

# **WIRRAL COUNCIL**

Delivery Plan 2018/19

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## FOREWORD

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Wirral residents expect good services: they expect their streets to be clean, their communities to be safe and their roads to be in good condition. They expect the vulnerable to be safe and protected, and for the economy to grow – creating the opportunities they need to secure good, well-paid jobs.

We will deliver on all of those expectations. Committing to delivering these priorities is about setting out our stall, it is about being clear with Wirral residents about what we will deliver and what they can expect from us.

Wirral Council has made huge progress in recent years. From the brink of Government intervention only 6 years ago, we are now a completely different organisation. Since the creation of the Wirral Plan in 2015, that progress has only increased in momentum. Every public agency in our borough – along with major employers and the key organisations in the voluntary sector – have worked together to deliver the first set of shared goals and priorities we have developed in Wirral.

In doing so we have cast aside traditional organisational boundaries and pooled resources, integrated services and made sure our collective resources were properly targeted at achieving our 20 Pledges for Wirral residents.

It is working. We are seeing fantastic results in many different areas. We are seeing real change, bringing real improvements to the lives of our residents, and we should all be proud of our achievements.

That said, we cannot allow our focus to slip now. Challenges remain, both within Wirral Council and across Wirral as a whole, and we must ensure we are fully prepared to overcome them.

This report describes Wirral Council's Priorities for 2018/19. It sets out exactly what we will focus on for Wirral residents in the coming year, how we will do it and what we will achieve. We will also make sure we keep people informed on our progress, encourage residents to get involved in their local communities and shaping local services, and continue to work alongside all of our partners to make sure we continue to deliver on our 20 Pledges.

Alongside the Wirral Plan Annual Review, which demonstrates the success and guides the future work of the Wirral Partnership, we have a clear plan for delivering everything which we have committed to on behalf of our residents.

I encourage every resident to read this report.

### **Cllr Phil Davies**

Leader of Wirral Council



*Phil Davies*

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## PRIORITIES

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Our priorities are clear: they are set out within the Wirral Plan, through 20 Pledges which every public agency in the borough has committed to deliver together.

Our work continues on those Pledges – we are making real progress in almost every area and this coming year promises to be hugely exciting for Wirral residents: major investments in children’s services, transformative regeneration developments coming forward bringing many jobs and opportunities with them, and a programme of works designed to improve our roads, our parks and the beautiful environment which makes Wirral such a special place to live.

The Wirral Plan is a shared set of goals and objectives, which every public agency in the borough owns and works towards. Wirral Council is just one of many agencies who will deliver towards those Pledges. This document describes exactly what Wirral Council will deliver over the coming twelve months.

It is a commitment to local people, a specific and clear set of priorities which Wirral Council will achieve in the coming year. The rest of this document describes those priorities – what we will achieve, how we will do it, and how we will keep residents informed on our progress.

The priorities and major programmes of work which we will deliver can be summed up in five broad themes: getting the basics right, jobs and growth, children’s services, local plan and housing, and our leisure and culture review.

**Getting the Basics Right:** While Council has to prepare for the financial challenges ahead, it is essential we maintain our focus on delivering excellent services to residents. This means getting the everyday services right, everyday – emptying the bins, repairing the roads, fixing the streetlights, keeping our parks and gardens and beaches in good order, tackling anti-social behaviour, and looking after our vulnerable residents.

**Jobs and Growth:** As exciting new developments with Wirral Growth Company emerge across the borough, construction starts on Wirral Waters, and progress is made with the Hoylake Golf Resort, it is important that local residents and businesses are the beneficiaries of these investments. ‘Spades in the ground’ should mean training, apprenticeships and skills opportunities for our young people, work and jobs for residents and, where possible, local procurement of services and contracts. Renewing our relationship with the Wirral Chamber of Commerce, playing a leadership role in the Liverpool City Region and using the powers and resources of devolution to support local firms and attract new investment to Wirral, will also help deliver our business pledges.

**Children's Services:** While we have made a good start on our journey of improvement, we still have a lot of work to do. The over-arching aim must be to come out of intervention as quickly as possible. Specific priorities include a new management structure which 'gets the basics right', manages the budget, reduces the dependence on agency staff and creates a new work environment. We must ensure that early intervention improves so we can start to see a reduction in the number of children 'looked after.' Cabinet would also like to see more support for care leavers with housing and job opportunities, to give them the best possible life opportunities.

**Local Plan and Housing:** During 2018/19 we must complete our Local Plan and submit it to the Secretary of State. Our Local Plan must identify and secure long term opportunities to meet demand for homes and employment across the borough. It should inform and be informed by the emerging plans of the Wirral Growth Company and Wirral Waters amongst others, and it should recognise the importance of protecting areas of Green Belt which contribute the most to the quality of life we enjoy in Wirral. To

achieve this we will need to continue to make improvements in our planning department so we have the resources, expertise and systems to quickly deliver the new homes and developments we need.

**Leisure and Culture Review:** Over the past 12 months, a lot of time has been spent exploring possibilities and options to reform how we deliver Leisure and Cultural services. With huge changes to financing for local authorities emerging, it is vitally important we take action now to put these services on a sustainable foundation. We need to put a transformative action plan in place, and work more closely with existing and new partners to find sustainable income and revenue streams. We must also review which services the local authority should be providing and which ones can be managed and run better by other organisations, including local communities and charitable groups.

The rest of this report explains to residents what each member of the Cabinet will deliver in the coming twelve months to ensure these five priorities, and the 20 Pledges they support will be delivered.



## **Cllr Phil Davies**

*Leader of Wirral Council*

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## **MAJOR PROJECT WIRRAL TOGETHER**

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Wirral is a collection of close-knit, engaged and thriving communities. Every day, all across the borough, these communities work tirelessly to improve their local areas: through residents associations, tenants groups, neighbourhood forums and more informal groups of volunteers.

They want to be active, they want to help their neighbours, and keep their area clean. They want to play a major role in community life and in keeping their neighbourhood a place they are proud of.

Too often, bureaucracy and red tape get in their way. The Wirral Together programme is about putting that right. It is about empowering local people to take the community leadership role they want, and provide them with all the support they need to make it a success.

### **What we will deliver this year:**

- Launch the Wirral Together programme, enabling every Wirral resident to play a more active role in their community.
- Ensure the Wirral Together programme helps deliver a step-change in how we work, both with each other and with our communities.
- Make sure Wirral punches its weight at a regional and national level, securing the very best deal for local people through the Devolution deal and Single Investment Fund in the Liverpool City Region
- Bring millions of pounds in extra revenue to local businesses and people through delivering a successful, popular and diverse programme of high-profile events
- Attract more and more visitors to Wirral, supporting our local businesses to succeed and create jobs, through launching a reinvigorated drive to increase tourism in our borough



## Cllr Bernie Mooney

*Deputy Leader and Children's Services*

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## MAJOR PROJECT CHILDREN'S SERVICES IMPROVEMENT

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We have invested hugely in our children's services. Making sure our most vulnerable young people are safe, and benefit from the best possible services, is at the very top of the council's agenda – now and in the future. Our progress and improvement since our Ofsted inspection in late 2016 has been steady, and maintained, but now we must quicken the pace.

New leadership in the service, combined with a completely new management team, is providing new impetus and bringing extra expertise to make our improvements faster, more sustainable and based on the best practice from around the UK.

Our services are now built on solid foundations. With a new pay offer for social workers, new standards for supervision and social work practice, a new performance management system and a recruitment campaign to attract the very best calibre social workers, our Children's Services Improvement journey is ready to take the next step.

### What we will deliver this year:

- Deliver the children service improvement plan to achieve an improved judgement from Ofsted in re-inspection
- Strengthen prevention services by introducing an edge of care service and an effective support service to families who do not need a social work intervention
- Make Wirral an employer of choice for social workers
- Deliver the pledges
- Establish new arrangements for the the delivery of safeguarding practice
- Review school provision to make sure it meets the needs of all Wirral children
- Take action to reduce the rate of childhood obesity
- Establish a campaign to encourage parents to talk to and listen to their children (talk not shout)



## Cllr George Davies

*Deputy Leader and Housing & Planning*

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## MAJOR PROJECT THE LOCAL PLAN

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Wirral residents are rightly proud of their local environment. Our borough is a fantastic place to live, work and visit, where beautiful countryside and quaint rural villages sit side by side with executive homes and cutting edge industry.

It is our duty to protect Wirral, to put the policies in place which help create the Wirral of the future. This year we must develop our Local Plan, which is the main planning policy which will determine what can be built, and where. We must use this framework to protect our borough, but at the same time it must help us meeting Government-imposed housing targets and it must help us provide our residents with a good choice of attractive housing.

It's a difficult balance; our approach must be underpinned by extensive research and informed by the voice of local people. The Local Plan must meet local need, and be developed based on what local people want. This coming year we will hold an extensive public debate and consultation on the future of Wirral, and I encourage every Wirral resident to make their voice heard.

### What we will deliver this year:

- Deliver a Local Plan which meets the needs of local people
- Help Wirral's rental market to continue improving, by holding landlords to account through our successful Selective Licensing Scheme
- Develop new, attractive options for residential care for older and more vulnerable residents, through a series of extra care housing schemes across the borough
- Meet residents' housing needs through driving through a range of new housing developments across the borough
- Improve the existing housing on offer for residents in Wirral, through refurbishment and adaptations



## Cllr Paul Stuart

*Law & Order*

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## MAJOR PROJECT THE SAFER WIRRAL HUB

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Wirral residents tell us time and again that the most important factor contributing towards a good quality of life is feeling – and being – safe. We have listened, and we have created the unique Safer Wirral Hub to deliver major improvements to every service tasked with reducing crime and anti-social behaviour.

The Safer Wirral Hub is there to focus on those issues which Wirral residents tell us are important. It is there to reduce anti-social behaviour, to work with our residents on the problems which are harming their quality of life to make things better.

The Safer Wirral Hub was set up in late 2017 and has already begun making a real impact. This year, we must go further and make sure, in every part of Wirral, residents are supported and able to feel safe.

### What we will deliver this year:

- Tackle key local issues which are most important to residents, such as the nuisance caused by scrambler bikes
- Work with our partners across the Liverpool City Region to tackle modern slavery, rough sleeping and homelessness
- Reduce domestic violence, particularly focussing on repeat incidents and incidents which involve children
- Deliver Phase 2 of the Safer Wirral Hub development, further improving the service and its ability to respond to residents' needs





**Cllr Christine Jones**  
*Adult Care & Health*

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## **MAJOR PROJECT**

# **IMPROVE HEALTH & WELLBEING BY JOINING UP SERVICES FOR RESIDENTS**

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We aim to support people to be as healthy as they can be in their own local communities. Our neighbourhood teams and the care that they offer will be wrapped around local people in their communities. People will get straight forward easy to understand, effective and well-designed services when they need them.

We have gone further than many areas in joining up our health and social care services. Community nurses, social workers, GPs, Consultants and Hospital staff are working increasingly side by side to provide joined up, seamless and personalised services to vulnerable residents.

This year we will go further, we will continue to develop improve our neighbourhood offer. In addition we are developing an all age disability service that will help to raise our sights in terms of what people are able to achieve in their lives. The focus will be on supporting people to be as independent as they can be, and to offer more choice and control about how, and where they receive care to help them to achieve their personal outcomes.

### **What we will deliver this year:**

- Further Health and Care Integration to deliver a Healthier Wirral.
- Focus on how community and Hospital services can work much better together to support people who become frail and vulnerable.
- A single plan of how services will be delivered across neighbourhoods coordinating effective care.
- Working together to deliver better joined up services for people with disabilities, to ensure that care supports people to be more independent.
- A range of campaigns, advice and information services designed to encourage people to live healthier lives.
- Put the systems in place to deliver more effective and sustainable services within the resources available.



## Cllr Janette Williamson

*Finance & Resources*

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# MAJOR PROJECT

## A STRATEGIC, LONG-TERM FINANCIAL PLAN FOR WIRRAL

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Austerity shows no signs of slowing down. Government funding reductions – including the complete removal of the Revenue Support Grant, traditionally our biggest source of income – combined with rising costs and demand for services continue to put unprecedented financial strain on every service we provide.

By 2020, Wirral will receive no core grant from Central Government. The only money we will have to invest in services like social care, libraries, leisure centres and waste collection will be the money we can raise ourselves through Council Tax, Business Rates and local charges.

That means we must be radical, we must be ambitious and – if we want to avoid wholesale service closures – we must think big, and find new and more imaginative ways to get better value for every penny of public money which is invested in Wirral.

### **What we will deliver this year:**

- A balanced budget for 2018/19, together with a fair, sustainable and robust Medium Term Financial Strategy.
- A new focus on income generation, ensuring we can replace lost funding and continue to deliver on our Pledges to Wirral residents
- Review all contracts – making sure our commercial strategy and commissioned services give the very best value for local people, retaining as much public money as possible to benefit Wirral firms and workers
- Improve how every resident can contact and do business with the Council, making sure our digital channels and website are the best they can be
- Improve how the Council operates, the speed with which it does its business, and how effective it is at scrutiny, performance management and governance
- Launch a new programme to ensure as much public money as possible is kept in Wirral – our new Hire Local, Buy Local plan will ensure all major public agencies recruit more local people, employ more local firms and help support our local economy and our communities to prosper
- Focus on building the skills and capability of our workforce, through a new programme of work with the Council workforce designed to further improve culture, accountability and performance.



## Cllr Angela Davies

*Jobs & Growth*

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## MAJOR PROJECT CREATING JOBS, DRIVING REGENERATION

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Wirral Growth Company will create thousands of jobs for local people. It will drive huge growth in the local economy, and it will help fund local public services by bringing income to the council.

It is perhaps the most ambitious, entrepreneurial and impactful programme the council has ever embarked upon. It will help us create jobs. It will stimulate economic growth, kick-start regeneration at key sites throughout the borough, and provide a long-term, substantial revenue stream to help us replace some of the funding we have lost through austerity policies.

This programme is truly a win-win for the Council, the borough and the entire City Region. We are now in the position to truly be in the driving seat and create the Wirral we want to see for our residents.

### What we will deliver this year:

- Break ground on the first Wirral Growth Company developments, in Birkenhead, Seacombe, Moreton, Bebington and Bromborough
- Launch our 'hire local / buy local' policy, to keep as much business, jobs and investment in Wirral as possible
- Help all Wirral households improve their employability through developing the skills businesses need
- Create new Apprenticeship opportunities for people all across Wirral, in diverse industries and sectors
- Drive significant progress on major development projects such as Eureka! Merseyside, Celtic Manor Golf Resort and Wirral Waters



## Cllr Matthew Patrick

*Environment*

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### MAJOR PROJECT CLEANER, GREENER WIRRAL

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Wirral residents are – rightly – fiercely proud of their local environment. Residents enjoy our coastline, countryside and perfect blend of the urban and rural. Wirral residents’ love where they live: they are active, and take real ownership and pride in making sure Wirral looks its best.

Our job is to help everyone play a part in keeping our borough attractive, building on our strengths and unlocking the potential in our communities and our partners to drive real and sustainable improvements across all aspects of our environment.

The local environment is not owned by the Council, or any public or private agency - the people of Wirral are its custodians. One of our key 2020 pledges is to encourage residents to take pride in their local community and increase personal responsibility, to keep Wirral ‘clean and green’. Our ambition is to work with residents to help them ensure an attractive local environment for them and for their children.

#### What we will deliver this year:

- Through the Wirral Together programme, work with every community group, volunteer and residents’ group in Wirral to improve our local environment
- Ensure Wirral is the first borough in the region to ban single use plastics entirely
- Establish a new publicly owned energy company, tackling fuel poverty by allowing Wirral residents access to cheaper power
- Work with colleagues in the Liverpool City Region to modernise waste collection and improve recycling rates
- Continue our zero tolerance approach to environmental crime such as litter, dog fouling and fly tipping – cracking down on the perpetrators and highlighting the many residents who contribute positively to Wirral



## Cllr Phill Brightmore

*Leisure & Recreation*

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## MAJOR PROJECT STRONGER, MORE SUSTAINABLE SERVICES

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Wirral has proud history as this region's 'leisure peninsula', of being the place to visit to enjoy culture, nature and incredible views. We must make that legacy a part of our future, too, and ensure future generations can continue to enjoy Wirral's stunning parks, beaches and leisure attractions.

Wirral has more Green Flags than anywhere in the North West, we have seven leisure centres, 24 libraries and an enviable array of golf courses. It is a fantastic place to live and visit, with more options for leisure than anywhere in the North West.

We have to retain these unique benefits. They are part of what makes Wirral special. We must, however, make sure they're sustainable for the future, managed and operated in a way that allows them to attract external funding and flourish.

That means modernising our services. It means finding the most appropriate way to deliver them, and making them flexible and able to attract the extra funding and new customers they need to be successful in competitive markets.

The services must continue to improve, and we will do all we can to equip our staff to take a more commercial approach to driving revenue, attracting new sources of funding and developing more imaginative ideas to create a strong, sustainable and successful set of services.

We will continue to strategically invest capital to make sure the services are of the best possible quality, and we will make sure Wirral residents can continue to enjoy a first rate choice of leisure and recreational services.

### What we will deliver this year:

- Modernise our services to make sure they are fit to meet modern needs and can be delivered within budget
- Improve the services available to residents, through a programme of service improvement and strategic capital investment where appropriate
- Develop our services, enabling them to become more commercial and able to compete, succeed and grow
- Find the most appropriate, sustainable model to deliver parks, leisure, libraries and cultural services



## Cllr Stuart Whittingham

*Highways & Transport*

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### MAJOR PROJECT KEEP WIRRAL MOVING

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Transport is essential for every resident, business and visitor to Wirral. Transport connects people to services, to employment, education and healthcare, and is a fundamental part of our daily lives. Travelling to the airport to go on holiday, popping to the corner shop for a pint of milk, taking the children to school or taking the dog for a walk – we need transport to do all of these activities.

Manufacturers need to transport the goods they have produced, and shops need deliveries to stock their shelves. Transport is much more than just getting from A to B. Safe and accessible transport is a right for all our residents, and crucial to all that we aspire to achieve in the delivery of our Wirral Plan. We need to ensure that transport protects the vulnerable members of our community, supports economic growth and helps to improve the local environment.

We are fortunate – we have a good transport network in Wirral, but we need to work hard to continue to improve and develop this so that it continues to meet residents' needs, supports inward investment, regeneration and housing growth, and has a positive impact on our environment and communities.

#### What we will deliver this year:

- Begin the programme of replacing every Wirral street light with new, energy efficient LED bulbs
- Enable high speed broadband access for every Wirral household
- Invest more than £5 million on improving potholes on roads in every Wirral community
- Improve transport links between major employment and residential areas

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## CONCLUSION

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The 20 Pledges are making an impact.

In almost every area, we are seeing major, sustained improvements. This coming year, we have the opportunity to build on that, and deliver transformational change to Wirral.

More jobs, more homes, a better local environment and better healthcare. We have put the conditions in place to deliver on it all.

This document is our Job Description. It is what we are committing to deliver in the coming twelve months.

We promise to do our part, and we will keep every Wirral resident informed on our progress as we start this journey together.

Cllr Phil Davies  
Leader of Wirral Council

# WIRRAL COUNCIL

## Delivery Plan 2018/19

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