



# Warrington Borough Council Corporate Strategy 2018-2020



**WARRINGTON**  
Borough Council

# Introduction

Our new corporate strategy for 2018-2020 describes both the council's long term vision for Warrington and its priorities for the next two years which will help deliver this vision. This strategy will be aligned with the Corporate Objectives agreed for delivery by the Strategic Management Team and refreshed on a regular basis to reflect progress of the strategy.

The journey since the major cuts that National Government has imposed on Local Government since the 2010 Spending Review has been challenging – the council has delivered £122 million pounds of savings since 2010/11 and we have a further £38 million to find by 2020.

The council continues to face significant cuts from central government and demand for services continues to grow due to a number of pressures including; residents living longer and population growth. The council has worked hard to mitigate the impact of these cuts and pressures through innovative ways of working, and through its Outcome Based Budgeting process, has an ambition to become financially sustainable through longer term planning.

A reduction in resources does not lessen the council's ambitions for the borough. This strategy sets out our priorities for the future and to achieve this we must ensure our services are efficient, integrated and make use of new ways of working and technologies.



Professor Steven Broomhead  
Chief Executive



Councillor Terry O'Neill  
Leader of the Council

# Our Corporate Strategy - at a glance

## our Vision for Warrington

“ We will work together with our residents, businesses and partners to create a place that works for all. ”

## our Pledges and Priorities

### Opportunities for the most vulnerable

- Ensure the safety and wellbeing of our vulnerable adults and children
- Support people to live as independently as possible
- Provide access to quality care, support, education and learning provision

### Grow a strong economy for all

- Invest in, maintain and build the towns economic and environmental infrastructure through the delivery of Warrington Means Business strategy
- Ensure the borough is well connected and accessible

### Build strong, active and resilient communities

- Ensure there are sufficient new homes and good quality affordable housing to meet local needs and to support growth
- Promote and support healthy, prosperous and vibrant communities
- Our citizens are well educated and skilled with opportunities to progress into training, further/ higher education and employment

### Create a place to be proud of

- Create a cultural vision, celebrating the town's history and heritage
- Work with the community and local partners to ensure our streets are clean, safe and tidy

# our Pledges

## Opportunities for the most vulnerable

Priorities	What we will do	What success looks like
 <p>Ensure the safety and wellbeing of our vulnerable adults and children</p>	<p>Support our vulnerable adults and children to live fulfilling and rewarding lives</p>	<ul style="list-style-type: none"> <li>• Successfully deliver the SEND strategy and action plan ensuring quality of services and outcomes for service users, carers and families</li> <li>• Successfully address the need for early and immediate help for children and adults in need</li> <li>• Reduce the number of children in care</li> <li>• Reduce the number of adults in out of borough placements</li> <li>• Tackle sexual exploitation of children and vulnerable adults through timely support and intervention</li> <li>• Monitor and track numbers of missing children</li> <li>• Offer free, focused re-ablement support to adults who can be helped to get 'back on their feet' – physically or mentally</li> <li>• Implementation of the THRIVE model, improving children and young people's mental health and emotional wellbeing</li> <li>• Develop an autism strategy and action plan and complete an autism annual self-assessment</li> <li>• Positive Ofsted and CQC* inspections</li> </ul>
	<p>Reduce domestic abuse through the redesign of our approach to supporting victims and perpetrators</p>	<ul style="list-style-type: none"> <li>• Domestic abuse measures and actions including measure % of domestic abuse incidents involving victims who have previously been a victim during the last 12 months</li> </ul>
 <p>Support people to live as independently as possible</p>	<p>Increase capacity in domiciliary care, decrease delayed transfers of care and improve hospital flows to support independence</p>	<ul style="list-style-type: none"> <li>• Delayed transfer of care measure</li> <li>• Reduce hospital admissions and improve hospital discharge</li> <li>• Older people are supported to be independent and remain in their homes longer (independence 91 days after re-ablement service)</li> <li>• Learning Disability and Mental Health supported accommodation numbers</li> <li>• Explore options for new sheltered housing</li> </ul>
	<p>A fully integrated health and social care offer to our residents focusing on prevention and early intervention</p>	<ul style="list-style-type: none"> <li>• The development and implementation of "Warrington Together" (Accountable Care Organisation)                             <ul style="list-style-type: none"> <li>- Detailed business case and financial model June 2018</li> <li>- Consultation on proposed changes June - Sept 2018</li> </ul> </li> </ul>

Priorities	What we will do	What success looks like
		<ul style="list-style-type: none"> <li>- Co-location in hubs to commence Sept 2018</li> <li>• Further develop and monitor the service model for Warrington Wellbeing in the Gateway by working with partners to:               <ul style="list-style-type: none"> <li>- Support clients from the most disadvantaged areas of Warrington and those at risk of homelessness</li> <li>- Intervene early to support individuals before they require complex social care</li> <li>- Social prescribing in place working with the GP collaborative clusters</li> <li>- Evaluation in place with a focus on value for money in reducing demand on health and social care</li> </ul> </li> </ul>
 <p>Provide access to quality care, support, education and learning provision</p>	<p>Improve the quality of adult social care</p>	<ul style="list-style-type: none"> <li>• A new domiciliary care model for adult social care</li> <li>• Reductions in number of people awaiting a package of domiciliary care for more than 10 days.</li> <li>• Improved CQC* rating of Warrington’s care homes</li> <li>• High rating of the council’s quality of care assessments</li> <li>• Successful delivery of the adult social care transformation programme</li> <li>• Produce an updated market position statement for adults.</li> </ul>
	<p>Ensure children in care and vulnerable learners achieve better educational outcomes</p>	<ul style="list-style-type: none"> <li>• Continued support to our schools through school leadership based arrangements</li> <li>• Reduce the gap in educational achievements</li> <li>• Improved percentage of children in care achieving age-related expectations in all key stages</li> <li>• Reduction in out of borough education placements</li> </ul>
	<p>Review and enhance methods of recruiting foster carers through sub regional collaboration</p>	<ul style="list-style-type: none"> <li>• Increase pool of foster carers and improve stability and outcomes for children in care</li> <li>• Reduce the use of agency placements</li> </ul>
	<p>Support arrangements for business continuity in the town such as in response to a flu pandemic</p>	<ul style="list-style-type: none"> <li>• Business continuity arrangements are tested with partners including schools and care homes</li> </ul>

\* Care Quality Commission

## Grow a strong economy for all

Priorities	What we will do	What success looks like
 <p>Invest in, maintain and build the towns economic and environmental infrastructure through the delivery of Warrington Means Business strategy</p>	<p>Implement and deliver the approved City Centre Masterplan (Town Centre and the Waterfront).</p>	<ul style="list-style-type: none"> <li>• Deliver Phase 4 of the Time Square Regeneration Scheme on time and within budget</li> <li>• New council offices open 2020</li> <li>• Establish a Business Improvement District (BID) for the Town Centre</li> </ul>
	<p>Continue to press for the development of the Warrington Rail Hub at Bank Quay Station (at the intersection of the WCML/HS2 and Northern Powerhouse Rail )</p>	<ul style="list-style-type: none"> <li>• Agreement with Transport for the North (TfN) of a Northern Powerhouse Rail halt in the centre of Warrington.</li> </ul>
	<p>Deliver Warrington New City concept</p>	<ul style="list-style-type: none"> <li>• The government, Homes England, and the council having a single placed-based conversation to deliver the Warrington New City</li> </ul>
	<p>Review of Warrington’s Local Plan to ensure Warrington meets its long term future housing, employment and infrastructure needs.</p>	<ul style="list-style-type: none"> <li>• New Local Plan adopted by 2019</li> </ul>
	<p>Continue to work collaboratively with the other Cheshire Councils and the Local Enterprise Partnership in order to stimulate growth and enterprise.</p>	<ul style="list-style-type: none"> <li>• Achieve enhanced economic growth via the delivery of the Cheshire &amp; Warrington Strategic Economic Plan</li> </ul>
	<p>Work with businesses to promote inclusive growth, compliance and health and wellbeing</p>	<ul style="list-style-type: none"> <li>• Reduce the increasing gap in employment for those with a long-term health condition and the overall employment rate through working with local businesses to promote inclusive growth</li> <li>• To protect our residents and local environment and to help responsible businesses to thrive by providing a fair trading environment, and a balance between support and enforcement.</li> </ul>
	<p>Enhance Warrington’s parks and open spaces</p>	<ul style="list-style-type: none"> <li>• A joined up network green space across the whole town</li> <li>• The completion and enhancement of the circular parklands as a unique setting for the regeneration and development of the Town Centre</li> </ul>

Priorities	What we will do	What success looks like
 <p>Ensure the borough is well connected and accessible</p>	<p>Further establish the Transport Strategy for Warrington</p>	<ul style="list-style-type: none"> <li>• Prepare Warrington’s Local Transport Plan 4</li> <li>• Continue to work closely with strategic transportation partners</li> <li>• Work with Network Warrington (WBT) to deliver enhanced and sustainable public transport provision into the future.</li> <li>• Strong engagement and participation with Transport for the North and the Cheshire &amp; Warrington Local Enterprise Partnership (Transport Board)</li> </ul>
	<p>Invest in Warrington’s transport infrastructure</p>	<ul style="list-style-type: none"> <li>• Successfully progress critical infrastructure projects:                             <ul style="list-style-type: none"> <li>◆ Delivery of funded projects:                                     <ul style="list-style-type: none"> <li>- Warrington West Rail station</li> <li>- Centre Park Link</li> <li>- Omega Improvements &amp; Junction 8</li> <li>- Birchwood pinch points</li> </ul> </li> <li>◆ Progress critical projects through Government:                                     <ul style="list-style-type: none"> <li>- Western Link Road (Large Local Majors Fund)</li> <li>- Warrington South Infrastructure (Housing Infrastructure Fund)</li> </ul> </li> </ul> </li> </ul>
	<p>Deliver more sustainable transportation modes</p>	<ul style="list-style-type: none"> <li>• Progress the Warrington Cycling and walking framework on the ground including Cycle to work measures.</li> <li>• The council working with employers to enhance travel planning</li> </ul>



## Build strong, active and resilient communities

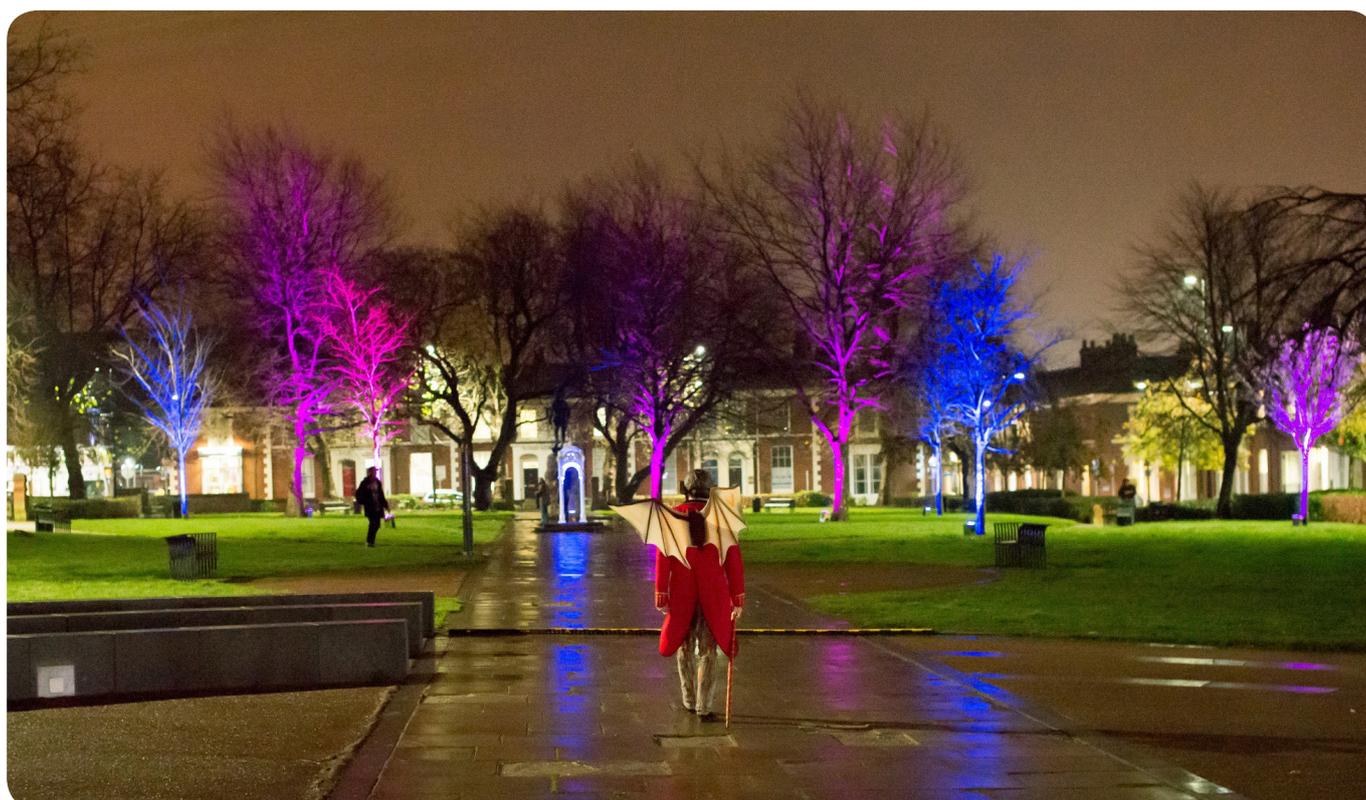
Priorities	What we will do	What success looks like
 <p>Ensure there are sufficient numbers of new homes and good quality and affordable housing to meet local need and support growth</p>	<p>Implement a new Housing Strategy and deliver quality services for homelessness</p>	<ul style="list-style-type: none"> <li>• Housing strategy agreed for implementation 2018</li> <li>• Update and Implement the homelessness strategy, review commissioning arrangements and review how households are supported to sustain tenancies</li> <li>• Work with housing providers to ensure homes are decent, affordable and meet standards</li> <li>• Reduction in number of people needing temporary accommodation</li> <li>• Reduction in number of people presenting as homeless</li> <li>• Provide more homes to increase the choice of housing within the borough as per the Local Plan)</li> </ul>
 <p>Promote and support healthy, prosperous and vibrant communities</p>	<p>Establish new Housing Companies</p>	<ul style="list-style-type: none"> <li>• New Housing Company manager on board May 2018</li> <li>• Both Housing Companies incorporated October 2018</li> <li>• Design and ready for procurement December 2018</li> </ul>
<p>Modernise Warrington's libraries</p>	<p>Support our residents to be healthy taking responsibility for their lifestyle, health and wellbeing</p>	<ul style="list-style-type: none"> <li>• Established Libraries Partnership Board</li> <li>• Develop and publish a new library strategy</li> <li>• Implement the modernisation programme</li> <li>• Reduce substance misuse, and reduce hospital admissions for alcohol related harm</li> <li>• Completed residents lifestyles survey to understand changes in health and wellbeing in 2018</li> <li>• Quit smoking programmes are available and accessed, particularly in the more disadvantaged areas</li> <li>• Work with partners to deliver 'Let's get moving!' Active Warrington strategy</li> <li>• Improve emotional health and wellbeing, with a focus on men's health</li> <li>• Focused programmes for cancer and cardiovascular disease prevention in place</li> </ul>
<p>Raise young people's aspirations and enhance prospects</p>	<p>Implement the Central Neighbourhood Area improvement programme and develop a Neighbourhood Renewal Masterplan</p>	<ul style="list-style-type: none"> <li>• Development of a Youth Zone - built and open Autumn 2019</li> <li>• Full engagement and planning process with citizens and agreed renewal plan</li> </ul>

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Priorities	What we will do	What success looks like
	Explore the provision of a Transit Site for Travellers	<ul style="list-style-type: none"> <li>Review, consider and agree options</li> </ul>
	Prevent adults and young people being drawn into extremism	<ul style="list-style-type: none"> <li>Continue to work with community safety partners to tackle radicalisation - Prevent Agenda and Channel Panel</li> </ul>
 <p>Our citizens are well educated and skilled with opportunities to progress into training, further/higher education and employment</p>	In partnership with schools and colleges, design a framework for a sustainable model of education provision, including new governance arrangements when appropriate, across the Warrington education system	<ul style="list-style-type: none"> <li>Improved percentage of children achieving age-related expectations in all key stages.</li> </ul>
	Enable continuous improvement in performance and quality of all schools, with a specific focus on narrowing the gap in educational attainment between children eligible for free school meals and their peers	<ul style="list-style-type: none"> <li>Maintain good school attendance for all children</li> <li>Improved primary and secondary attainment levels</li> <li>Reducing gap in attainment between children eligible for free school meals and their peers</li> <li>Improve outcomes for:               <ul style="list-style-type: none"> <li>Non – core subjects</li> <li>Working class white boys on free school meals</li> <li>Inclusion - Special Educational Needs</li> </ul> </li> </ul>
	Build skills and maximise the talent of our citizens to support economic growth	<ul style="list-style-type: none"> <li>Continue to support the Warrington Skills Forum – bringing together employers, skills providers and the Council</li> <li>Local people have the opportunity to benefit from the new jobs being created as Warrington grows</li> <li>Development of a sub-regional skills strategy</li> <li>Support the development of local supply chains and support small and medium enterprise in the borough</li> </ul>

## Create a place to be proud of

Priorities	What we will do	What success looks like
 <p>Create a cultural vision and plan, celebrating the town's history and heritage</p>	Establish a cultural commission	<ul style="list-style-type: none"> <li>Cultural commission established and operational</li> </ul>
	Complete a cultural desk top review	<ul style="list-style-type: none"> <li>Evidenced based conclusions of current position and identified opportunities for improvement</li> <li>Consultation exercise on completed May 2018</li> </ul>
	Review and explore the development of Warrington's cultural assets	<ul style="list-style-type: none"> <li>Review completed with clear plan of improvements</li> </ul>
 <p>Work with the community and local partners to ensure our streets are clean, safe and tidy</p>	Work with the police and other agencies to target anti-social behaviour (ASB) and serious crime	<ul style="list-style-type: none"> <li>Reduction in associated crime levels</li> <li>Good partnership with police and other partners to achieve lower levels of ASB in the most deprived communities</li> <li>Improved reporting of hate crimes</li> <li>Reduced levels of hate crime</li> </ul>
	Create and deliver a more efficient, effective and sustainable Waste Programme	<ul style="list-style-type: none"> <li>Review waste service and delivery options for the future</li> <li>Options for collection and disposal to create savings and efficiencies</li> <li>Key milestones of the waste programme delivered</li> </ul>



# Delivering Our Vision

Priorities	What we will do	What success looks like
Warrington Borough Council as an employer is setting the example in valuing fairness and diversity	Deliver increased Social Value for Warrington including promotion of the Living Wage (Foundation rate) through the implementation of its new Procurement Strategy	<ul style="list-style-type: none"> <li>Private sector organisations adopting Living Wage (Foundation rate) within Warrington</li> <li>Increased evidence of Social Value being part of procurement tenders</li> </ul>
Our resources are well managed and reflect the priorities of residents and stakeholders	A stable financial position with a well-managed budget that funds key priorities, governed by an effective budget setting process	<ul style="list-style-type: none"> <li>Agreement of Annual Budget by Full Council</li> <li>Delivery of key Outcome Based Budget Programmes and Projects (Demand Management, Enterprise and Technology/Efficiency) in line with their objectives</li> <li>Reduced cost of 'back office/enabling services'</li> <li>Continued increase in profitable income generation through innovation and effective and successful management of existing income streams including traded services</li> <li>Strengthen our commissioning functions and improve the performance management of contracts</li> <li>Undertake a residents survey during 2018</li> </ul>
	Increase digital access to our services, designed with input from our customers, in order deliver improved value for money for the council and that encourage and enable greater self-service.	<ul style="list-style-type: none"> <li>Deliver Warrington 20:20 transformation programme key milestones</li> </ul>
	Deliver an Accommodation Strategy which includes new premises to transform and enhance the efficiency of our staff	<ul style="list-style-type: none"> <li>Smooth delivery of New Council Offices Project Plan including transition to the new building for staff and customers in 2020</li> <li>Delivery of a new depot</li> </ul>
	Continue to develop an agile, high performing and engaged workforce, responding to the requirements of the apprenticeship levy, working in partnership with our Trade Unions and building on our positive relationships with them	<ul style="list-style-type: none"> <li>Increased levels of employee engagement</li> <li>Reduced levels of employee sickness absence</li> <li>Improved and targeted training offer</li> <li>High percentage of Apprenticeship Levy used</li> <li>Positive Trade Union relationships</li> </ul>

