community assets.

### A new approach:

This project will deliver on its outcome through working to two strategic themes; working with local communities to create an attractive and sustainable environment and taking a lead role in supporting residents and businesses to reduce waste and promote recycling.

We will do more to increase pride in the local environment and to inspire and enable more community involvement in their local areas. We will drive recycling, driven by many factors including the significant savings that will be achieved through reducing landfill charges.

Through the work of this project, by 2020 Wirral's environment will be upheld as outstanding with the requirements of each location identified and addressed. Local people and businesses will be empowered to lead on the management of their neighbourhood, with the Council's support, and residents will understand their contribution and personal responsibility for protecting the environment.

By 2020 Wirral will be achieving over 50% recycling of municipal waste and less than 10% of non-recycled waste collected will be landfilled. Residents will understand the importance of waste minimisation and be fully participating in the recycling of waste generated.

### How we will get there:

By the end of March 2016, we will:

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

### How we will measure if we're getting it right:

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

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## GETTING THERE: OUR PERFORMANCE ARRANGEMENTS

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The commitment laid out in the Wirral Plan is to work collectively with our partners – towards full integration of services – and residents to make a clear and substantial difference in improving the lives of the people of Wirral.

We have set out what we plan to do; we now need to ensure we have the right approach in place to make sure we are delivering our plans, check our progress regularly and to take action when we are not doing well.

In this Delivery Plan we have set out the high level outcomes we want to achieve for each priority area. We are developing a new outcome framework in collaboration with partners to develop associated measures and targets that we can monitor over the five years of our plan.

**We are accountable to Wirral residents** and we will regularly report on our progress towards the delivery of the Wirral Plan to allow our performance to be effectively scrutinised and decision-makers held to account.

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## CONCLUSION

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Wirral is already a great place to live, work and invest. There is much about this borough that we can be rightly proud of; in terms of our history, our future and our here and now. It is our duty as public servants to be ambitious in the targets we set for ourselves, and relentless in our determination to achieve them.

What is most important however is to make sure the outcomes we work to achieve are the right ones to deliver real change and improvement in the quality of life enjoyed by Wirral residents.

This Plan is a key component of a new approach in Wirral: a 5 year strategy; jointly agreed and adopted by all partners, which can and will make a huge impact. This Delivery Plan is the next stage in this approach; however, it is not the final stage.

**This is how we will deliver a better Wirral for everyone.** We have a clear vision for the Wirral we want in the future, this Plan takes us further towards achieving it.

We have much more work to do. **A second, more detailed version of this Delivery Plan is already in production.** We will use the time between now and February - when this new version will be published - to further develop our insight and intelligence, to gather more input from Members, partners and residents, and to firm up our approach to achieving all of our 20 Pledges, within the budget we have available to work with.

# THE WIRRAL PLAN: A 2020 VISION

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