

A group of diverse children are running happily across a green lawn in a park. In the center, a young boy with blonde hair in a teal and grey hoodie is running towards the camera. To his right, a girl in a bright blue long-sleeved shirt is also running. Other children in various colorful clothes are running in the background. A wooden play structure is visible in the blurred background.

Wirral Improvement Plan

Contents

1. Preface
2. What is this Plan for?
3. Linkages to Other Plans
4. The Wirral Context
5. The future Vision for Wirral
6. Wirral's Improvement Priorities
7. Improvement Action Plan
8. Measures of Success
9. Delivery Approach
10. Communication Plan

Appendices

Preface

Wirral Council began its improvement journey in 2019 with a new Chief Executive, a new Council Plan and an ambition to transform the Borough's economic fortunes for the benefit of local all residents through bold plans for investment and regeneration.

However, as with all Councils, the pandemic has had a major impact, delaying the implementation of these plans and leading to pressures both for the organisation and the communities we serve.

There have been positives during this time such as the Council providing clear place leadership within our local resilience forum and our workforce and communities showing tenacity and a desire to stand up to the challenges of the emergency response. However, the pandemic has exacerbated the Council's financial challenges through increased demand, lost income and delays in delivering savings.

For the last decade, we have been focussed on protecting residents from the negative impact of our increasing financial pressures by trying to keep all our services going despite these challenges. The Council has now reached a point where, trying to maintain what we've had in the past is undermining those services we are trying to protect. The need for financial support from the government to balance our books in 2021 and 2022 has highlighted the urgent need to stabilise our finances and bring forward a programme of improvement that will enable us to deliver on our ambitions for the Borough.

We recognise that avoiding difficult decisions in the past has stored up problems that we are having to deal with

now. As a Council in no overall control since 2019, there is an imperative for political groups to work together. We have taken the first step in doing this by setting a budget for 2022/23 that removes our budget deficit to establish a strong foundation for achieving greater financial stability.

This Improvement Plan builds on this work and sets out a new vision for the Council we need to become to best serve our residents. We recognise that to deliver it will require political collaboration and the collective will and effort of our staff, management team and political leaders. All of us want the best for Wirral and we are committed to pulling together to deliver the vision we have set for the Borough: **'to create equity for people and place and opportunities for all to secure the best possible future for our residents, communities and businesses'**.



Cllr Janette Williamson, Leader of Wirral Council

Cllr Tom Anderson, Conservative Group Leader

Cllr Pat Cleary, Green Group Leader

Cllr Phil Gilchrist, Liberal Democrat Group Leader

Paul Satoor, Chief Executive

What is this plan for?

This plan has been developed following engagement with council staff, chief officers and all political group leaders.

This Plan sets out Wirral's response to:

- The External Assurance Review commissioned by the Department for Levelling Up, Housing & Communities (DLUHC) in summer 2021 incorporating:
 - The Ada Burns External Assurance Review – Governance (September 2021)
 - The CIPFA Local Government Finance Review (November 2021)
- The Local Government Association Corporate Peer Challenge (March 2022)
- The need for the Council to set out a detailed Financial Recovery Plan for 2022-25
- The need for the Council to set a clear vision for the organisation we need to become to best serve our local communities.

The plan has been developed in response to, and incorporates the recommendations of, the External Assurance Review Reports and the LGA Peer Challenge. It has been developed following engagement with council staff, chief officers and all political group leaders. It also follows advice and guidance provided by Wirral's Independent Assurance Panel and the LGA on how best to plan and deliver on our improvement aspirations.

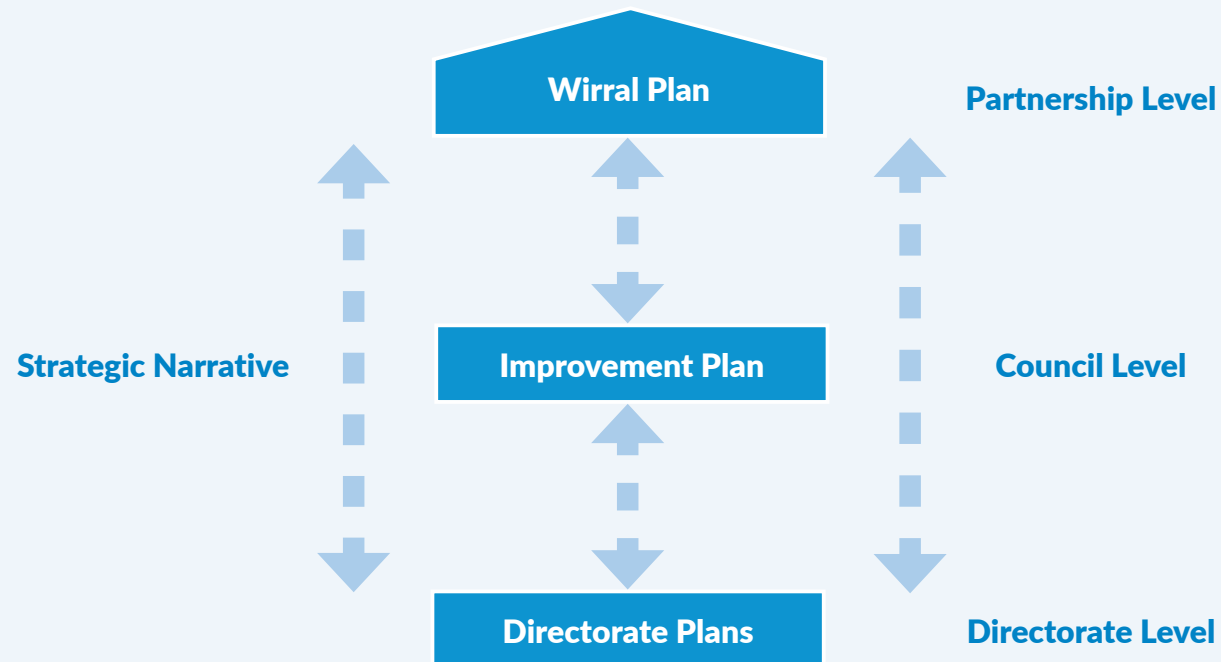
The Improvement Plan sets out the vision for the organisation we are seeking to create to deliver the outcomes set out in the Wirral Plan to best meet the needs of local residents. The plan details how we will secure the Council's financial stability and how we will develop an effective organisation with a clear sense of priorities backed up by strong leadership and good governance. It provides a framework and schedule for systematically re-designing our services to ensure they are fit-for-purpose, deliver value for money and secure the best outcomes for Wirral residents.

The Plan also sets out how we will harness the support of all partners to work collectively around a neighbourhood model of delivery that tailors interventions to best meet local need and maximise investment through joint planning and commissioning.

The Improvement Plan will be realised through the Council's Strategic Change and Improvement Programme which will provide a strong control environment, with clear governance and the required resourcing through the Corporate Programme Management Office. This will ensure the Plan is delivered to the required timeframe and quality requirements.

Linkages to other plans

Plan Hierarchy:



The Wirral Context

Wirral is bound by 24 miles of coastline on three sides and is home to beaches, promenades, docklands and sites of special scientific interest.

Wirral the Place

Wirral has a unique sense of place. A peninsula lying between the river Mersey and Dee, it is bound by 24 miles of coastline on three sides and is home to beaches, promenades, docklands and sites of special scientific interest. Wirral is as diverse as it is distinctive, a place of disparities with some of the most deprived communities in the country living alongside some of the most affluent. The 2019 Index of Deprivation saw Wirral ranked the 77th most deprived authority (of 317 authorities) in England. It highlighted just over 35% of the Wirral population (around 115,500 people) living in areas classified as being in the most deprived 20% of areas in England, with over 83,000 of those residents living in the 10% most deprived.

In economic terms, Wirral has struggled since the 1980s in managing its transition from a manufacturing economy heavily reliant on its shipbuilding past to a more modern, high tech and service-based economy. This has led to a net out-migration from the Borough for work and high concentrations of inter-generational worklessness and the social impacts that arise from this.

These disparities in standards of living have led to significant inequalities in health and wellbeing within Wirral. Inequalities in life expectancy at birth sees both male and female residents continuing to compare poorly against the England average. There are large gaps in life expectancy between wards in the East and West of Wirral with differences of 10.7 years for men and 11.2 years for women.

Wirral Council

Created following local government re-organisation in 1974, Wirral Council is one of the largest metropolitan Boroughs in England and currently serves a population of 322,796 (51.6% Female 48.4% Male). The civic infrastructure of the four former unitary authorities remains across the Borough's district centres highlighting legacy issues in terms of estate rationalisation.

The Council is divided into 22 wards with 66 Elected Members. Wirral's politics has traditionally been split, with the Council under no overall control for much of the time since it was created which reflects the diverse communities represented.

From 2012 to 2019, Wirral had a Labour majority operating under a Cabinet and Strong Leader model. In 2019 Wirral went to 'no overall control' and as a result of this elected members agreed to move to a committee system model of governance which was introduced from September 2020. Wirral's Current political split is Labour 26, Conservative, 24, Greens 9, Liberal Democrat 6, and 1 independents councillor.

The Future Vision for Wirral

Essential to Wirral's improvement is for political leaders and chief officers to work together as a powerful coalition for change.

Strong Leadership, Vision and Priorities

Essential to Wirral's improvement is the need to draw a line under the past and ensure that political leaders and chief officers work together as a powerful coalition for change. This will enable Wirral to modernise and transform itself as other Councils have had to do, to ensure it is fit for purpose to meet the challenges that our communities face. Council strategy and the decisions that flow from that need to reflect the long-term and best interests of the borough as a whole. This will ensure that we are in the best shape to deliver the Wirral Plan and directly address the inequities in living standards that negatively impact on all our residents.

Financial Stability

As a Council we recognise that the long-term success of the Borough as an attractive place to live, visit and invest is inextricably linked to creating a stable financial framework within which the Council can develop its service improvement and investment plans. Securing financial stability is our number one priority as this will enable us to invest in the future and drive forward the service improvements most needed by our communities.

Demonstrating Value for Money

To achieve our financial stability, we will need to ensure that our business model provides maximum value for money to ensure our primary focus is on delivering meaningful impact for the benefit of all those who live and work in the Borough. This will be achieved by:

- Effectively managing our finances to afford our future investment plans.
- Supporting our workforce in a common purpose for the good of the Borough.
- Maximising the use of technology to create efficiencies that enable us to target those with the greatest needs.
- Optimising our assets to reduce overheads, promote co-location and realise values.
- Putting the customer first in all our service planning.
- Enabling people and communities to be as independent and resilient as they can be.

Key to the successful delivery of the Wirral Plan is our bold and ambitious regeneration programme.

Providing Place Leadership

This approach will enable us to fulfil our role as the principal driver of economic and social change for Wirral. With our democratic mandate, the Council is best placed to provide the place leadership which is essential to meeting the challenges ahead. This will include overseeing the Borough’s recovery from the pandemic, securing the maximum value from the new model for integrated commissioning of health and care, driving the ambitious plans for regeneration that grow the employment and business base of the area and responding to the needs that residents articulate to us.

Driving Economic Regeneration

Key to the successful delivery of the Wirral Plan is our bold and ambitious regeneration programme. This will generate the inward investment and new employment opportunities that will address the disparities within the Borough. Our Local Plan sets out this ambition through a brownfield first approach that will drive forward the regeneration of Birkenhead and the docklands. This will enable the Council to achieve its housing growth targets and provide new employment opportunities in some of our most deprived neighbourhoods, whilst protecting the greenbelt in the West of the Borough.

Delivering the Wirral Plan

As place leader, we will harness and drive forward Wirral’s strategic partnership with the public, private and VCF sectors and local residents. This will be fundamental to the effective delivery of the Wirral Plan with its vision ‘to create equity for people and place and opportunities for all to secure the best possible future for our residents, communities and businesses’. The Wirral plan identifies the priorities for the Borough under the five themes:



Securing inward investment into the borough will also provide opportunities for training, apprenticeships and jobs for young people and school leavers.

Enabling Social Regeneration

High levels of deprivation, driven by longstanding economic challenges and high levels of worklessness are the primary reasons for Wirral's poor health outcomes. The COVID-19 pandemic has exacerbated health inequalities with the greatest impact on those with chronic health conditions and those in more deprived communities. Prioritising our regeneration programme will be essential for directly tackling the causes of the health inequalities that divide the East and West of the Borough, with the goal to improve healthy life expectancy and reduce the burden on health and care services.

Securing inward investment into the Borough will also provide opportunities for training, apprenticeships and jobs for young people and school leavers, reducing the need to look outside the Borough to find employment.

Transforming our Neighbourhoods

As a Council we will re-focus our spending to ensure it directly addresses the challenges which our communities face. To achieve this, we will engage with and listen to our communities and work with our partners to commission and plan services better. We will drive forward increased partnership collaboration with the public, private, and VCF sectors to develop a model of neighbourhood working that tailors service delivery to the differing needs of our communities.

This approach will improve service integration in ways which place residents at the heart of the design process and makes the key link between economic growth and how residents can be supported to capture maximum benefits by accessing the full range of health and community support services. It will also ensure the combined impact of all spending by the Council and its partners reflect local and Borough-wide priorities.

Overall, the essence of our ambition is to foster pride, both in Wirral as a Council and Wirral as a place, for all the people who live and work within it, and to support everyone to achieve their full potential.

Wirral's Improvement Priorities



This Improvement Plan is set out over 4 distinct themes:

A – Financial Stability

This theme sets out Wirral's financial recovery plan, builds on the Council's new Medium Term Financial Strategy and covers key areas for improvement that respond directly to the recommendations in the DLUHC external assurance reports.

The key areas for focus include: medium term financial planning, robust monitoring and assurance in the development and achievement of financial savings, management of reserves, improved governance and oversight and better management of capital and assets including disposals.

B – Effective Organisation

This theme focuses on the Council being well-led with good collaboration and cooperation between Political Group Leaders and Chief Officers. This will ensure there is collective responsibility for taking the right decisions for the long-term financial stability of the Council with improved accountability for Members and officers implementing those decisions.

The theme will also focus on the Council having clearly defined strategies, plans and priorities that have the full support of all key stakeholders. This includes delivery of a new Council operating model that ensures the Council has the most efficient and effective organisational design and structure with support services centralised as far as possible to maximise Council investment in front line services to deliver the best outcomes for Wirral residents.

C – Effective Services

This theme will focus on the implementation of a prioritised service review programme, aligned to the Council's MTFP to ensure that financial savings can be realised through service transformation.

This theme also incorporates the Council's Digital Transformation and Customer Experience Programmes that seek to standardise the Council's digital infrastructure, applications and access as part of an improved customer experience offer.

D – Resilient Communities

This theme will oversee a review of the Council's strategic partnership framework to optimise resources and cooperation of public, private and voluntary, community and faith sector partners in delivering the Wirral Plan. The theme seeks to improve communication and engagement with communities and the VCF sector to develop a Neighbourhood model of delivery that better targets resources services to meet locally identified needs.

Improvement Action Plan

A – Financial Stability (Financial Recovery Plan)

1. Strengthen Medium Term Financial Planning

Outcome	Actions	Dates	Lead
1.1 Robust financial planning & forecasting	<ul style="list-style-type: none"> • MTFS in place to inform financial planning • Funding projections and analysis <ul style="list-style-type: none"> – Refresh collection fund model – Engage specialist forecasting advice 	February 2022	Dir. of Resources
		Quarter 2 2022	Dir. of Resources
	<ul style="list-style-type: none"> • Financial scenario planning <ul style="list-style-type: none"> – 3 option model – Directorate savings targets 	Quarter 2 2022	Dir. of Resources
	<ul style="list-style-type: none"> • Review of pressures <ul style="list-style-type: none"> – Demand forecasting – Strengthen evidential base 	Quarter 1/2 2022	Dir. of Resources
	<ul style="list-style-type: none"> • Enterprise Resource Planning Financials roll out 	Quarter 2/3 2022	AD Strategic Change
1.2 Improved Member financial oversight	<ul style="list-style-type: none"> • Primacy of P&R in budget planning process 	From Nov 2021	Dir. of Resources
	<ul style="list-style-type: none"> • Dedicated finance sub-committee 	From Nov 2021	Dir. of Resources
	<ul style="list-style-type: none"> • Star Chamber oversight of savings 	From Jun 2022	Dir. of Resources
	<ul style="list-style-type: none"> • Regular Group Leader briefings 	On going	Dir. of Resources
	<ul style="list-style-type: none"> • All Member briefings 	On going	Dir. of Resources

1. Strengthen Medium Term Financial Planning (continued)

Outcome	Actions	Dates	Lead
1.3 Better knowledge / understanding of Local Government Finance	<ul style="list-style-type: none"> ● Programme of Training for Members <ul style="list-style-type: none"> – P&R – Financial management & responsibilities – All Member – Overview of Local Government Finance (recorded) – part 1 – Overview of Local Government Finance – part 2 (mandatory) ● Programme of officer training <ul style="list-style-type: none"> – Financial management for budget holders 	24 Nov 2021 30 Nov 2021 23 May 2021 From Sep 2022	Dir. of Resources Dir. of Resources
1.4 Improved financial assurance	<ul style="list-style-type: none"> ● Implement programme of internal review & assurance <ul style="list-style-type: none"> – Recruit Financial Assurance Manager – Re-fresh Corporate Governance Group – Compliance with CIPFA financial management code – Report Audit findings report to Policy & Resources Committee 	From Jan 2022 Oct 2021 Apr 2022 On going Quarter 3 2022	Dir. of Resources

A – Financial Stability (Financial Recovery Plan)

2. Implement Robust Planning & Monitoring of Savings

Outcome	Actions	Dates	Lead
2.1 Better planning / QA of savings	<ul style="list-style-type: none"> Strengthen formulation of business cases Financial assurance and QA <ul style="list-style-type: none"> Sensitivity analysis 	From Nov 2021 On going	All Directors Dir. of Resources
2.2 Improved financial accountability	<ul style="list-style-type: none"> Policy & Resources oversight of service committee financial performance Finance sub-Committee <ul style="list-style-type: none"> Budget monitoring Star Chamber role 	From Nov 2021 From Nov 2021	Dir. of Resources Dir. of Resources
2.3 Timely budget planning	<ul style="list-style-type: none"> Budget process as part of Committee work programmes Budget workshops 23/24 timetable and plan in place Budget consultation 	May 2022 Jun – Aug 2022 May 2022 Oct – Nov 2022	Dir. of Resources All Directors Dir. of Resources Dir. of Resources

A – Financial Stability (Financial Recovery Plan)

3. Reserves

Outcome	Actions	Dates	Lead
3.1 Appropriate earmarked reserves in place	<ul style="list-style-type: none"> Review of earmarked reserves Reserves Strategy 	Q2 (P&R) 2022 December P&R	Dir. of Resources Dir. of Resources
3.2 General fund balance replenished to 6% by 2025	<ul style="list-style-type: none"> Policy defined in MTFS 4% of net budget in 2022/23 5% of net budget in 2023/24 6% of net budget in 2024/25 	Feb 2022 March 2023 March 2024 March 2025	Dir. of Resources Dir. of Resources Dir. of Resources Dir. of Resources

4. Improve Financial Governance & Oversight

Outcome	Actions	Dates	Lead
4.1 Improved assessment / reporting of financial implications	<ul style="list-style-type: none"> Committee Coordination & Oversight Group Section 151 oversight of key decisions 	From Apr 2022 On going	Head of Dem Services Dir. of Resources
4.2 Commercial risk exposure independently verified and reported	<ul style="list-style-type: none"> Review of Council companies and associated risks Review of risks relating to financial investments Outcome reported to ARM / P&R 	May – Sep 2022 May – Sep 2022 Quarter 3 2022	Dir. of Resources Dir. of Resources Dir. of Resources

A – Financial Stability (Financial Recovery Plan)

5. Capital & Assets

Outcome	Actions	Dates	Lead
5.1 Assets optimised to support Council business	<ul style="list-style-type: none"> Asset Strategy renewed and implementation Plan agreed 	Jun/Jul 2022	Dir. of Regeneration
5.2 Disposal opportunities fully realised	<ul style="list-style-type: none"> CBRE Commissioned Disposals Strategy and programme 	From April 2022 May – Sep 2022	Dir. of Regeneration Dir. of Regeneration
5.3 Capital financing optimised	<ul style="list-style-type: none"> Regeneration financing and resourcing model in place Regeneration delivery model business case development Capitalisation of salaries process and method agreed by External Auditor Updated Flexible Use of Capital Receipts policy Review of treasury management and funding sources Review of capital programme 	May – Sep 2022 Apr 22 – Jun 23 June 2022 September 2022 Jul – Sep 2022 Jul – Sep 2022	Dir. of Regeneration Dir. of Regeneration Dir. of Resources Dir. of Resources Dir. of Resources Dir. of Resources

B – Effective Organisation

1. Strong Political & Officer Leadership and Accountability

Outcome	Actions	Dates	Lead
1.1 Improved support for Council Leader and political groups	<ul style="list-style-type: none"> • New Leader briefing group arrangements • Member support <ul style="list-style-type: none"> – Review current arrangements – Implement new approach 	From May 2022	Head of Dem Services
		May – Sep 2022 From Oct 2022	Head of Dem Services Head of Dem Services
1.2 Improved Member / Chief Officer collaboration & relationships	<ul style="list-style-type: none"> • Group Leaders' Strategy & Planning Sessions • Joint Member / Officer development programme (including Group Leaders, Committee Chairs and SLT). 	Jun 22 – Mar 23 Sep 22 – Sep 23	Head of Corporate Office AD HR & OD
1.3 Improved Member effectiveness	<ul style="list-style-type: none"> • Develop Member Support Steering Group <ul style="list-style-type: none"> – Member portal compliance – Member wellbeing Policy – Personal safety arrangements • Member Induction Programme <ul style="list-style-type: none"> – 2022/23 implementation – 2023/24 Induction Planning • Member Development Strategy 2023 - 27 <ul style="list-style-type: none"> – Undertake Member skills audit – 2022/23 training plan delivery – Training for Committee Chairs – Comprehensive review of member training delivery 	On going From April 2022 Oct 2022	Head of Dem Services
		May – Jun 2022 By Feb 2023	Head of Dem Services
		By Sep 2022 On going May 2022 By Feb 2023	Head of Dem Services

1. Strong Political & Officer Leadership and Accountability (continued)...

Outcome	Actions	Dates	Lead
1.4 Strong Corporate Leadership & Accountability	<ul style="list-style-type: none"> • LGA Review of Resources, Legal & Assets • Leadership Development Programme (People Strategy) • SRO training for Chief Officers 	June 2022 Sep 22 – Sep 23 Sep 22 – Mar 23	Asst. Dir. HR & OD AD HR & OD AD HR & OD
1.5 Improved Risk Management	<ul style="list-style-type: none"> • Independent ARM Members appointed • ARM committee improvements <ul style="list-style-type: none"> – Audit & Risk Management Committee Forward Plan • All Member Risk Management Training • ARM committee training programme • Risk Register Reporting to P&R from 2022/23 • Reporting on Regeneration and Investment risks in line with external audit guidance 	Jan 2022 From May 2022 19 Jan 2022 TBC From June 2022 From June 2022	Head of Internal Audit Head of Internal Audit Head of Internal Audit Head of Internal Audit Head of Internal Audit Head of Internal Audit

B – Effective Organisation

2. Improved Governance & Decision-Making

Outcome	Actions	Dates	Lead
2.1 Streamlined Committee System	<ul style="list-style-type: none"> Committee system review reported to Standards and Constitution Committee 	13 April 2022	Dir Law & Governance
	<ul style="list-style-type: none"> Constitution refreshed and reported to Council Annual Meeting 	25 May 2022	Dir Law & Governance
2.2 Move to Whole Council Elections to support greater political stability	<ul style="list-style-type: none"> Council decision to move to Whole Council Election Scheme 	21 March 2022	Dir Law & Governance
2.3 Improved Committee Reporting	<ul style="list-style-type: none"> Officer Training <ul style="list-style-type: none"> Report writing Political awareness Presenting reports to Members Committee Coordination & Oversight <ul style="list-style-type: none"> Reporting quality process Assurance of report quality Forward Planning <ul style="list-style-type: none"> Review format of forward plan of key decisions Effective agenda management & reporting Review effectiveness of committee forward planning 	Mar – Sep 202	Head of Dem Services
		From Apr 2022	Head of Dem Services
		May – Jun 2022	Head of Dem Service

B – Effective Organisation

3. Defined Strategic Plans and Priorities in Place

Outcome	Actions	Dates	Lead
3.1 Business plans reflect priorities	<ul style="list-style-type: none"> 2022/23 Directorate Plans in place Wirral Plan refreshed with 22/23 priorities Supporting staff engagement & communications plan 2023/24 Wirral Plan 4 year refresh timetable developed Corporate Performance Framework in place 	May 2022 July 2022 Jun – Sep 2022 Jul – Dec 2022 Sep 2022	Head of Corporate Office Head of Corporate Office Head of Corporate Office Head of Corporate Office Head of Corporate Office
3.2 Wirral Plan Delivery strategies	<ul style="list-style-type: none"> Review Wirral Plan delivery strategies Defined schedule for strategy refresh 	Apr – May 2022 Jun – Sep 2022	Head of Corporate Office Head of Corporate Office

B – Effective Organisation

4. Optimise Council Operating Model

Outcome	Actions	Dates	Lead
4.1 Member support for Strategic Change and new operating model	<ul style="list-style-type: none"> • P&R committee approval of change programme • Defined committee reporting arrangements • Regular reporting on progress 	December 2021 June 2022 From Sep 2022	AD Strategic Change AD HR & OD AD HR & OD
4.2 Strategic capability defined and in place	<ul style="list-style-type: none"> • Operating model principles agreed • Project Management Framework & gateway defined • Operating model strategies developed: <ul style="list-style-type: none"> – MTFS approved – Customer Experience Strategy finalised – Digital Strategy – Asset Strategy renewed – Workforce/people strategy refreshed 	September 2021 June 2022 February 2022 June 2022 June 2022 July 2022 July 2022	AD HR & OD AD HR & OD Dir. of Resources Dir. of Neighbourhoods AD IT & Digital Dir. of Regeneration AD HR & OD

C – Effective Services

1. Chief Officer Structure

Outcome	Actions	Dates	Lead
1.1 Chief Officer structure optimised to support corporate priorities	<ul style="list-style-type: none"> • LGA DMA review completed • Chief Officer model options reviewed • Committee approval to preferred option • New structure implemented 	Jan – May 2022 Jun – Jul 2022 September 2022 Oct – Dec 2022	AD HR & OD AD HR & OD AD HR & OD AD HR & OD

2. Prioritised Service Review Programme

Outcome	Actions	Dates	Lead
2.1 Services re-designed to deliver better outcomes and efficiencies	<ul style="list-style-type: none"> • Service review methodology developed • Revenues and Benefits prototype delivered & evaluated • Programme prioritisation finalised • Programme aligned to MTFP • Programme Initiated 	Jan – Mar 2022 Jan – Jun 2022 June 2022 June 2022 July 2022	AD HR & OD AD HR & OD AD HR & OD AD HR & OD AD HR & OD

C – Effective Services

3. Digital Strategy and Transformation Programme

Outcome	Actions	Dates	Lead
3.1 Digital strategy and priorities defined	<ul style="list-style-type: none"> ● Refreshed Digital Strategy finalised ● Reported to Policy & Resources Committee 	June 2022 July 2022	AD IT & Digital AD IT & Digital
3.2 Digital opportunities fully realised	<ul style="list-style-type: none"> ● Strategic Partner evaluation ● Digital Transformation Programme scoped and planned ● 2023/24 quick wins identified and delivered 	June 2022 June – Sep 2022 Oct 22 – Sep 23	AD Strategic Change AD IT & Digital AD IT & Digital

D – Resilient Communities

1. Strategic Partnership Framework

Outcome	Actions	Dates	Lead
1.1 Effective strategic partnerships	<ul style="list-style-type: none"> Strategic partnership arrangements refreshed and re-energised <ul style="list-style-type: none"> Review existing arrangements New model / arrangements agreed by SLT Wirral Partnership Summit New arrangements launched 	Mar – May 2022 June 2022 October 2022 October 2022	Dir. of Public Health

2. Voluntary, Community & Faith Sector

Outcome	Actions	Dates	Lead
2.1 Compact with VCF sector	<ul style="list-style-type: none"> VCF collaboration framework developed Implement new compact / arrangements 	Apr – Sep 2022 Oct – Dec 2022	Dir. of Public Health Dir. of Public Health

3. Working with Communities

Outcome	Actions	Dates	Lead
3.1 Developing resilient communities' model	<ul style="list-style-type: none"> Define / agree mandate Scoping and feasibility phase Pilot and testing phase 	Jun – Sep 2022 Sep 22 – Mar 23 Apr 23 – Mar 24	Dir. of Public Health Dir. of Public Health Dir. of Public Health

Measure of success

The following performance management framework has been developed to enable effective monitoring of progress delivering the action plan. A number of measures of success will also be identified under each of the four Improvement Plan themes from council performance frameworks.

Financial Stability (Financial Recovery Plan)		
Priority	Indicators of Success	Milestones/Products of Success
Strengthen Medium Term Financial Planning	<ul style="list-style-type: none"> Balanced Medium Term Financial Plan Financial context understood by Members and officers Member ownership of budget decisions Improved committee accountability for budget management Directorate finance managed within budgets 	<ul style="list-style-type: none"> Medium Term Financial Strategy Medium Term Financial Plan Finance sub-committee External Audit reported to Policy & Resources committee ERP Financials system
Implement Robust Planning & Monitoring of Savings	<ul style="list-style-type: none"> Improved savings delivery performance Policy & Resources committee holding Service Committee chairs to account Policy committees owning service change and transformation Proposed savings consulted on in advance of budget Council 	<ul style="list-style-type: none"> Revised savings business case Service committee budget workshops Finance Sub-Committee
Reserves	<ul style="list-style-type: none"> Reserves quality assured / verified 4% of net budget achieved in 2022/23 5% of net budget achieved in 2023/24 6% of net budget achieved in 2024/25 	

A – Financial Stability (Financial Recovery Plan) (continued)...		
Priority	Indicators of Success	Milestones/Products of Success
Improve Financial Governance & Oversight	<ul style="list-style-type: none"> ● Transparency and consistency of decision-making ● Member awareness and understanding on Council risks / liabilities 	
Capital & Assets	<ul style="list-style-type: none"> ● Asset base reduced & modernised ● Asset running costs reduced ● Reduced CO2 consumption ● Capital receipts maximised to support financial planning 	<ul style="list-style-type: none"> ● Asset Management Strategy ● Disposals Strategy

B – Effective Organisation		
Priority	Indicators of Success	Milestones/Products of Success
Strong Political & Officer Leadership and Accountability	<ul style="list-style-type: none"> ● Council Leader feels better supported to deliver their role ● Member feedback that support needs are effectively being met ● Improved behaviours / relationships between Members and officers ● Improved collaboration and trust between Members and officers ● Member feedback that enquiries are being dealt with effectively ● New Members are clear about their roles and responsibilities ● Members effectively trained to undertake their different roles ● External audit recognition that reporting on regeneration / investment risks is transparent ● Regeneration and investment risks better understood by Members and officers 	<ul style="list-style-type: none"> ● Team around the Leader model ● Regular Member / SLT focussed strategy and planning days ● New Member Induction Programme ● Member Development Strategy ● Member portal ● Member wellbeing policy ● Refreshed Member training programme ● Training for ARM committee Members ● Corporate Risk Register
Improved Governance & Decision-Making	<ul style="list-style-type: none"> ● Reduction in number of committees ● Move to Whole Council Election Scheme ● Greater consistency and quality of officer reports ● Reduction in number of reports for noting ● Reduction in number of call-ins 	<ul style="list-style-type: none"> ● Refreshed constitution ● Report template ● Forward Plan of key decisions ● Committee Coordination & Oversight Group
Defined Strategic Plans and Priorities in Place	<ul style="list-style-type: none"> ● Council priorities are clear and understood by all stakeholders 	<ul style="list-style-type: none"> ● 2022/23 Wirral Plan ● Delivery Strategies ● Directorate Plans ● 23-27 Wirral Plan timetable ● Corporate PMF
Optimise Council Operating Model	<ul style="list-style-type: none"> ● Member support for strategic change 	<ul style="list-style-type: none"> ● TOM design principles ● TOM Enabling Strategies

C – Effective Services		
Priority	Indicators of Success	Milestones/Products of Success
Chief Officer Structure	<ul style="list-style-type: none"> Chief Officer model supports Council priorities 	<ul style="list-style-type: none"> New Chief Officer structure
Prioritised Service Review Programme	<ul style="list-style-type: none"> Robust Business Cases with defined benefits Service review programme supports the MTFP / financial recovery 	<ul style="list-style-type: none"> Service review methodology Service review schedule SRO in place and trained
Digital Strategy & Transformation Programme	<ul style="list-style-type: none"> Approved digital strategy in place Strategic partner appointed Approved digital transformation programme in place and aligned to MTFP 	<ul style="list-style-type: none"> Digital Strategy Digital Transformation Programme Mandate

D – Resilient Communities		
Priority	Indicators of Success	Milestones/Products of Success
Strategic Partnership Framework	<ul style="list-style-type: none"> Partners are engaged in delivering the Wirral Plan Improved partnership planning to deliver Wirral Plan priorities 	<ul style="list-style-type: none"> Strategic Partnership Governance Model Wirral Plan partnership strategies
Voluntary, Community & Faith Sector	<ul style="list-style-type: none"> VCF sector feels engaged in strategic partnerships Improved model for commissioning 	<ul style="list-style-type: none"> Compact with VCF sector
Working with communities	<ul style="list-style-type: none"> Communities feel they are listened to Elected Members as advocates for the Council 	<ul style="list-style-type: none"> Roll out resilient communities model

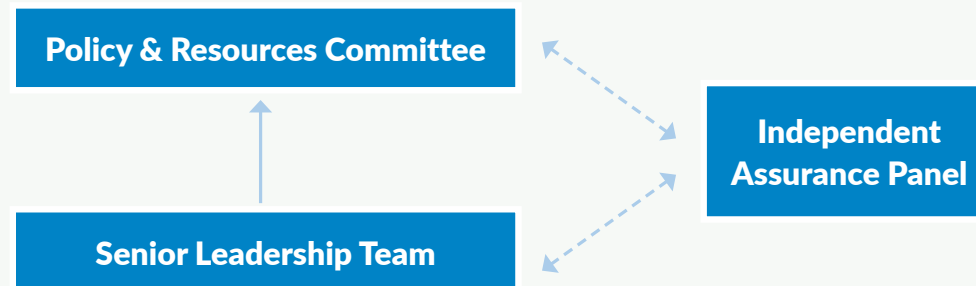
Delivery Approach

The Council has developed a governance approach that provides effective oversight of Council business and strategic change. This follows good practice in change management by separating the roles for running the business and changing the business.

The Strategic Change and Improvement programme will be business case driven and delivered through the Council's Corporate Programme Management Office and governed through the Investment and Change Board (ICB). Day-to-day business management is performance managed through the Operational Performance Group (OPG).

Both the ICB and OPG report up to the Council's Senior Leadership Team that reports through to Council committees. The Independent Assurance Panel set up by Wirral in December 2021 provides an advisory role and assurance function for DLUHC and the Council that effective progress against the plan is being made. Reporting against plan progress will be quarterly to the Independent Panel and the Policy & Resources Committee. The governance for Improvement Plan reporting arrangements are set out as follows:

Overall Governance and Oversight:



Communication Plan

We will ensure, throughout the improvement journey, that communication and engagement remain key, with clear messaging delivered to the right stakeholder...

Introduction and delivery of this Improvement Plan will require change, which will succeed only where the culture of the organisation supports it, Political and Officer leadership champions it and strong proactive communication and engagement steers it.

With a range of stakeholders and varying levels of engagement, a comprehensive communication plan will be put in place. Telling the story from the beginning and ensuring there is a channel of two-way engagement will not only create a tone that reflects the culture we seek across the organisation but will also bring our workforce and partners along with us - supporting the process of improvement, actively helping to deliver it, and sustaining it long term.

By way of sequencing the roll out of the communication plan, we will start with the 'why'. This will provide organisational context, demonstrate how improvement will be achieved, confirm the expected benefits, and demonstrate to our workforce and partners that we have strong leadership and a clear vision to deliver on improvement.

As part of the plan, we will also work to drive workforce ownership for improvement through a specific staff engagement strand. By nature, individuals own what they help to create – if our employees are not involved in the definition of the problem and the creation of the solution they will take no ownership, and the process of improvement will not be sustainable.

We will ensure, throughout the improvement journey, that communication and engagement remain key, with clear messaging delivered to the right stakeholder, through the most appropriate communication channels, at the most appropriate time – setting out our rationale, reiterating our priorities and celebrating the achievement of improvement implementation milestones.

