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Foreword

I’m pleased to present the new Cheshire West and Chester Council Plan which will see us through to 2020.

This document sets out the priorities and key initiatives that will guide our actions over the next four years. It reflects the issues that residents told us were most important to them and also sets out how we will demonstrate our achievements in a way that holds us to account. Throughout the plan we show that the Council will need to work much more closely and cooperatively with residents, businesses, the voluntary sector, and other public sector agencies to meet the challenges of the future. In many ways, we see this as a shared plan where we all play a part.

Our borough has real strengths: a strong and growing economy; vibrant towns and villages; good standards of education and skills, and a track record of innovative public services. However, we also face significant challenges including unprecedented funding reductions for local services; pressure on housing; greater demands on social care and health, and areas of the borough which remain significantly disadvantaged.

In these challenging times, it is vital that your Council considers very carefully where it can make the biggest difference. Our starting point was to carry out the biggest consultation of its type seen in Cheshire West to gather local views. We have also assessed the needs across the area and shaped our proposals at the same time as we developed our budget plan for the next four years. This means our resources are allocated in line with the ten priorities in this plan.

The plan sets out our vision as a new Administration. When we took control of the Council following the elections in May 2015, we promised West Cheshire would be a place where everyone counted and had the chance to thrive. We believe the role of the Council is to help wherever help is needed whether this means helping people reach their full potential; helping businesses create a stronger economy, or helping local communities to flourish.

We all need to play our part to achieve this vision. While the Council will always help where it can, it is neither desirable nor affordable to do this in isolation. We need to join forces with people, communities and our partners to make a real difference. We will also need to act with creativity and innovation if we are to deliver better results with less funding.

All too often documents like this make grand statements that don’t drive the changes needed to make a difference. I am determined this will not be the case. Alongside robust scrutiny from the Council’s elected members, we will publish our performance on a regular basis and every year produce an annual report setting out how we are doing.

Councillor Samantha Dixon
Leader of Cheshire West and Chester Council
1 Introduction

The following document outlines our vision and ten priorities for 2016-20. It is divided into two sections:

- **Context:** Details about the purpose of the Council Plan, how it fits into other key plans, the overall vision, and how it was developed.
- **Priorities:** An outline of what we need to focus on over the next four years, what success looks like and what needs to change to make a difference. This version of the Council Plan is mainly intended for use by our services, partners and elected Councillors. A shorter summary version is also available by visiting: cheshirewestandchester.gov.uk and searching for Policies, plans and strategies. The plan and its various component parts are illustrated on one page in Appendix 1.0.

2 Context

(i) What is the Council Plan for?

The Council Plan sets the overall direction for the Council for 2016-20, and:

- outlines the vision and priorities of the organisation;
- describes the difference we are seeking to make and the actions required;
- provides a focus for all services and decisions;
- informs the allocation of resources;

- fully aligns with the priorities shared with other partner organisations;
- helps us to monitor our progress and take stock of our achievements.

A key theme throughout this document is a vision to help the borough - including residents, communities and the local economy - to thrive by 2020. The following diagram illustrates how this vision links into ten specific priorities.

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1 A range of targets will be developed in individual outcome plans which will be available from April 2016.
(ii) What difference will the Plan make?

If the priorities in this plan are delivered, the following groups will see the following positive changes through to 2020.

- **Businesses**
  You feel Cheshire West is a place to thrive with access to skilled people, good infrastructure, an attractive environment, and an ambitious Council that values your contribution to local communities. When you need the Council’s help it feels joined-up and responsive.

- **You**
  Your Council listens to you and responds to your needs. You find it easy to contact the Council and services feel joined-up. You are assured that your council tax is being spent wisely. You know that the Council supports people in need to be more independent and plays an active role in your community. You have access to information about how well the Council is performing and feel confident that they are focused on delivering the best service they can.

- **Older residents**
  The Council supports activities in your community and values your contribution. You and your family feel listened to and well-informed. Your safety and wellbeing is taken seriously. If you need help, you tell your story once, you feel in control, and the support you need is provided jointly with other services particularly alongside the NHS.

- **Children and families**
  The Council supports you and your family to have a good quality of life. You can access good quality housing and feel supported to learn and develop from an early age. You are helped to get the skills you need to access employment. If you experience difficulties the Council will work with you and join up a wide range of services to ensure you are safe and back on track.

- **Local Communities**
  You feel the Council focuses on the needs of your community rather than taking a one-size-fits-all approach. Inequality and disadvantage are tackled so that all residents can experience a good quality of life. Neighbourhoods feel safe, tidy, and your local environment is protected. If you want to make a contribution you feel supported to get involved and make a difference. You are able to work closely with other local residents, community groups and your Councillors to solve local problems.

- **Partners**
  You have strong relationships with the Council and they feel like an open organisation looking to make a difference. You feel confident sharing your expertise and resources to tackle shared problems and reduce your costs. You feel well-informed about the Council’s activities and value their role in coordinating services across the borough.
The following key targets provide a flavour of the key things we will deliver if we are successful.

- **4400 new houses**
- **£277m** of capital investment into much needed regeneration, housing, and key infrastructure
- **5000 new jobs**
- **1730 complex families turned around**
- **1000 of our new homes will be affordable**
- **5500 of our Council homes meet the decency standard**
- **1780 new businesses starting up in the Borough.**
- **1000 of our new homes will be affordable**
- **60% of our local waste is recycled**
- **4400 new houses**
- **70 fewer children in care**
- **5000 of our Council homes meet the decency standard**
- **100 people being admitted to long-term residential care by supporting them at home.**
- **All of our 162 schools and academies are good or outstanding**
- **£277m of capital investment into much needed regeneration, housing, and key infrastructure**
(iii) How it fits in with other plans?

The Council Plan is fully joined-up with other key plans and strategies across the borough as illustrated below:

The key relationships are as follows:

- The Health and Wellbeing Strategy includes a number of priorities shared between the Council and other key partners in the public, voluntary and business sector. Appendix 2.0 outlines the link between these objectives and the ten priorities in the Council Plan.
- Increasingly we coordinate our activities with the neighbouring councils of Cheshire East, Warrington and our Local Enterprise Partnership. This Cheshire and Warrington sub-region is particularly relevant for economic development and the reform of our services.
- Another key link is with the Council’s financial plan to ensure our resources match our priorities.
- The Council Plan also links with the Local Plan which guides development and planning across the borough.
- The Council Plan also sets the framework for District Plans covering priorities for the four specific localities across the borough which will be overseen by District Committees. It also shapes the content and discussions for our Development Boards.
- Each of the ten priorities will be supported by an Outcome Plan which provides further detail relating to how objectives will be achieved.
- Finally, individual objectives agreed with staff all link back to the vision, values and priorities in this document.
(iv) How the Plan was developed:

The Plan was developed by considering:

**The views of local people:** As a listening organisation, an extensive consultation took place between October 2015 and January 2016 to inform this Plan. We provided a variety of ways for people to take part in the consultation, from questionnaires, focus groups, a web chat with decision makers and a range of dedicated events. Over 1,800 people and groups have responded with their views on the Council’s proposed plans. Of these, over 1,000 people filled in a questionnaire and over 366 had a go at setting the Council’s budget via our interactive budget simulator and some 330 people attended a consultation event. In addition, we have engaged with over 130 community and interest groups, representing people from all ages and from across the borough, including local community action groups, business groups, voluntary groups, schools, carers, trade unions, equality groups and so on.

Overall there was strong agreement to our proposed vision and the ten proposed priorities. Under each priority in Section 2 of this document, further information is included on the views raised by local people. We have also considered other consultations in relation to our priorities (see Appendix 4.0).

**The needs of our communities:** We have analysed our data to identify the specific needs of our communities. This is vitally important as the needs of our communities vary across the borough and we need to focus on issues in a locally sensitive way.

**Political priorities:** Elected Councillors as the representatives of their communities have influenced this document and will vote on this plan at our Full Council meeting on 25 February 2016. They will continue to play a key role to develop action plans and policies that support this Plan. They will also play a key role to hold the organisation to account against its key commitments.

**Areas for improvement:** We monitor our performance very closely to ensure we are on track and making improvements. If we are not performing at a high enough level we take action to achieve our objectives. Our priorities and associated actions therefore reflect a number of areas where we think there is room for improvement.

**The views of our partners:** Almost no Council services could be effectively delivered without the input and involvement of our local partners. These include key organisations in the public sector such as the NHS, Police, Fire and Rescue Service, Housing Associations, Job Centre Plus etc. It also includes voluntary sector organisations that play a vital role in delivering services and supporting local communities. Businesses are also a key partner that deliver local employment and underpin successful communities. Our shared priorities are reflected in this document.

**The resources we have available:** This Plan was developed alongside the budget plan for the next four years. Overall we forecast a funding gap of £57 million through to 2020. A four year plan to bridge this gap has been produced. It has carefully considered the impact of any decisions on the ten priorities to avoid any detrimental impact and ensure resources are in place to deliver. All the Council’s budgets have now been mapped against the priorities to provide a transparent view of the budgets available (see Appendix 3.0). The budget report, which can be found on the council’s website, includes further details along with specific savings and investment proposals.

**The views of staff:** Our staff have real expertise and the Council held a number of events to gain their views on this plan. In addition, staff will be fully involved in shaping the implementation of the key actions.

**The priorities of neighbouring Councils:** The plan recognises that a number of issues we want to address extend across local authority boundaries. For example, for many years our strategy for economic growth has been coordinated across Cheshire and Warrington alongside our Local Enterprise Partnership. We have also begun to coordinate our approach to health and social care, families and individuals with multiple needs, and community safety across Cheshire and Warrington. The Council and its partners are looking to take on more responsibilities from central Government at this level both to drive further economic growth and to support effective public services.

**National objectives:** Finally we have considered the priorities and resources of national Government and our legal responsibilities.
(v) Our guiding values:

To deliver the vision, the organisation will need to operate differently. This starts with our organisational culture and the values we use to guide our behaviours. The following values have been shaped by our staff. They will guide all elements of our approach to supporting the workforce including recruitment, training and performance management.

**Teamwork**

Team work is essential to make scarce resources go further. The Council will not tolerate its services working in silos and will always look for opportunities to work closely with other organisations that have shared objectives.

**Honesty**

This involves acting with integrity and being honest about what works well and what needs to change. It is important internally but absolutely essential in regard to our relationships with residents.

**Respect**

Respect is a value that is vital in public services. The Council will always act to respect residents, partners and staff. It will respect the views and opinions of all, even where there are differences of opinion.

**Innovation**

This requires the organisation to think creatively about delivering better results for residents with less resource.

**Value for money**

This is more than just about saving money. It is about making a difference for every pound the Council spends or influences. While the Council needs to save 21% from its net budget it also needs to make sure it gets maximum impact for the 79% that’s left.

**Empowerment**

It is not the Council’s job to always come in and fix problems as they arise. The Council will do more to give staff, citizens and communities the means to tackle their problems and take responsibility rather than think that the Council knows best.
(vi) New ways of working:

With the priorities outlined, it is essential that the organisation adapts and changes the way it works. The following challenging, but necessary changes are likely to be implemented:

**Building stronger partnerships:**
All the priorities in this document require closer working with our partners whether they are local communities, other local services, neighbouring Councils, or business. A range of projects will develop this joint working and increasingly the Council will work in with partners not just in West Cheshire but across Cheshire East and Warrington. As well as the Councils in the wider area, this also involves key partners such as Health, Police, Fire and the Department for Work and Pensions, who work over a larger geography.

**Prioritising our activities:**
All of the Council's activities and resources will need to contribute to the ten priorities in this document. If certain services do not make a contribution to these priorities, the Council will reallocate this resource towards its objectives or may have to cease this activity entirely. This process, known as a ‘zero based review’, will take place over 2016 and 2017.

**Devolution and economic growth:**
The Councils of Cheshire and Warrington are currently negotiating a devolution deal with Government. This covers issues relating to housing, skills, infrastructure, the public estate and transport. Concluding this deal will help local bodies have the tools and responsibilities to make a bigger difference to the local economy and local public services.

**Understanding needs and the difference we are making:**
This approach requires a forensic understanding of the needs and aspirations of local communities and the impact services are making. Further efforts will be made to join up our data and intelligence to get a real sense of the issues we need to address at the local level and the quality of service delivery. We have also established policy and performance panels and will establish District Committees to enable all Councillors to use this intelligence and guide the local response to issues affecting the borough and its communities.

**Income generation:**
Where feasible and desirable we will look at where the Council can increase its income by selling specialist services to residents or other public sector agencies. A number of companies owned either in full or partly by the Council have been established to allow these services to be traded with other bodies and to bring further income to meet the costs of local services.

**Embracing digital:**
More services will be offered online and the Council will invest in technology that makes this smoother and more accessible for residents.

**Investing in prevention:**
This is about getting things right first time and acting early before issues get worse. It is important in Children's and Adult services but equally applicable to all services across the Council. Crucially we will need to learn from what preventative services have worked well to take them to a bigger scale.

**Supporting staff:**
Further efforts will be made to engage staff in the development of the organisation, to capture their insight and to value their input.
Thriving residents
1 All of our families, children and young people are supported to get the best start in life

What this means and why it is important

The number of children and young people aged 0-19 was 74,000 in 2012, and is forecast to increase by 5% to over 77,500 by 2022. It vital that they are supported and if the borough is to thrive we must start with our children and young people.

We know a child’s family background and circumstances have a huge influence on their later life. For example, children living in poverty may be developmentally, up to nine months behind children from more advantaged backgrounds by the age of three. At a very local level some small areas record rates of child poverty at around 40% and around 1 in 3 children and young people live in more deprived areas. We also know that children in our more deprived areas have significantly higher rates of excess weight and hospital admissions for accidental injury and health conditions.

As well as material poverty, the life chances of children and young people are hampered if families experience wider issues around poor health, parenting, drug and alcohol abuse, worklessness and poor housing.

Some particular health inequalities we would want to improve include increasing breastfeeding rates which are worse than the England average; and tackling childhood obesity which now stands at a quarter of school reception age and one third of junior school children in their final year.

Evidence and local experience shows that providing help at the earliest stage and the earliest age, working in partnership with the family, increasing the reach of children centres, tackling the root causes of problems, and effectively targeting support makes the biggest difference. This needs partners, including the Council, NHS, early year’s education professionals and the voluntary sector to work together.

We also want to continue to improve the support and outcomes for children and young people aged 0-25 with special educational needs (SEN), continuing to implement the changes required by national reforms. There will be a particular focus on learning opportunities for early years and post-16, identifying SEN and support earlier, reducing the proportion of children in very specialist provision as appropriate, implementing personal budgets to provide choice and making sure we continually improve services based on feedback.

Finally, we know there is a significant educational achievement gap between those children who are eligible for free school meals and those who are not, children who are in care and those who are not, and those who receive any form of special educational needs support compared to those who do not. For example, in 2014 28% of children eligible for free school meals achieved five GCSEs graded A*-C (including English and Maths) compared to 62% for children not eligible for free school meals.

Residents reinforced the importance of getting the best start in life, ranking it among the top five priorities overall. There was a recognition that getting this right opens up opportunities in later life and that a family based approach was important. In particular, the services relating to children centres were valued. Comments were also made about the link between this priority and the need to support families into work.

What success will look like by 2020

If we are successful, by 2020 we would expect to see:

- Increased access to children’s centres by children living in areas of deprivation;
- a closing gap in educational achievement between disadvantaged children and their peers;
- a reduction in child poverty;
- improved emotional health and wellbeing of children, young people and their families;
- stabilising lives for families with complex needs;
- improved physical health for children including reductions in childhood obesity;
- increased levels of school readiness;
- improvement in the health of children and young people including rising levels in breastfeeding and reducing levels of childhood obesity;
- reduction in costs of services for our most vulnerable families;
- parents and carers feeling more satisfied with the transition from children’s to adult services.
What we will do to make a difference

- **Tackle child poverty:** We will establish a Commission of Inquiry to investigate the local and national evidence regarding childhood poverty, and make recommendations to tackle the problem at the local level.

- **Invest in the specialist services for children that have the biggest impact:** We currently purchase specialist services for children from a range of providers to deliver things like family support, parenting programmes, child weight management and therapeutic support for children in the care of the Council. These contracts are due to be renewed over the next few years and we believe there is scope to join things up and better target the services to those who need them most.

- **Ensure high quality childcare and early years education:** We will support settings to provide high quality childcare. We will encourage parents across the borough to use the childcare services they are entitled to, making sure that children aged two, three and four are accessing services, so they are ready for school.

- **Maintain an effective network of children’s centres:** We will operate our children's centres in locality groupings, with a focus on a number of 'main' centres that will provide a broad range of services. These will be supported by 'linked-sites' that will provide specific services that meet the needs of the children in that community. A particular focus will be ensuring all the children's workforce including health and social care partners, routinely register families with Children's Centre provision and actively support families to access services, particularly families who are hard to reach.

- **Work with complex families across both children’s and adult services:** We will develop our existing ‘integrated early support services’, bringing together agencies such as the NHS, drug and alcohol treatment, Police, Fire and Jobcentre Plus to support a further 1,730 families, and 1,000 individuals with complex needs. This is based on successful models of delivery already in place but we will particularly focus on improving employment opportunities to support families.

- **Embed common assessments across organisations:** All local public agencies will commit to use the ‘team around the family’ assessment tool. This means residents don’t have to repeat their story to every organisation, and will provide a more consistent and joined-up approach to services to avoid people falling between agencies.

- **Integrate early years services:** We will look to further integrate our children's centre services with services provided by our NHS partners. This will mean a joined up offer and co-located staff teams. It will reduce duplication and support an improved service and enable access to more locally based health services.

- **Take concerted action to tackle childhood obesity and healthy weight:** This includes targeted promotional and educational activity, access to active lifestyles, and workforce training to support joined up work.

- **Target actions to raise the breastfeeding rate:** Targeted work will be reinforced in areas with low numbers of mothers starting and continuing to breastfeed, particularly in areas of disadvantage.

- **Support positive parenting:** Targeted support will be offered to improve parenting through programmes with a proven track record of making a difference.

- **Reform special educational needs:** We will focus on the transition of young people, as they move from children to adult services by working together with education and health partners.

- **Improve services for children with disabilities:** This review will aim to reduce duplication and ensure these services support the needs of children and young people with disabilities and their parents/carers. Provision is currently split across Children’s Social Care, Education and other services the Council commissions. This review will work very closely with children and families to understand how these services could be further improved and redesigned. We will ensure transparency; fairness and equity are at the heart of any potential changes.

- **Transitions from children’s to adult services:** Joint working on assessments for both children’s and adult assessments will be completed, minimising disruption for the young person and their family. This also supports clear planning for the future, making sure that services are designed around a young person’s future, enabling them to achieve their maximum autonomy and independence.

- **Improve children and adolescent mental health services:** We know early action with children, young people and parents who may be at risk of poor mental health is the most effective way to prevent more serious problems and ensure children and their parents are more aware of how and where they can get help.
Who needs to be involved in making this happen?

Key services within the Council that contribute to this priority include:

• Integrated Early Support;
• Commissioned Services;
• Adult Mental Health Services;
• Substance misuse Services;
• Sexual health Services;
• Workzones;
• Children with Disabilities Services;
• Integrated Personalised Commissioning;

We will also work in partnership with the following external organisations

• GPs;
• Clinical Commissioning Groups;
• Community and acute health providers;
• Job Centre Plus;
• Schools;
• Police;
• National Probation Trust;
• Community Rehabilitation Company;
• Sub Regional Complex Dependency Programme;
• Voluntary and Faith Sector Groups;

Supporting plans and strategies

There are a number of supporting plans and strategies that we have in place to support the delivery of this outcome.

• Closing the gap Strategy;
• School Improvement Strategy;
• Children and Young People Plan;
• Health and Wellbeing Strategy;
• Integrated Early Support Outcomes Framework;
• Early Years Strategy;
• Special Educational Needs Strategy;

What are we spending on this priority?

By 2020 we are planning to spend £11.5 million a year on this priority. (4.5% of our annual net budget).

Links to other priorities: 2, 6, 8
2 Vulnerable adults and children feel safe and are protected

What this means and why it is important

One of our major responsibilities is to put in place clear processes and services to protect, support and champion both vulnerable adults and children. As well as a legal duty, we believe this is a moral responsibility. There is now greater awareness and focus on issues such as child sexual exploitation, child protection, domestic abuse, and financial exploitation of adults. Increasingly this involves working in partnership with other agencies such as the Police and NHS to make sure nobody falls between separate organisations.

Residents ranked this as the most important priority for the Council and this has been reflected in our budget plans. It was noted by many respondents that safety and security of vulnerable people was the basis of a decent society and getting it wrong would lead to greater problems and higher costs.

We know from best practice that features of effective safeguarding include:

- early identification, help and prevention;
- a recognition that it is ‘everybody’s business’ and all services have a part to play;
- effective training for the workforce;
- a learning culture where good practice is extended, all are open to challenge, and all organisations learn from mistakes;
- services that are delivered by another organisation on behalf of the Council are effectively managed and monitored;
- using local providers where possible;
- appropriate resources are in place to ensure safety is not compromised

For children’s services, a lot of these features are in place and there has been significant improvement but there is no room for complacency. Key areas of focus include:

- continuing development of early help services which prevent the need for children to be on protection plans;
- consistently good child protection plans that are outcome focused, with full multi-agency engagement, clear actions and time scales for improvement;
- improved links with housing services;
- oversight and grip of all commissioned services;
- concerted action to tackle child sexual exploitation;
- improving the health of looked after children.

For Adult Services, key areas of focus will include:

- ensuring a coherent offer to address domestic abuse across all levels of risk;
- earlier identification of safeguarding issues across service providers;
- full engagement of all partners with consistent safeguarding processes;
- preventing vulnerable adults and young people being drawn into extremism;
- using the finding of safeguarding investigations to learn lessons which can be applied across all care providers.

What success will look like by 2020

If we are successful, by 2020 we would expect to see:

- even more vulnerable children and adults telling us that they feel safe and secure;
- a reduction in repeat safeguarding referrals for both children and adults;
- an increased awareness of domestic abuse support, and a sustained reduction in repeat incidents;
- fewer children and adults being placed in care in areas outside the borough;
- reduced number of children who need to move care placements;
- increased number of care leavers in suitable accommodation;
- more adult care homes are rated as good or excellent by the Care Quality Commission;
- Ofsted – our regulator for children—recognise the outstanding quality and impact of our local services that provide support to children in need of protection, children in care, and care leavers.
What we will do to make a difference

- **Support our staff:** We will build on strong foundations and ensure we recruit, train and retain first class social workers and support staff to deliver the best possible quality of service.

- **Join up our support for children at risk of harm:** We will strengthen our partnership arrangements with key organisations like the NHS and Police, by creating a single ‘front-door’ to join up services for children and families in need of protection, specialist support and early help.

- **Improve our fostering and adoption services:** We will work with neighbouring authorities to increase the number of foster carers and adopters. This will include increasing the number of local foster care placements and the number of children that can be adopted. It will also involve additional support to reduce any disruption to care placements.

- **Improve the quality of plans for children and families:** Further efforts and support will be in place to ensure plans reflect the quality of practice with full multi-agency engagement, clear actions, timescales and responsible owners.

- **Strengthen links with housing services:** This will ensure that young people avoid temporary accommodation and vulnerable adults have appropriate support.

- **Provide further resource** to ensure we meet our responsibilities in relation to children at risk of harm and adults with learning disabilities.

- **Improve services that safeguard adults:** We will continue to improve local arrangements for the safeguarding of adults, including raising awareness, putting in place support plans for victims of abuse, improving investigations of abuse, addressing financial exploitation, and complying with the new legal duties of the Care Act. We will also work closely with partner agencies such as the NHS and Police, we will review our safeguarding functions for domestic abuse, investigations, protecting against the deprivation of liberty and counter terrorism.

- **Tackle domestic abuse:** We will continue to strengthen local arrangements to address domestic abuse, offering earlier intervention, improved services for victims and their children. A coherent approach will be in place that addresses issues at all levels of risk. This will include an extended offer of accommodation and a range of dedicated services to tackle the behaviour of perpetrators. This will also include a commitment that survivors who need urgent accommodation are assessed on need, rather than through links to the local area.

- **Extend support to prevent children entering into care:** We are currently trialling a new team in children’s social care that provides intensive support at a time of crisis and reduces the need for ongoing care and support. Known as the ‘edge of care service’, it is proposed that, if this approach succeeds, it increases in size by 50%.

- **Learning from adult safeguarding data:** We will conduct further analysis to identify the key indicators that help us identify that care providers may be at risk of safeguarding issues. This will allow us to take proactive action before the situation deteriorates. We will also improve our approach to learning from safeguarding concerns and work with care providers to avoid certain issues in the future.

- **Tackling extremism:** We will challenge all extremist ideologies and ensure we have processes in place to identify vulnerable adults and children at risk. This is known as the ‘channel process’ and involves the Council working with the police, the education sector, social services, children’s and youth services and offender management services to identify individuals at risk of being drawn into violent extremism; to assess the nature and extent of that risk; to develop the most appropriate support for the individuals concerned. Full training will be rolled out so the wider workforce is fully aware of extremism and how to address any issues.
Key services within the Council that contribute to this priority include:

- Adult Safeguarding Team;
- Children’s Safeguarding Team;
- Children’s Social Care;
- Independent Domestic Abuse Advocates;
- Adults Social Work Patch Teams;
- Domestic Violence Services;
- Housing Solutions;
- Youth Offending Service;

We will also work in partnership with the following external organisations to deliver this priority:

- Clinical Commissioning Groups;
- Community and acute health providers;
- Community Rehabilitation Company;
- National Probation Trust;
- Cheshire Police;
- Neighbouring Local Authorities;
- Housing Associations;
- Police and Crime Commissioner;
- Crown Prosecution Service;
- Her Majesty’s Court Service;
- Child and Adolescent Family Court Advisory Service;
- Care Providers;
- Commissioned services for children.

Supporting plans and strategies

There are a number of supporting plans and strategies that we have in place to support the delivery of this outcome.

- Adult Safeguarding Policy;
- Domestic Abuse Strategy;
- Hate Crime Strategy;
- Local Safeguarding Children Board Policies and Procedures;

- Local Safeguarding Adults Board Policies and Procedures;
- Pan Cheshire Multi Agency Child Sexual Exploitation Strategy (2015-2019);
- Preventing Vulnerable People Being Drawn into Extremism Strategy;
- Looked After Children Sufficiency Strategy.

What are we spending on this priority?

By 2020 we are planning to spend £30.5 million a year on this priority (12% of our annual net budget).

Links to other priorities: 1, 5, 8
3 Older people and vulnerable adults are compassionately supported to lead fulfilled and independent lives

What this means and why it is important

The Council and its partners play a key role in supporting the health, wellbeing and independence of local residents through services such as adult social care, housing and transport. The most common request for support comes from older residents and with better life expectancy we know that the number of residents over the age of 85 is expected to increase by 44% from 2012-2022.

This is fantastic news, but is likely to place a significant demand on services. We also know there are approximately 4,000 residents in the borough with dementia who require support and services now, and in future years.

We also provide support to approximately 580 residents with mental health conditions, a further 900 residents with a learning disability, and about 1,000 residents with a physical disability. As resources reduce and demand increases, we do not want a situation where we compromise on our standards and quality of care.

Residents ranked this as the second most important priority for the Council. The so called ‘ageing population’ was recognised and it was felt that action was needed now to prepare for the future. The need to integrate with the health service, the voluntary sector and wider services was seen as essential. Social isolation was a particular area that we were asked to prioritise.

Radical change is therefore needed and will include:

- full integration with our health, housing and voluntary sector partners;
- a shared offer that we communicate and shape with our residents, setting out what they can expect from a range of local service to support their needs;
- clear, accessible and joined up information, advice and guidance;
- a focus on assessing the strengths and capabilities of individuals who need our support rather than focusing on their problems;
- investment in services that prevent the need for more costly and intense services;
- recovery services that enable people to return to greater independence following a crisis;
- greater use of direct payments and personal budgets to support individuals to arrange their care.

What success will look like by 2020

If we are successful, by 2020 we would expect to see:

- a stronger partnership is built with carers and voluntary organisations to build and strengthen connections between residents and their communities;
- more people saying they receive the information, choice and support they need to help;
- fewer people admitted to hospital or long term care by supporting people at home;
- more adults with a learning disability supported to live at home;
- improved links across health, housing and social care to offer a more joined up service;
- increased choice and opportunities through tailored services rather than a one size fits all approach;
- fewer delays for people being discharged from hospital due to community support services not being in place;
- carers feel more supported and valued by the Local Authority;
- a reduction in older people falls;
- increased proportion of vulnerable adults feeling they have as much social contact as they would like.
What we will do to make a difference

- **Continue to develop a local offer of support:** this involves articulating the outcomes we want to achieve and the help and support that is available from the Council and its partners. It also involves setting out the responsibilities of local people to help themselves where appropriate.

- **Support the community and voluntary sector to thrive:** We currently work with a range of voluntary and community organisations to provide help and support for older people, vulnerable adults and their carers. Many residents find this help is invaluable and without this support the wider health and social care system would be under further pressure. We see these services as becoming even more important in the future and we want to work with these organisations to ensure we reduce any duplication and that we target support to those who need it. This includes using the Council’s resources to support the sector to deliver high quality services, reduce their costs and work collaboratively. By creating a single point of access into both health and social care services, staff from both organisations will be better equipped to direct requests for support towards voluntary and community sector groups, rather than more costly care packages. We also want to work with the NHS to join up the funding for these activities.

- **Tackle loneliness:** National evidence has shown that being lonely has the same impact on your health as smoking 15 cigarettes a day, and locally we know that 13.2% of households in the borough are occupied by a single pensioner living alone. We have been awarded £5.2 million from the Big Lottery Fund for our local initiative BrightLife to tackle this issue. This programme will support more than 6,000 vulnerable residents over the age of 55 and will focus on linking residents with the initiatives, community groups and activities that are already taking place in their area.

- **Improve support for carers:** We will support local carers by improving their access to information and support. This will also include ensuring that local carers are included and consulted on decisions relating to those they care for, and the provision of wider support and break services.

- **Promote prevention:** We will continue to invest in services that prevent the need for more costly services such as residential care. These preventive services include Extra Care Housing, home adaptations, and Tele-Care and provide the necessary support and equipment for residents to be supported at home. We are also testing a new model of working with adults with complex needs that may require support from a range of services and partners.

- **Fully integrate our services with the NHS:** The majority of our social care workforce will work in joint teams with health. This will include a single access point for community services across health and social care and joint teams that link to GP surgeries. These teams will join up their budgets and services, coordinate the support needed to help people who are at risk of admission to hospital or care, and will also plan the process of supporting people who are moving from hospital to home. Increasingly we will work with health and social care partners across Cheshire and Warrington reflecting the flows of care across the area and the good practice across the patch.

- **A full review of care assessment and management:** all processes will be reviewed to ensure they contribute to independence and are cost effective.

- **Review in-house support services:** We currently deliver services such as reablement, respite care, ’step up’ support, ’step down’ support and mental health services in-house rather than purchasing this from providers in the market. A review will take place to ensure these services are focused on the right things and are performing effectively. This review will also look at best practice across the country. Possible changes could include integrating these services with the NHS, redesigning the structure of the services to make them more efficient, reducing the total care hours on offer, or purchasing this support from others if they can deliver a quality service at a reasonable cost.

- **Improved hospital discharge:** We are working with NHS partners to implement a new assessment process for health and social care professionals to make sure residents are receiving the most appropriate support when they are ready to leave hospital. Known as ‘discharge to assess’ this will ensure people are fully supported to be more independent after a crisis.

- **Implement an ethical care charter:** We will improve the standards of quality, safety and dignity for residents who use our services. This includes signing up to a charter which obliges us to structure care visits around need rather than time, to pay homecare workers for travel time, ensure consistency of carers, and support the training and development of the workforce. This will also include a new approach to promoting dignity in care through our “What do you see when you look at me?” initiative.

- **Give residents more control of their services:** Currently, 19.1% of social care users take up the option of purchasing and shaping their care through a direct payment. This number is growing year on year. We have recently been selected as a government pilot to support a joint approach to direct payments and personal health budgets for adults with learning disabilities to enable more control over a wider range of services.
Who needs to be involved in making this happen?

Key services within the Council that contribute to this priority include:

- Adult Social Care Teams;
- Prevention and Wellbeing Services;
- Integrated Early Support;
- Housing Solutions;
- Strategic Commissioning;
- Occupational Therapists;
- Commissioning People;
- Contract and Quality Assurance;
- Public Health Team;
- Housing Services;
- Learning Disabilities Service;
- Carers Support;
- Integrated Personalised Commissioning.

We will also work in partnership with the following organisations to deliver this priority:

- GP’s
- Cheshire and Wirral NHS Partnership Trust;
- Cheshire Fire and Rescue;
- Countess of Chester Hospital;
- North West Ambulance Service;
- East Cheshire NHS Trust;
- Mid Cheshire Hospital Trust;
- Healthwatch;
- Voluntary and community sector;
- BrightLife Partners;
- Sub Regional Complex Dependency Programme;
- Clinical Commissioning Groups.

Supporting plans and strategies

There are a number of supporting plans and strategies that we have in place to support the delivery of this outcome.

- Carers Strategy;
- Health and Wellbeing Strategy.

- Market Position Statement;
- Dementia Strategy;
- Commissioning Intentions;
- West Cheshire Way;
- Connecting Care in Central Cheshire;
- Adult Social Care and Health Workforce Strategy.

What are we spending on this priority?

By 2020 we are planning to spend £112.5 million a year on this priority (44.3% of our annual net budget).

We will also invest £6.4m into capital schemes that support this priority.

Links to other priorities: 2, 5, 6, 10
4 Cleanest, safest and most sustainable neighbourhoods in the country

What this means and why it is important
While a large number of our neighbourhoods, villages and towns are among the most attractive and dynamic communities in the country this is not the case in every part of the borough. We know that by tackling anti-social behaviour, addressing untidy areas and maintaining effective waste collection we can make sure that residents can make the most of their local areas.

We also recognise the importance of maintaining high recycling levels, continuing to address fly tipping, and reducing levels or waste and debris are essential for maintaining the cleanliness of local neighbourhoods.

Finally we have a responsibility to work with local residents and do our bit to rise to the challenge of climate change and to manage our local environment.

Residents recognised that this priority was crucial to a good quality of life. There was also some agreement that there is a certain degree of responsibility for people to keep their own area clean, safe and tidy.

What success will look like by 2020
If we are successful, by 2020 we would expect to see:
• fewer residents are worried about anti-social behaviour;
• improved resident satisfaction with their local environment;
• lower levels of CO2 emissions from the Council, partners, businesses and communities;
• improved air quality across the borough;
• increased levels of recycling and reduced levels of household waste;
• cleaner streets with less litter, waste, debris and graffiti.

What we will do to make a difference
• Introduce a street care pledge and which sets out a shared commitment with local residents to maintain clean and attractive streets.
• Take targeted action in ‘hot spot’ areas requiring additional or reactive cleansing.
• Support community impact and clean up days so that local residents and community groups can get involved in improving their local areas.
• Improve information and access to services relating to street cleanliness through a new ‘Your Streets’ website.
• Take further enforcement action to address fly tipping, graffiti, dog fouling and reinvest a proportion of the additional income into the local public realm.
• Maintain enforcement activity and promote advice to tackle doorstep crime, improve food hygiene and make sure that licensed premises meet their responsibilities and to address environmental crime.
• Support Town and Parish Councils and community groups to take on local services and assets that contribute to clean attractive neighbourhoods where appropriate.
• Take targeted action to address anti-social behaviour by strengthening links between the police, anti-social behaviour team and local housing associations.
• Make greater use of relevant legislation to tackle issues that often relate to anti-social behaviour and crime, particularly alcohol use, legal highs; and public urination.
• Tackle reoffending by joining up services and supporting community payback schemes.
• Reduce our carbon emissions by introducing more energy efficient street lighting, improving the efficiency of our homes and buildings, reducing unnecessary travel, improving rates of recycling, and supporting renewable energy opportunities.
• Support communities to get more involved in the upkeep and future direction of their area. This will involve more action to encourage local volunteering alongside strong partnerships with community groups and Town and Parish Councils.
• Help communities who want to establish a neighbourhood plan so that local development meets the needs and aspirations of local people.
• Improve our processes and tightly manage our contracts to further improve the waste collection service and ensure local residents are satisfied. This will include continued work with our waste service provider to promote awareness of recycling, and maximising our new recycling education centre in Winsford for school and community activities.
• Tackle local flooding by improving data around flooding risks, ensuring developments manage the risk of flooding, closer engagement with communities and businesses, maximising resources from Government and investment in sustainable urban drainage.
• Support our rural communities to thrive and grow sustainably. This will include making sure that they benefit from a quality environment as well as an accessible place to live and work.
Who needs to be involved in making this happen?

Key services within the Council that contribute to this priority include:
- Streetscene;
- Highways and street lighting;
- Waste collection;
- Waste disposal;
- Environmental Health;
- Trading Standards;
- Energy Management;
- Localities and community engagement.

We will also work in partnership with the following external organisations to deliver this priority:
- Police;
- Housing Associations;
- Town and Parish Councils;
- Resident Associations;
- Environment Agency;
- Voluntary and Community Sector support.

Supporting plans and strategies

There are a number of supporting plans and strategies that we have in place to support the delivery of this outcome.
- Local Neighbourhood Plans;
- Waste Strategy;
- Reoffending Strategy;
- Anti-Social Behaviour Strategy;
- Hate Crime Strategy.

What are we spending on this priority?

By 2020 we are planning to spend £30 million a year on this priority (11.8% of our annual net budget).

We will also invest £10.4 million into capital schemes that support this priority.

Links to other priorities: 5, 6, 7
5  Good Quality and Affordable Housing that meets the needs of our diverse communities.

What this means and why it is important

Housing makes an important contribution to our local economy and the strength of our communities and neighbourhoods. However, more importantly, having a decent and affordable home is essential to residents’ quality of life, and there are still too many individuals and families that do not have access to appropriate housing.

The average property price in Cheshire West and Chester is more than £207,000, significantly higher than the national average of £184,000 and the regional average of £166,000. This shows the challenges that exist for residents wanting to get on the property ladder in the borough. We also know that the average price of property has increased by over £6,000 in the past 12 months, showing how it is increasingly becoming difficult for first time buyers locally.

However, the challenges of affordable housing are much broader than those facing prospective buyers. There are currently 3,000 applicants registered on the waiting list for Social Housing in the borough, last year 204 people presented as homeless, and over 200 people were placed in temporary accommodation.

While residents did not see this priority as the most important for the Council, compared to other priorities in this document, it was recognised that housing plays a key role. In particular local people felt the type of housing on offer was important, in particular to support young people and older residents. Particular comments were made about ensuring social housing is available and that poor private rented accommodation is improved.

What success will look like by 2020

If we are successful, by 2020 we would expect to see:

• 900 Empty Properties back into use across the borough;
• an accelerated affordable housing programme so that we have built at least 1,400 new affordable homes to purchase, and 200 affordable rental properties by 2020;
• 4,400 new houses are built in the borough;
• all Council owned homes that meet the Decent Homes Standard;
• a reduction in the number of people presenting as homelessness;
• a reduction in the number of individuals and families needing temporary accommodation.

What we will do to make a difference

• We will use public sector land for development and make sure that brownfield sites are made available for new housing.
• Develop stronger relationships with neighbouring authorities and central government to increase the number of new houses by combining our resources.
• Deliver and accelerate our affordable housing programme so that there are more affordable properties to purchase and rent.
• Provide financial incentives and professional help to bring empty properties back into use across the borough, this will include loans to provide shared equity, or conservation grants to support the restoration of obsolete of long-term empty properties.
• Monitor our social housing tenants that may be affected through penalties or changes to national welfare legislation, to identify and support those at risk of homelessness and promote tenancy sustainment.
• Support communities in the rural geographies of the borough in terms of their housing needs and aspirations, to make sure that the rural housing offer is affordable and appropriate.
• Develop a new model of housing management in Ellesmere Port and Neston, by completing a thorough consultation on potential new providers to manage the housing stock that we own, and identifying the new investment and service improvements for residents.
• Reduce the need for temporary accommodation through an increased focus on preventing homelessness, better links with local housing providers, and the greater joining up of services that support individuals with multiple needs particularly in relation to debt, addiction, mental health and offending.
• Promote home energy efficiency and tackle fuel poverty by investing in new technology, fitting insulation to our properties, and making sure that new homes are as efficient as possible.
• Provide a range of support services that enable those in housing need to access affordable and sustainable accommodation, while ensuring that homelessness is prevented and the root causes of homelessness are tackled.
Who needs to be involved in making this happen?

The following teams within Cheshire West and Chester will contribute to this priority.

- Housing Solutions Team;
- Housing Strategy and Policy;
- Housing Management;
- Planning Services;
- Commissioning, People Services.

External Partners that will support us in delivering this outcome:

- Weaver Vale Housing Trust;
- Plus Dane Housing;
- Sanctuary Housing;
- Housing Support Providers;
- Housing Partnership Welfare Reform Group;
- Private Sector Landlords;
- Voluntary and Community Sector support.

Supporting plans and strategies

The delivery of this outcome will be supported by the following Plans and Strategies:

- Local Development Framework;
- Cheshire and Warrington Local Investment Plan;
- Affordable Warmth Strategy;
- Homelessness Strategy;
- Rural Housing Strategy.

- Empty Homes Strategy;
- Strategic Housing Market Assessment;
- Pan Cheshire Missing from home protocol;
- Tenancy strategy;
- Planning Policy.

What are we spending on this priority?

By 2020 we are planning to spend £1.4 million a year on this priority (0.6% of our annual net budget).

We will also invest £52.2 million into capital schemes that support this priority.

Links to other priorities: 3, 4, 6, 8, 9, 10
6 Vibrant and Healthy Communities with inclusive leisure, heritage and culture opportunities.

What this means and why it is important

One of the biggest factors that contributes towards the quality of life for people who live in, visit, or work in Cheshire West and Chester is the quality of recreational activities. The borough currently has a strong offer for culture and heritage services as highlighted by the large number of people who visit the borough.

The Council also plays a key role in promoting the personal health and wellbeing of Cheshire West and Chester residents. We know that by working alongside our communities we can address lifestyles issues such as reducing smoking across the 54,000 smokers within the borough, reducing excess alcohol consumption particularly for the 32,000 high risk and dependent drinkers, and tackling obesity.

By delivering vibrant and healthy communities we will reduce the long-term costs that are associated with ill-health to the Local Authority, and reduce the financial pressures on our partners in the NHS. Importantly, these services also help to bridge the gap in life expectancy that currently exists between our most and least deprived wards.

The public recognised that this priority links with many other objectives across the Council. It was also recognised that the contribution of these services is often underestimated.

What success will look like by 2020

If we are successful, by 2020 we would expect to see:

- High levels of resident satisfaction with the new Cultural Centre;
- An increase in the number of external visitors to Cheshire West and Chester;
- Improved levels of citizen engagement with the arts;
- Increased visitors to local libraries, museums, galleries, and sport and leisure facilities;
- Reduced levels of childhood and adult obesity;
- A reduction in levels of resident smoking;
- More people participate in regular physical activity and sport;
- A narrower gap in life expectancy between wards across the borough;
- A reduction in the number of adults abusing alcohol.

What we will do to make a difference

- We will use the new Cultural Centre as a hub for the borough by working in partnership with Chester Performs and the Library to transform the Odeon building into a new literature, film and live performance venue.
- Continue to work in partnership with BRIO Leisure to deliver high quality sports and leisure facilities across the borough through a strategic 15 year partnership. This will include utilising our recent investment of £30 million into the Ellesmere Port Sports Village and the Northwich Memorial Court.
- Promote public health through healthy eating and active lifestyles. This will include campaigns on key health messages for diet, exercise and wellbeing, as well as promoting active travel and the use of our leisure facilities.
- We will train the workforce to ensure we support residents to take responsibility for their lifestyle and direct them to support available in communities.
- We will review all our public health services to ensure they are effective, efficient and making the maximum impact.
- We will review our Cultural Services to understand their use and effectiveness. This will include ensuring that our services are delivered in the most effective way and that services are delivering the priorities of the Council.
- We will review our Tourist Information Services that provide tourism advice to people visiting the borough, promoting a digital and online approach.
- We will look to deliver more targeted public health campaigns that address lifestyle issues such as excessive drinking, smoking, obesity and lack of exercise. This will include focusing on communities and neighbourhoods where these issues are most prevalent.
Who needs to be involved in making this happen?

The following teams within Cheshire West and Chester will contribute to this priority.
• Library Services;
• Public Health Services;
• Regeneration Teams;
• Parks and Greenspace Services;
• Locality Teams;
• Arts and Museums.

External partners that will support us in delivering this outcome:
• Chester Renaissance;
• Chester Business Improvement District;
• Chester Performs;
• Clinical Commissioning Groups;
• GPs;
• Community health and acute health providers;
• Brio Leisure.

Supporting plans and strategies

The delivery of this outcome will be supported by the following Plans and Strategies:
• Health and Wellbeing Strategy;
• Cultural Strategy;
• Obesity Strategy;
• Annual Public Health Report;
• Drug and Alcohol Strategy;
• Smoking Strategy;
• Vision 2050.

What we spending on this priority?

By 2020 we are planning to spend £12.7 million a year on this priority (5% of our net budget).
We will also invest £29.7 million into capital schemes that support this priority.

Links to other priorities: 1, 2, 3, 4, 8, 9, 10
7 Our resources are well managed and reflect the priorities of residents

What this means and why it is important

As the Council’s budget comes under further pressure, it is vital that our resources are not only well-managed and have the biggest impact, but also reflect the priorities of the wider public. This drive for efficiency, focus and responsiveness is equally important if another organisation delivers the service on the Council’s behalf.

Local Councillors also play a key role as a link between the Council and local communities and it is vital that they have the support to carry out these roles effectively.

Residents ranked this as the third most important priority for the Council as it underpins our ability to deliver the remaining objectives. Spending resources wisely and promoting innovation were seen as central, as was supporting staff to be more effective. Residents feel that being a listening Council was vital and that further efforts were needed to show how we have taken a wide range of views on board when we make decisions.

This way of working often requires high quality support services which enable frontline departments to deliver their objectives, and help coordinate our efforts to engage with the public.

What success will look like by 2020

If we are successful, by 2020 we would expect to see:

- rising levels of resident satisfaction;
- rising number of residents feel the Council listens to them;
- reduced back office costs to reduce pressures on frontline services;
- a stable financial position with a well-managed budget that funds key priorities;
- improved performance against key priorities.

What we will do to make a difference

- Complete regular citizen surveys to understand and act on local perceptions of the Council and its effectiveness.
- Improve our approach to engagement, consultation, and communication to ensure local people have better access to information and more of a say over the direction of the Council.
- Produce and deliver a new communications plan that links to the Council’s priorities.
- Introduce District Committees so that elected representatives of local communities can have greater influence over local services.
- Develop and deliver district plans which set out how the Council’s priorities translate to local areas and identify actions that are needed to make a difference.
- Introduce a four year budget plan for 2016-20 which will reflect the priorities of local residents and organisations as well as supporting the Council to plan for the medium term.
- Ensure that up front resources are available to support communities to take an active role, support the voluntary community sector, narrow the gap in outcomes between communities, and drive innovation.
- Reduce our costs by collaborating with other Councils, making our administrative processes more efficient, maximising the use of technology, investing in prevention, introducing more effective purchasing and contract management approaches.
- Introduce a more coordinated approach to measuring the needs of our residents and quantifying the impact of our services. This will help us to have a more informed picture of the issues we need to address by joining up performance information and feedback from communities. This will also help quantify the difference we are making against our priorities.
- Improve the accessibility of our performance information so that residents can understand the quality of local services and hold the Council to account.
- Share our buildings with partner organisations to reduce costs and help join-up services.
- Ensure that adequate back-office support is in place to keep the Council’s resources safe and well-managed.
- Further tailor our back office support meet the specific needs of frontline services by introducing a service catalogue.
- Design and deliver a new development and training programme to support staff to thrive and work across service boundaries.
Provide support to Councillors to enable them to carry out their roles at a local and Council wide level.

Introduce a new competency framework to ensure staff performance is linked to the vision, values and priorities of the organisation.

Support the companies established by the Council to ensure they are delivering high quality and cost effective services for residents, the Council and external organisations.

Support the broad range of communities and groups in the borough by making sure that equality and diversity issues are considered by all services at the earliest possible stage when developing or changing services.

Conduct a full Council wide review all our policies and services to make sure that Council funding is allocated to meet needs, achieve our outcomes and that we are efficient and effective.

Use our purchasing power to support wider objectives including thriving communities, local employment, and thriving local businesses.

Who needs to be involved in making this happen?

Key services within the Council that contribute to this priority include:

- Localities and community engagement;
- Communications;
- Information Communications Technology (ICT);
- Finance;
- Performance Management;
- Strategic Intelligence;
- Procurement and contract management;
- Human Resources;
- Change Management;
- Legal;
- Democratic services;
- Property management;
- Complaints and compliments team.

We will also work in partnership with the following external organisations to deliver this priority:

- Neighbouring Councils;
- Town and Parish Councils;
- Resident Associations;
- Key stakeholder forums.

Supporting plans and strategies

The delivery of this outcome will be supported by the following Plans and Strategies:

- Budget Plan;
- Medium-Term Financial Strategy;

- Staff Competency Framework;
- Corporate Debt Policy;
- Corporate Asset Management Policy;
- Culture Plan;
- Procurement Strategy.

What are we spending on this priority?

By 2020 we are planning to spend £38.2 million a year on this priority (15% of our annual net budget).

We will also invest £18.3 million into capital schemes that support this priority.

Links to other priorities: 1, 2, 3, 4, 5, 6, 8, 9, 10
Thriving economy
8 People are well educated, skilled and earn a decent living

What this means and why it is important

We think the best route to a good quality of life and a strong economy is through first rate education and skills. Overall, many local people benefit from relatively good standards of education and skills but this is not the case for all our residents.

Academic success for children from deprived backgrounds and children in the care of the Council lags behind the performance of their peers. All our schools are not yet good or outstanding. We also know that there is a mismatch between the needs of employers - particularly in businesses which specialise in science, technology, engineering, manufacturing and professional services – and the current skills of the younger workforce. This is an important issue as older people retire and skilled jobs need to be filled. We also have pockets of high unemployment that need to be tackled, in particular for people with a mental health condition.

Finally, we know local workplace earnings are lower than some of our neighbouring boroughs, and there has also been an increase in part-time employment. All these factors are holding back our borough’s economic performance, reducing productivity as well as making life tougher for some of our working residents.

Residents ranked this priority as the fourth most important and recognised the virtuous circle created where people earn a decent living, spend more money in the local economy and pay taxes to support services. The need for quality jobs was seen as important supported by strong education and skills.

What success will look like by 2020

If we are successful, by 2020 we would expect to see:

- all our schools will be rated by Ofsted as good or outstanding;
- the gap in attainment between children on free school meals and children in the care of the Council with their peers will have narrowed;
- higher levels of employment for people living with a mental health condition;
- more of our vulnerable young people are in employment, education and training;
- higher wages for local people;
- increased levels of skills across the local population.

What we will do to make a difference

- Work with the Cheshire West Education Improvement Board to bring together leaders in education to support schools to raise standards further, to tackle underperformance and support greater collaboration across the sector;
- Work closely with schools to take targeted action to close the gap for educational performance between children on free school meals and their peers by improving the monitoring of data, offering help at an early stage, providing additional support for children where required, and supporting teachers and school leaders with continued professional development.
- Raise attainment for children in the care of the Council particularly as Key Stage 4 by using the support provided by the ‘Virtual School’, producing robust personal education plan and targeting additional support.
- Ensure schools are well supported and experience quality services, particularly from the Council’s traded services company, known as Edsential.
- Take targeted action to support vulnerable young people into employment, education and training. Overall we have very high levels of young people in employment, education and training but we feel there is more we can do to support care leavers and young people with special education needs to access local opportunities.
- Support the completion an area based review of post-16 education to make sure that local further education colleges and establishments are robust, affordable and deliver the skills needed for young people to thrive.
- Maximise the use of our Integrated Early Support Employment Advisors to enable adults and young people with complex needs to have support and advice about training and employment.
• Collaborate with neighbouring authorities and central government to gain more local influence over careers advice and the adult skills budget to ensure we meet the needs of local employers.
• Introduce a fairer ‘local living wage’ for Council staff ensuring all jobs cover the cost of living. This will include Council staff as well as staff working for companies fully owned by the Council.
• Locate Job Centres alongside Council services to improve the offer for local people and reduce building related costs.
• Ensure the well managed implementation of Universal Credit and wider welfare reforms so that individuals are well supported through a challenging process.

Who needs to be involved in making this happen?

Key services within the Council that contribute to this priority include:

• Employment Skills and Wellbeing;
• Education support;
• Virtual School;
• Outdoor education;
• School catering and cleaning;
• Revenues and benefits.

We will also work in partnership with the following external organisations to deliver this priority:

• Schools;
• Colleges;
• Employers;
• Job Centre Plus;
• Local Enterprise Partnership;
• University of Chester;
• Work Programme.

Supporting plans and strategies

The delivery of this outcome will be supported by the following Plans and Strategies:

• Growth Strategy;
• Employment and Skills Strategy;

• Skills and Employment Framework;
• Local Enterprise Partnership Skills Strategy.

What are we spending on this priority?

By 2020 we are planning to spend £11.5 million a year on this priority (4.5% of our annual net budget).

We will also invest £62.6 million into capital schemes that support this priority.

Links to other priorities: 1, 4, 5, 6, 9, 10
9 A great place to do business

What this means and why it is important

Strong businesses are a vital part of sustaining a strong economy, providing valuable jobs and a good quality of life. Local businesses also fund local services, particularly through business rates. The Council plays a major role in supporting local business through its approach to support and advice, skills, providing premises, planning, housing, and by investing in key regeneration programmes.

Increasingly, the Local Authority works with neighbouring councils and the private sector to ensure actions are well-targeted and coordinated.

The area starts from a strong position. From 2009 to 2013 there has been a 52.5% increase in business start-ups – greater than Cheshire East (46%) and Warrington (37.7%) and the National Average (47.7%). The area also benefited from consistently having the highest first year business survival rates during the 2009 to 2012 period. The challenge is to ensure that this success is felt across all areas of the borough. The numbers of new medium-sized enterprise are slightly below the regional figure. This shows that despite great progress, more could be done to support, encourage and expand small and medium enterprises in the borough to promote business start-ups and increase job opportunities. Further action could also be taken to support businesses to increase exports, and productivity is below the national average.

Residents and businesses were asked for their view on this priority. There was strong support for the Northern Powerhouse and Devolution agenda and encouragement that we grasp this opportunity. It was also recognised that the Council had a key role to play to drive regeneration, provide quality advice to business, and use its buildings to support new enterprises.

What success will look like by 2020

If we are successful, by 2020 we would expect to see:

- higher levels of business start-ups, survivals, and business growth in the borough;
- increased levels of productivity;
- our local economy continues to grow, particularly in underperforming areas;
- a reduction in the average length of time for the Council to pay invoices.

What we will do to make a difference

- Improve the support and advice that we offer to local businesses by bringing together the range of services that are currently provided. This includes the Cheshire and Warrington Business Growth Hub which provides impartial, clear and expert support to new and growing businesses by providing locally sourced solutions and making best use of the regions business assets. Further action will also be taken to promote the ‘Find it’ website offer to provide business information in one place.
- Make sure all our services are business friendly. This will include using internal departments such as planning, trading standards and environmental health to address the needs of local business, and support economic growth. A network of growth advocates will continue to promote a pro-business approach across the Council.
- Review the Council’s commercial property estate to ensure appropriate properties are available and for local businesses.
- Offer additional support and advice relating to licensing, building control and environmental health to local businesses.
- Develop and implement an Inward Investment Strategy to attract further businesses into the area and provide dedicated account management to support business to locate and grow.
- Support the increase of exports by working closely with local businesses, the Chamber of Commerce and UK Trade and Investment.
- Seek further devolution and collaborate on economic growth at a sub-regional level. This will include working with the neighbouring Councils of Warrington and Cheshire East, and will also involve working closely with North Wales Councils on joint projects for business growth. Key priorities will be to
maximise the benefits of high speed rail across the wider geography, and the expansion of superfast broadband in the area.

- **Invest in regeneration in Chester city centre** through the Northgate development which will support businesses in the borough through investment in the city’s retail core. This development will support economic growth and include state of the art retail, cinema and restaurant facilities. This programme will create new jobs, enhance productivity, and support retail investment within the borough.

- **Deliver the Barons Quay development** in Northwich which will help to develop a thriving retail and leisure quarter in the town. This development of more than 30,000 square feet will include restaurants, cafes and shops, and is expected to create 1,500 jobs in the borough.

- **Continue the regeneration of Ellesmere Port** to encourage investment and employment opportunities in the area. In recent years there has been a £41 million investment in the college campus, £60 million investment in the flagship Marks and Spencer store, as well as the new leisure complex and school academy. Over the coming years we will continue this work by promoting Ellesmere Port town centre, as well as the town’s historic waterfront. £8 million has also been secured from national funding to invest in a public service building which brings all agencies together in one place and unlocks wider regeneration opportunities.

- Work collaboratively with neighbouring areas to maximise the potential benefits of HS2.

- **Use Council assets and properties** to attract businesses and investment. This will include the Council’s investment in the redevelopment of Watling Street and Weaver Square in Northwich; deliver the Winsford masterplan which focuses on promoting a single identity for the town by improving connections between Town Park, the old High Street, the town centre and the river. This will create a more connected place, and encourage movement across, and investment in, the town. We will also make better use of our commercial estate, working alongside private sector partners to maximise the impact of the commercial properties that we rent to others.

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### Who needs to be involved in making this happen?

**Key services within the Council that contribute to this priority include:**
- Employment Skills and Learning;
- Business Growth Team;
- Invoicing;
- Commercial property;
- Regeneration team.

**We will also work in partnership with the following external organisations to deliver this priority:**
- Local Enterprise Partnership;
- Cheshire East Council;
- Warrington Council;
- Chambers of Commerce;
- Employers;
- Job Centre Plus;
- UK Trade and Investment;
- University of Chester.

### Supporting plans and strategies

The delivery of this outcome will be supported by the following Plans and Strategies:
- Local Enterprise Partnership Skills Strategy;
- Devolution in Cheshire and Warrington; Gateway to the Northern Powerhouse;
- Ellesmere Port Vision: Strategic Regeneration Framework;
- Baron’s Quay Masterplan.

### What are we spending on this priority?

By 2020 we are planning to see a surplus of **£7.2 million** a year on this priority which will be reinvested into services. We will also invest **£28 million** into capital schemes that support this priority.

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**Links to other priorities:** 5, 8, 10
A well connected and accessible Borough

What this means and why it is important

Having appropriate methods and mechanisms of transport is essential to the success of Cheshire West and Chester, having a real impact on the quality of life of local residents, while also bringing economic growth to the area. Road transport links, particularly from West to East are congested and in need of modernisation and new infrastructure is needed to support growth in key areas. Existing levels of delay on key routes, makes Transport for the North’s ambition of ‘mile a minute’ journeys particularly difficult without further and sustained investment. Much of the rail network is in need of modernisation, with unsuitable service patterns, line capacity issues, and poor quality rolling stock. This limits the operation of intra-connectivity in the sub-region and to key economic centres and international gateways across the north-west, Northern Powerhouse and further afield towards Birmingham and London. The risk is that unless this is addressed the area will not exploit its geographical position in the North.

Residents and wider partners recognised the need to be better connected to the wider region and to tackle congestion. Public transport in particular was seen as an area for improvement and vital for isolated communities.

We are also aware that residents are living their lives online more than at any point in history. It is important that the Council adapts to account for this change, and to fit in with modern lifestyles by enabling more services to be accessed online. This ‘digital revolution’ will make our services more convenient to residents, and shape them around their needs. By 2020, it is expected that residents who prefer to use digital means to transact and communicate will be the vast majority with just 15% as non-users.

There is huge growth in internet usage, particularly across less affluent groups with the rise of smartphone and more ubiquitous internet access. Interestingly, age is becoming less of a barrier to participation and currently more people in the 66-79 age bracket use Council websites than the 30-39 age bracket.

What success will look like by 2020

If we are successful, by 2020 we would expect to see:

- Improved resident satisfaction with roads;
- Fewer road traffic injuries;
- Increased availability of superfast broadband;
- Residents tell us that access to services has improved;
- Higher number of residents accessing services online.

What we will do to make a difference

- **Invest in key transport initiatives** such as the new Bus Exchange in Chester City Centre, and the associated plans for public realm improvements. This is accompanied by our plans to invest in local transport improvements to known congestion hot-spots across the borough.
- Work with central government to introduce **transformational schemes to improve connectivity** including M56 smart motorway and rail electrification between key towns.
- **Maximise the benefits of HS2**, particularly if a hub interchange station is located in Crewe. This would have major benefits for areas such as Northwich and Winsford as well as connecting the borough to wider growth opportunities.
- **Introduce a 20 mile per hour speed limit in residential areas** across the borough where appropriate. This will seek to reduce the number of road traffic collisions across the borough, but will also play an important role in promoting residents to walk and cycle through a safer road environment.
- **Promote cycling** across the borough by providing better facilities for cyclists, and challenging perceptions about cycling. This will include a widespread education and training programme on cycling safety, promoting cycling to Council staff, and a marketing campaign to promote the benefits.
- Introduce an active approach to promoting **efficient ticket technology** across the borough to encourage and enable more residents to use public transport. We believe that by moving towards an ‘oyster card’ style system we will make using public transport easier and more convenient.
- Continue our work with neighbouring authorities to **introduce superfast broadband in the area**. There are currently 800,000 properties and 900 businesses
across Cheshire, Flintshire and Warrington with access to superfast broadband, but we know the benefits of supporting more access, especially in rural areas, will be important over the coming four years and 99% access is expected to be in place by 2018.

- Ensure that **new development takes place in accessible locations** which minimise the need for travel.
- We are working alongside Highways England to 'make the case' for the introduction of a 'Smart Motorway Scheme' for the M56 in Cheshire, to make the motorway safer and reduce traffic delays. This will build on the work that is already underway to bring the M53 in Ellesmere Port up to smart motorway standards.
- Work with our partners to make sure that we continue to put actions in place to reduce the numbers of people killed and seriously injured on our roads.
- Prioritise **winter maintenance and gritting** during adverse weather conditions

- Develop a case for **mobile phone connectivity** across the borough.
- **Maintain the quality of our key road networks** across the borough. In 2014/15 we treated 40 kilometres of roads for structural issues, and put in place preventative measures on a further 190 kilometres.
- **Extend community transport across the borough** to make services more accessible and tackle social isolation.
- **Transform our local services by promoting and extending online processes.** This will include enabling services to be accessed online as far as possible and promoting our key campaigns and consultations through digital communications.
- The **Winsford Transport Strategy** that will be published in spring 2016. This strategy recognises the importance of improving links and reducing congestion between the town and junction 18 of the M6. Once this strategy has been approved, we will investigate preferred routes and the implications on the wider area.

**Who needs to be involved in making this happen?**

**Key services within the Council that contribute to this priority include:**
- Communications;
- ICT;
- Highways and Transport.

**We will also work in partnership with the following external organisations to deliver this priority:**
- Local Enterprise Partnership;
- Cheshire East Council;
- Warrington Council;
- Major transport operators;
- Highways England;
- Transport for the North;
- Qwest;

**Supporting plans and strategies**

The delivery of this outcome will be supported by the following Plans and Strategies:

- Local Transport Plan;
- Connecting Cheshire a Local Broadband Plan;
- Cycling Strategy;
- Devolution in Cheshire and Warrington: Gateway to the Northern Powerhouse.

**What are we spending on this priority?**

**By 2020 we are planning to spend £12.8 million a year (5% of our net budget) and we will also invest £62.5 million into capital schemes that support this priority.**

Links to other priorities: 5, 6, 7, 9
### Our values:

<table>
<thead>
<tr>
<th>Teamwork</th>
<th>Honesty</th>
<th>Respect</th>
<th>Innovation</th>
<th>Value for money</th>
<th>Empowerment</th>
</tr>
</thead>
</table>

#### Thriving residents
- All our families, children and young people are supported to get the best start in life

#### Thriving communities
- Vulnerable adults and children feel safe and are protected
- Older people and vulnerable adults are compassionately supported to lead fulfilled and independent lives

#### Thriving economy
- Cleanest, safest and most sustainable neighbourhoods in the country
- Good quality and affordable housing

### Our Strategic Objectives:

#### The outcomes we want to see:

<table>
<thead>
<tr>
<th>Teamwork</th>
<th>Honesty</th>
<th>Respect</th>
<th>Innovation</th>
<th>Value for money</th>
<th>Empowerment</th>
</tr>
</thead>
</table>

- **Thriving residents**
  - Vibrant and healthy communities with inclusive leisure, heritage and culture opportunities

- **Thriving communities**
  - Our resources are well managed and reflect the priorities of our residents
  - People are well educated, skilled and earn a decent living

- **Thriving economy**
  - A great place to do business
  - Well connected and accessible borough

### The Processes we must put in place

- A better understanding of the needs of our communities
- Investing in prevention
- Stronger partnerships with public sector agencies, voluntary organisations and neighbouring councils
- Citizens are supported to embrace digital opportunities
- All our services demonstrate their contribution to outcomes

### How we will get there:

- Prioritise resources
- Deliver efficiencies
- Share and transform our services
- Generate income through economic growth

### To deliver our vision we need to Learn and Develop through:

- Involving staff in improving services
- Multi-skilling staff to support residents
- Developing our leaders

### How we will know we’ve succeeded:

- Strong performance management and evaluation
- Customer feedback
- Effective scrutiny
## Appendix 2.0: Links to partnership priorities

### Table 1: Links with Health and Wellbeing Strategy, 2015-19

<table>
<thead>
<tr>
<th>Health and Wellbeing Strategy priorities</th>
<th>Council Plan priorities</th>
</tr>
</thead>
</table>
| Every child and young person has the best start in life in Cheshire West and Chester | • Families, children and young people are supported to get the best start in life  
• Vulnerable adults and children feel safe  
• People are well educated, skilled and earn a decent living |
| People lead more healthy lifestyles, (including a reduction in drug and alcohol related harm) | • Vibrant and healthy communities  
• Cleanest, safest and sustainable neighbourhoods  
• Vulnerable adults and children feel safe |
| Improved mental health, wellbeing and personal resilience for our residents | • Vibrant and healthy communities  
• People are well educated, skilled and earn a decent living |
| Older residents are living healthier and more independent lives, feel supported and have a good quality of life | • Older people and vulnerable adults are supported to be independent |

### Table 2: Links with Cheshire and Warrington Strategic Economic Plan 2014-2024

<table>
<thead>
<tr>
<th>Strategic Economic Plan Priorities</th>
<th>Council Plan priorities</th>
</tr>
</thead>
</table>
| Specialised and differentiated | • Great place to do business  
• People are well educated, skilled and earn a decent living |
| Attracting and retaining talent | • People are well educated, skilled and earn a decent living  
• Good quality and affordable housing |
| Equipped for market and technology change | • People are well educated, skilled and earn a decent living |
| Maximising our growth assets | • Great place to do business |
| Restoring our productivity premium | • People are well educated, skilled and earn a decent living |
| Internationally connected and engaged | • Well connected and accessible borough |
## Appendix 3.0: Council Budget allocated to Priority Outcomes

This plan has been developed alongside the Council’s budget for the next four years, including a four year plan to bridge a £57 million financial gap. We have also mapped all of the Council’s budgets against our ten priority outcomes to provide a transparent overview of the resources that we have available, and how we are planning to distribute them:

### Thriving Residents

<table>
<thead>
<tr>
<th>Priority</th>
<th>Capital Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cleanest, safest and most sustainable neighbourhoods in the country.</td>
<td>£10.4 million</td>
</tr>
<tr>
<td>Good quality and affordable housing that meets the needs of our diverse communities.</td>
<td>£52.2 million</td>
</tr>
<tr>
<td>Vibrant and healthy communities with inclusive leisure, heritage and culture opportunities</td>
<td>£29.7 million</td>
</tr>
<tr>
<td>Our resources are well managed and reflect the priorities of our residents.</td>
<td>£18.3 million</td>
</tr>
</tbody>
</table>

### Thriving Economy

<table>
<thead>
<tr>
<th>Priority</th>
<th>Capital Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td>People are well educated, skilled and earn a decent living.</td>
<td>£62.6 million</td>
</tr>
<tr>
<td>A Great Place to do Business</td>
<td>£28 million</td>
</tr>
<tr>
<td>A well connected and accessible borough.</td>
<td>£62.5 million</td>
</tr>
</tbody>
</table>

There are future capital schemes under development which have been allocated £7 million.
## Appendix 4.0: Previous consultations relating to Council priorities

<table>
<thead>
<tr>
<th>Priority</th>
<th>Consultations</th>
</tr>
</thead>
</table>
| A  All of our families, children and young people are supported to get the best start in life. | • Children’s Centre deregistration consultation 2014  
• Ellesmere Port Children’s Centres satisfaction survey 2015 – pilot research in Ellesmere Port with view to rolling it out to rest of Borough in future years  
• Social Worker Health Check survey 2015 |
| B  Vulnerable adults and children feel safe and are protected. | • Domestic abuse consultation 2014  
• Relationship survey 2014 and 2015 (related to domestic abuse)  
• Homelessness Strategy consultation 2014  
• Social Welfare advice consultation 2014 |
| C  Older people and vulnerable adults are compassionately supported to lead fulfilled and independent lives | • Adult Social Care survey 2014/15 (completed annually)  
• Carer’s Survey 2014 – biennial  
• POET Survey – personal budgets |
| D  Cleanest, safest and most sustainable neighbourhoods in the country | • Public Space Protection Order consultation 2015 – consultation on introducing a PSPO in Chester City Centre  
• Waste and recycling service consultation, 2014 and 2015 |
| E  Good quality and affordable housing that meets the needs of our diverse communities | • Ellesmere Port Housing Options consultation 2015 – with Ellesmere Port tenants on future management of housing  
• Empty Homes Strategy consultation 2015  
• Vulnerable and Older People’s Accommodation Strategy 2015  
• Gypsy and Traveller Allocations Policy review 2015 |
<table>
<thead>
<tr>
<th>Priority</th>
<th>Consultations</th>
</tr>
</thead>
</table>
| **F** Vibrant and healthy communities with inclusive leisure, heritage and culture | • BRIO Leisure consultation 2014  
• Cultural Services consultation 2015  
• Health and Wellbeing Strategy consultation 2014  
• Integrated Wellness consultation 2015  
• Pharmacy Needs Assessment consultation 2015 |
| **G** Our resources are well managed and reflect the priorities of our residents | • Let’s Talk consultation on Council Plan and budget  
• Building better services (One Public Estate) 2015 – harmonising public sector buildings/assets in Ellesmere Port  
• Business Excellence in Regulatory Services – focus groups with local food businesses to test ideas for future service development  
• Staff survey 2013 |
| **H** People are well educated, skilled and earn a decent living | • LEP Skills Survey  
• Growth and Skills Commission Consultation |
| **I** A great place to do business | • Chester Rows Survey 2015  
• ‘Find-it’ website review – understanding businesses use the website and how it can be improved  
• Capital Delivery Service redesign consultation 2014  
• Property Services Redesign (Make or Buy) 2014  
• Growth and Prosperity service 2014  
• Regulatory Services redesign 2014 |
| **J** A well connected and accessible borough | • Private hire and hackney carriage taxi licensing review  
• Chester Bus Station – several consultations  
• Taxi Voucher scheme consultation 2014 |
Glossary of terms

Sometime we use terms and phrases that might not be familiar to everyone. This is because there are specific terms associated with some services that some people, particularly those who use services will be familiar with. Therefore, we have provided a short glossary to help explain some of these terms.

**Assets**: Buildings, land and technology owned by the Council

**Brownfield sites**: Land that has previously been used for housing or industrial purposes

**Capital programme**: Planned spending in assets such as vehicles, buildings and IT equipment

**Capital spend**: Resources allocated to our capital programmes

**Carers**: Residents who provide help or support to children, family members, friends, or neighbours because of physical or mental ill-health, disability, or issues related to old age

**Children’s centres**: Buildings across the borough that provide a variety of advice and support services for families, carers and children

**Commissioning**: The process of arranging and purchasing services that meet the needs of residents

**Common assessment**: A shared tool to ensure all professionals working with children and families have a consistent approach to identifying needs and planning the services needed that meet these needs

**Community safety**: Services that the Council provide to tackle issues such as anti-social behaviour

**Corporate**: Activities that cover the whole Council rather than a single service

**Development boards**: Partnership forums that include representatives from across the public and private sector that work together to deliver regeneration proposals in a specific geography

**Domestic abuse**: Incidents or patterns of behaviour that include controlling, coercive or threatening actions between those aged 16 or over, who are, or have been, intimate partners or family members, regardless of gender or sexuality

**Early years**: Services that support children from birth to five

**Extra care**: Accommodation that includes sheltered housing and on site care for adults and older people

**Gross budget**: This is the total spend of the Council on a service or project before taking into account any income from grants, sales, fees, or charges

**Highways**: The service that supports the development and maintenance of the road network

**ICT**: Information Communication Technology including computer systems and internet systems

**In-house**: Services directly provided by the Council rather than provided by an outside organisation on the Council’s behalf

**Net Budget**: The net budget accounts for the total budget of the Council, but also accounts for our income through fees, charges and dedicated grants

**Partner**: An organisation that works closely with the Council

**Public Health**: This refers to all organised measures to prevent disease, promote health and prolong life among the population as a whole. This includes activities and actions to promote conditions in which people can be healthy, and looks at the entire population rather than individual patients or diseases

**Residential care**: Long term care provided in a care home for individuals that are unable to be supported in their own homes

**Safeguarding**: Services provided to vulnerable groups such as children and young people to protect them from harm

**Sub-region**: The area covered by Cheshire West and Chester, Cheshire East and Warrington Councils. Often this is where issues such as economic growth are coordinated

**Re-tender**: The formal process of purchasing goods or services that are currently provided by the market

**Work Zone**: A Council service that provides a range of support to help individuals back into employment
Council information is also available in Audio, Braille, Large Print or other formats. If you would like a copy in a different format, in another language or require a BSL interpreter, please email us at equalities@cheshirewestandchester.gov.uk

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