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WIRRAL COUNCIL PLAN: A 2020 VISION

Taking Wirral Forward





LEADER'S FOREWORD



It is an honour to present the people of Wirral with this five year plan: Taking Wirral Forward – A 2020 Vision.



Councillor Phil Davies
Leader of the Council

As you will see from this pragmatic, innovative and bold plan, moving forward is a key ambition for Wirral Council. We are setting out a long term plan to bring about real change – not just in what can be achieved but in the manner in which we will deliver it.

It is worth recalling how far we have come already. Since being elected with a clear majority in 2012, your Labour Council has made huge progress after inheriting a local authority in crisis, on the verge of intervention by central government.

In March 2015, following a period of intense work in partnership with the Local Government Association and creating an Improvement Board, Wirral Council was recognised as the Local Government Chronicle's Most Improved Council. Our improvement has been hailed as the fastest turnaround of any Council in the country and championed by the LGA as an example of best practice.

While securing this award is an acknowledgment of the progress we have made, and one we are justifiably proud of, our journey is by no means complete.

Quite simply, our aim is to move from normal to outstanding.

To achieve this we must continue to get the basics right: deliver excellent core services and protect our most vulnerable citizens; ensure good quality education, economic growth and create job opportunities; and keep our streets safe and clean, strengthening our communities and protecting the environment.

But as a progressive administration with social justice and economic prosperity as part of our core values, we believe local government should work alongside partners in the public, private and third sector to achieve higher aspirations, to achieve a better Wirral. This plan identifies areas where we can work together to make a difference:



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- **Ensure every child has the best possible start in life;**
- **Equip all our residents with the skills to enable them to secure quality jobs;**
- **Create economic opportunities by attracting enterprise and investment;**
- **Treat everybody with respect and dignity in older age;**
- **Strive to close the gap in health inequalities;**
- **Look after our environment for future generations to enjoy.**

The above represents our **contract with the people of Wirral.**

We are realistic enough to understand we won't be able to deliver all these aspirations overnight, some may take several years to achieve, however, over the next five years – the life of this plan – we will put the building blocks in place to transform Wirral to become a place where people and businesses thrive.

Achieving this will require some radical changes to the way we think and act. It won't be easy and isn't helped by a Conservative government committed to shrinking the state and cutting public expenditure and services even more drastically over the next five years.

However, we will not use this as an excuse for doing nothing.

We will be pragmatic and reshape our Council and public services in general, to make them resilient to the conditions we know are coming. And we will have to change the culture of how we work.

Over the next five years the Council must look beyond organisational and geographical boundaries. This means reviewing how we achieve maximum impact and value for money not just from the £200 million the Council will still be responsible for spending by 2020, but the £2 billion the public sector as a whole will be spending in Wirral each year.

It means embracing new models of how we work. Wirral will need to partner with neighbouring authorities in the City Region to find efficiencies in procurement and service delivery. It means being crystal clear about what our core business really is and what activities we will have to stop doing or ask others to take on board.

Over the lifetime of this plan we must become even more 'outward-facing'. Nobody has a monopoly of good ideas and Wirral Council should be known as a learning organisation.



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This means continuing to seek out examples of good practice from other local authorities and service providers both nationally and internationally. And we must also champion our own good practice and be ready and willing to share this with others.

This is a 'people first' plan and it is essential we take our residents with us on this journey. We need to put mechanisms in place to ensure we are constantly aware of local priorities and that the policies we pursue address them.

We will take advantage of modern methods to consult and survey our residents to engage them in our work and assess the impact we are having. We need to unlock the skills and full potential of local communities to deliver more themselves rather than relying on public agencies to always do this.

Part of this can be achieved by devolving more to a local level.

And last, but by no means least, we need to ensure we are accountable to Wirral residents by regularly reporting our progress against a number of key indicators. We need to ensure we are open and transparent in everything we do so our performance can be effectively scrutinised and decision-makers held to account.

The remainder of this document breaks down our high-level vision into three key priorities: protecting the vulnerable; growing the economy; and improving community services & protecting the environment. It then sets out a number of specific measures by which the public will be able to judge how well we have done in delivering our plan by 2020.

Finally, we discuss the financial context for the next five years and expand on the principles we will put in place to ensure the plan is delivered.

I am delighted that at successive elections the people of Wirral have put their continued confidence in Labour to take this Council forward. This plan sets out how we intend to do this.

It's now time to deliver.



Councillor Phil Davies
Leader of the Council

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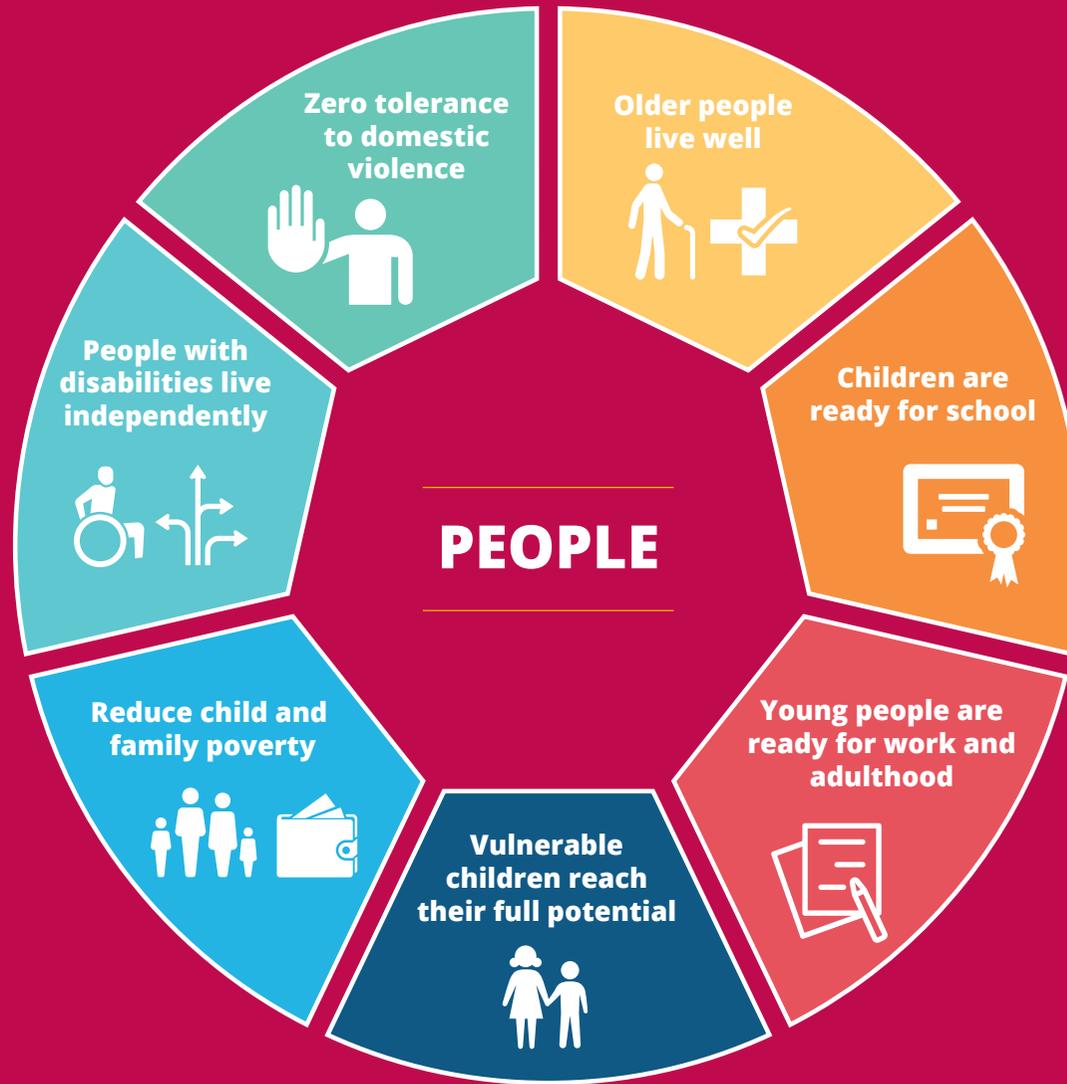
OUR PRIORITIES

“ 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 our most important responsibility. We will work across Council and agency boundaries to promptly identify and tackle problems before they develop. ”



OUR PRIORITIES





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OLDER PEOPLE LIVE WELL

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.

Case Study: 'Stay Safe, Warm and Well'

Among many innovative, successful campaigns delivered through our constituency programme was a targeted project to improve the lives of older people. In October 2014, focused in Wirral West, we delivered the 'Stay Safe, Warm and Well' project.

This programme built on existing initiatives and used staff and volunteers from partners such as Merseyside Fire and Rescue Service, Age UK Wirral and Magenta Living to reach out to vulnerable, often isolated, older people to supply warm clothing, blankets, health checks and information on staying safe and warm throughout the winter.

Elsewhere, Age UK has also been promoting its Friends in Action service for people aged 50 and over, which offers a combination of practical support and uses local volunteers to befriend elderly residents.

Our ambition is to achieve the following outcomes:



PEOPLE

Our ambition is to achieve the following outcomes:



CHILDREN ARE READY FOR SCHOOL

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

Currently 63% of our children are achieving a good level of development 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.



YOUNG PEOPLE ARE READY FOR WORK AND ADULTHOOD

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 A*-C 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 NEET – not in employment, education or training.



PEOPLE



VULNERABLE CHILDREN REACH THEIR FULL POTENTIAL

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.

Case Study: The 'Troubled Families' intervention project (IFIP)

Wirral's Troubled Families Programme has attracted widespread national recognition as an example of excellent practice. It is an example of Wirral becoming a national standard bearer for delivering excellent results.

The Intensive Family Intervention Programme (IFIP) works with families to get their children back into school, reduce youth crime and anti-social behaviour, and to help adults into employment.

Almost 700 families were helped by the programme in 2014. Outcomes include improved school attendance, reduced anti-social behaviour, enhanced parenting skills and engagement with healthcare services.

These improvements reflect families moving to a position where they are linked into appropriate services, but are no longer service dependent. It is at this point that positive changes in health, education and employment, parenting and social inclusion really come together.

Our ambition is to achieve the following outcomes:



PEOPLE



REDUCE CHILD AND FAMILY POVERTY

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.

Our ambition is to achieve the following outcomes:

Case Study: School Hubs

A hugely successful pilot scheme has seen Holy Spirit Primary School in Leasowe and Fender Primary School in Woodchurch transformed into thriving hubs for community development.

With strong leadership from head teachers and dedicated support from local community figures, both schools have successfully drawn together community assets to provide parents, pupils and local people with a host of new opportunities and an easily accessible network of support.

Supported by volunteers and other groups, examples of activities include: family budget management, employment and IT support, parenting and early years activities, English and Maths summer schools, and health and wellbeing activities.

After six months, hundreds of children and their parents have moved towards being ready for school and work, and staff reported fewer children required support from specialist services, while those that did benefited from swifter referral and extra input from hubs.



PEOPLE

Our ambition is to achieve the following outcomes:



PEOPLE WITH DISABILITIES LIVE INDEPENDENTLY

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.



ZERO TOLERANCE TO DOMESTIC VIOLENCE

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.

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OUR PRIORITIES

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

We must seize the 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, advanced manufacturing, maritime and renewable energy sectors.

We will work with our partners to deliver these ambitions for Wirral and ensure our plans are both economically and environmentally sustainable. ”



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Our ambition is to achieve the following outcomes:



GREATER JOB OPPORTUNITIES IN WIRRAL

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.

Case Study: ReachOut

In the past three years, ReachOut has helped nearly 2,000 Wirral residents to find jobs, with over 60% still employed six months later. ReachOut has set up a network of Work Clubs with good links to other health and welfare services, like debt specialists and housing advisors.

One-to-one support is available with a personal employment adviser for people with the most challenging barriers to getting into good quality employment.

After initial 'skills-focused' support to maximise opportunities to find work, a programme of mentorship continues for an additional six months to help people successfully negotiate a sustainable transition out of unemployment.

<http://www.involvenorthwest.org.uk/reachout-service/>



BUSINESS

Our ambition is to achieve the following outcomes:



WORKFORCE SKILLS MATCH BUSINESS NEEDS

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.



BUSINESS

Our ambition is to achieve the following outcomes:



INCREASE INWARD INVESTMENT

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

Case Study: Burbo Bank Expansion

DONG Energy's 258 megawatt offshore wind farm at Burbo Bank, located 8 kilometres off the coast in Liverpool Bay, is underway. When completed it will see the world's first deployment of a new 8MW turbine that produces more than double the power of the existing turbines, and it will be capable of supplying the electricity needs of around 180,000 UK homes.

The development has already proved to be a pioneering project in terms of the number of UK partners on board and Council staff have worked closely with Dong to help maximise opportunities for local businesses, organising procurement events to support Wirral firms.

Offshore wind is one of Europe's growth industries. Wirral has a huge natural advantage in this area, and the Council has worked hard to make sure everything is in place for renewable energy businesses to make Wirral their home. Wirral is the only place on the West Coast of the UK to have achieved CORE status (Centre for Renewable Energy) and is well placed to become a supply chain hub for the UK wind energy industry.

<http://www.burbobank.co.uk/en>



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THRIVING SMALL BUSINESSES

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 business in Wirral over the coming five 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.

Our ambition is to achieve the following outcomes:

Case Study: Wirral Chamber

In 2014, Wirral Council helped revitalise and re-launch Wirral Chamber of Commerce. It has since gone from strength to strength supporting hundreds of Wirral businesses to thrive and recently achieved the prestigious British Chamber of Commerce Accreditation.

Just last year, the Chamber supported businesses to create 970 new jobs, and generated investment of more than £26 million into the borough.

The Chamber is now working in partnership with the Council to transform the commercial and retail centre of Birkenhead – through the development of a Business Improvement District to return the area to the vibrant, dynamic, prosperous town we know it can be.

<http://www.wirralchamber.co.uk/Home/>



BUSINESS

Our ambition is to achieve the following outcomes:



VIBRANT TOURISM ECONOMY

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.

<http://www.visitwirral.com/>



TRANSPORT AND TECHNOLOGY INFRASTRUCTURE FIT FOR THE FUTURE

Ensure that Wirral has safe, affordable, well maintained and efficient transport networks for residents to access community 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.



BUSINESS

Our ambition is to achieve the following outcomes:



ASSETS AND BUILDINGS ARE FIT FOR PURPOSE FOR WIRRAL'S BUSINESSES

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 that is to make our planning processes simpler to encourage growth over the next five years.

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OUR PRIORITIES

“ *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 levels of inequality, particularly in relation to health, 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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Our ambition is to achieve the following outcomes:



LEISURE AND CULTURAL OPPORTUNITIES FOR ALL

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.

Case Study: Port Sunlight River Park

The Port Sunlight River Park opened in summer 2014, a flagship project of the Mersey Coastal Park Strategy. As part of Wirral Council's regeneration vision for East Wirral, the park is designed to re-connect communities with the River Mersey and harness the economic potential of the waterfront.

The 28 hectare park offers visitors stunning views across the Mersey to the Liverpool, provides an area of salt marsh to the north which attracts a large population of water birds, and is a site of special protection.

The site is managed by the Land Trust, a national charity that ensures public space can be managed for community benefit and a number of partners including Wirral Autistic Society, Biffa, BIS (formally NWDA), The Forestry Commission, Wirral Council, Gillespies, Unilever, Essar, United Utilities, Port Sunlight Village Trust and the Woodland Trust are also involved.



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Our ambition is to achieve the following outcomes:

WIRRAL RESIDENTS LIVE HEALTHIER LIVES

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 the levels of alcohol related ill-health and anti-social behaviour through restricting availability of ‘super strength’ alcohol. We want to see 30% of Wirral’s off-licenses retailers sign up to the Council-supported “reduce the strength” campaign.

Case Study: Eat Well Wirral and Takeaway for a Change

The Council recently won a prestigious Municipal Journal award for its innovative and highly regarded projects to encourage healthier eating. The Council’s Environment Health and Trading Standards teams, with support from Public Health, designed and implemented projects with local restaurants to make small changes that make a real difference to improve the health of Wirral’s residents.

Takeaway for Change is a project that works with local takeaways to offer healthier versions of their standard meals. Families in the local area have been given vouchers to test them out and showed the healthier menus were a hit with local people.

Eat Well Wirral is a complementary initiative based on a three level award scheme for fast-food retailers. Restaurants can aim for a bronze, silver or gold award by switching to smaller portion sizes, increasing the quantity of vegetables, reducing salt and sugar, opting for healthier fats and improved frying techniques to enable customers to choose healthier fast food options. In return the Council provides participating takeaways free, positive publicity.

<http://www.wirral.gov.uk/news/22-06-2015/national-award-wirral-council>



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COMMUNITY SERVICES ARE JOINED UP AND ACCESSIBLE

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

We will enable our already thriving communities to realise their full potential, and unlock the skills and expertise within them to deliver more for themselves.

Our ambition is to achieve the following outcomes:

Case Study: Heswall Hall

Heswall Hall is a shining example of how a vibrant, engaged and dynamic Wirral community can transform an asset.

The Hall was transferred to Heswall Community Trust in September 2011 and, while still owned by Wirral Council, the Trust wholly manages its operation, maintenance and finances.

The Hall is once again a prized-community asset with pre-school play schemes, lunch clubs and tea dances among a huge variety of services and activities on offer every week.



ENVIRONMENT

Our ambition is to achieve the following outcomes:



GOOD QUALITY HOUSING THAT MEETS THE NEEDS OF RESIDENTS

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.



WIRRAL’S NEIGHBOURHOODS ARE SAFE

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, and support people that have been affected. We will also look at improving potential licensing and planning enforcement powers.



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Our ambition is to achieve the following outcomes:

ATTRACTIVE LOCAL ENVIRONMENT FOR WIRRAL RESIDENTS

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 recycling, littering, flytipping and dog fouling.

Case Study: 'New Brighteners': Local Problem Solving Group

New shopping, restaurant and tourism investment across New Brighton has transformed the local economy and resulted in huge increases in visitor numbers throughout the year. But more visitors has also lead to a rise in litter too.

But local residents have worked together to find a solution in their community. Forming the New Brighteners – working through a local problem solving group – this voluntary action group urges members of the public using New Brighton's beaches to 'bag and bin' their litter. Funded by Wallasey Constituency Committee, a number of litter bag dispensers were installed along the beach and, if successful in reducing litter on the beach, the scheme will be extended across the resort next year.

Volunteers already regularly pick-up food containers, bottles and other litter left on the beach but hopefully, ready access to rubbish bags and bins will help people act more responsibly with their litter.

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BUDGET PROJECTIONS

**CUTS NEEDED IN
NEXT FIVE YEARS**

**£120
Million**

**CUTS MADE IN
LAST FIVE YEARS**

**£151
Million**

**£200
Million**

**COUNCIL
INVESTMENT
IN 2020**

**£2
Billion**

**PUBLIC SECTOR
INVESTMENT
IN 2020**

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Over the lifetime of this plan we will be required to cut our spending by £120 million. This reduction is in addition to the £151 million cuts the Council has had to make since 2010. 

The public sector in Wirral invests £2 billion in local services. We will work closely with our partners to maximise this investment and secure the best possible services and outcomes for our residents.

During the next five years, the Council is faced with increasing demand for services and expects further reductions in Government funding.

Over the lifetime of this plan we will be required to cut our spending by £120 million. This reduction is in addition to the £151 million cuts the Council has had to make since 2010.

Therefore, more than ever, it is vital the entire public sector works together for the benefit of residents.

We must ensure that duplication is removed, and we are all working towards the same outcomes – with a shared understanding of how to deliver.

The Council will, through its role as community leader, take responsibility for driving this agenda forward.

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Our residents want to be able to look after themselves, and we will do all we can to help people be resilient, independent and able to take responsibility for themselves and others. //

In order to deliver this plan the Council will be changing in a structured, planned way over the next five years. We will do this by having a fundamental, detailed understanding of our residents' needs, wants and aspirations to make Wirral a great place to live. We will always put them at the centre of all that we do.

Our aim is quite simply to be the best Council in the country

Our residents want to be able to look after themselves, and we will do all we can to help people be resilient and independent. We will make sure our understanding of residents' needs is embedded within our business planning process and that Council resources are directed to meet those needs.

In order to do this we will provide leadership to our communities, design services with our residents, work closely with our partners, and influence regionally, nationally and internationally to get the best results for Wirral.

We will be an outward looking organisation, and we will ensure we are ambitious for our residents and for ourselves. We will be pragmatic in finding the best way to enable residents to improve their lives and be a financially stable organisation in the process.

The Council has made major improvements in recent years. In order to continue to improve the lives of our residents, remain relevant in their minds and have a financially sustainable future, we need to ensure we become a forward looking, forward thinking organisation that feels different and is different. We will continue to evolve and will focus on the following approaches over the next five years.



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Go Local

We need to understand our communities better and make sure our shared resources are geared towards supporting them to be more independent, resilient and to reach their full potential. We will continue our drive towards making more decisions at the local level; operating on a constituency footprint we will develop and empower Councillors to make decisions, and have the resources and tools to support their constituents to tackle local issues at a local level.

Work Across Boundaries

If a resident, community or business in Wirral needs support to develop, grow and succeed then it does not matter to them where that support comes from – as long as it comes. Nor should it matter to us. We need to not just establish partnerships across the public, private and voluntary sectors, we need to deeply

embed them across everything we do. We will work across these partnerships to agree a vision for the peninsula; together with a set of shared outcomes to ensure we collectively focus our efforts to make a real difference.

Act Regional

Our profile and influence across the Liverpool City Region is growing. Wirral is at last beginning to punch its weight. We must continue that trend, playing a leading role throughout the region and working hard to bring in resources from central government. The devolution debate is ongoing; we will dedicate ourselves to getting the best possible deal for Wirral. We will also make sure we maximise every possible opportunity to improve our efficiency on a regional basis – integrating, pooling resources, demanding and achieving more freedoms to make decisions – all designed to make better use of public money to improve outcomes for residents.

Influence Nationally and Internationally

Since 2012, we have made significant progress in transforming our economy. The opportunities we have identified, developed and are about to capitalise on offer us the chance to position Wirral on a global stage. We are talking with businesses looking to invest in Wirral, especially in key sectors where Wirral already has a competitive advantage like automotive manufacturing supply and renewable energy.

We must use this – and the opportunities brought about through changes in the rules regarding business rates – to further drive our economic growth. We must ensure we use our influence nationally, throughout Europe and the world to enable Wirral residents and businesses to capitalise on the tremendous opportunities at our fingertips.



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A Modern Public Service

Technology continues to move at breath-taking speed. This brings with it challenges and opportunities in equal measure. We must be – and will be – a Council which is fit for the digital world. Our services must be accessible, delivered sometimes entirely online, to reduce costs, and to improve speed and efficiency.

We must transform how we work with residents; driving integration and being as efficient as possible, with one point of contact able to solve every resident need.

Organise Ourselves to Deliver Our Aims

We will invest in the organisation to ensure we have the right attitudes, skills and abilities in place to deliver on the promises in this plan. We will be a responsible employer who values our staff and their commitment to their work. Our staff will be clear about their roles, take responsibility, and be highly motivated and very effective in what they do.

Over the next few months and years we will change our approach to reflect the new ways of working. It will not be an easy transition, but it will be managed openly and with humility as well as with determination and focus.

Accountability and Transparency

This plan identifies our aspirations for Wirral; we will ensure we let you know how we are progressing and what has been delivered. Some are long term aspirations that may take real behaviour change, long term investment and innovative solutions working jointly with partners to achieve.

This plan commits the Council to making significant measurable progress and what this will mean for residents. This plan will be underpinned by strategies and a business plan with progress against all the identified outcomes regularly reported and published.



CONCLUSION



We believe the priorities outlined within this plan will make for a better Wirral for all of us.



This Council Plan is clear about what we will achieve to improve Wirral. It puts in place the outcomes, objectives and methods for how we will change this organisation and put it in the best position to deliver on those goals.

We are clear that we will operate across the public sector, with all of our partners, and in absolute partnership with residents.

The next five years will see significant change. We will continue to look to the future and ensure that we never fall behind. We will become an innovative, outward looking organisation that is responsive - to new technologies, to cultural or societal change, and to the evolving needs of our most important customers - Wirral residents.

We believe the priorities outlined within this plan will make for a better Wirral for all of us.

We look forward to working towards them, with you and for you.

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