



WARRINGTON
Borough Council



Our Corporate Strategy 2020 - 2024



Foreword

Our Corporate Strategy 2020-2024 will be our guiding document that will steer us through recovery from the coronavirus pandemic, whilst also equipping us with the tools to enhance our reputation as a key player in the North West for all who live, work, visit and do business here.

The council is and always has been a driving force behind Warrington's success, and our priority as an organisation is to help Warrington thrive, whilst also ensuring those who are at most risk, or most vulnerable, get the help and support they need – in the right place, at the right time.

Coronavirus has posed huge challenges for councils across the country, so we have made the decision that although our Corporate Strategy is a four-year vision, we will review this after 12 months. This is to ensure that any further responses to the pandemic are central to our plans to continue to provide support to our residents, businesses and partners.

Warrington is not a place that has stood still in recent years and has made big steps in becoming a town known for its thriving, resilient communities and a strong economy that supports local jobs. This, against a backdrop of a decade of crippling austerity cuts, shows just how far we have come as an organisation. And, although there will be some big challenges to overcome in the future – particularly as a result of the coronavirus pandemic - it is my commitment that I will do all I can, with the support of our administration, to deliver upon our strategy and bold vision for Warrington.

**Leader of the Council,
Cllr Russ Bowden**



Our Corporate Strategy 2020-2014 is the agreed 'deal' between the council's elected members and officers. Through our strategy, we will work in partnership with our local politicians to provide support for our communities, businesses and partners to ensure that Warrington continues to thrive.

The joint response of our members and officers throughout the coronavirus pandemic has been incredibly positive despite its clear challenges. We need to harness this enthusiasm and relentless commitment to doing our best for the people of Warrington, ensuring that we continue this dedicated approach to our communities by delivering against our new Corporate Strategy.

There is a great deal to be optimistic about in Warrington. We are a proud and bustling town with values of humility and hard work at our core. The council is no different in this respect and we are dedicated to providing the best service we possibly can despite the twin challenges of austerity and the coronavirus pandemic and their longer-term impacts. I am confident however that through the delivery of our Corporate Strategy 2020-2024, we will be able to make further improvements for our citizens and businesses.

**Chief Executive,
Professor Steven Broomhead**



Our Corporate Strategy 2020 - 2024 - at a glance

Our pledges and priorities

Our residents live healthy, happy and independent lives

- People are healthy, safe and well
- People have opportunities to thrive
- High quality education and youth facilities
- Early intervention to prevent long-term health conditions arising
- Residents feel part of their community

Everyone benefits from our thriving economy

- A place where businesses invest and thrive
- A place that provides opportunity for all
- Invest in and provide access to the right skills and education
- Sustainable employment opportunities
- The right sustainable economy for the future

Communities are safe, strong and our most vulnerable are protected

- A safe place
- Empowered, resilient and independent communities – people take responsibility for their area
- Safeguard our children and adults and protect our most vulnerable
- A place of culture, sport, wellbeing and lifelong learning
- Delivery of our equality objectives
- Actively support our residents, businesses and communities impacted by coronavirus

Our town is clean, green and vibrant

- Reduce the impacts of climate change
- Improve air quality
- Manage waste effectively
- Make best use of green spaces and natural resources
- Clean streets and public places
- Sustainable transport and travel

Crosscutting themes: sustainability, reducing inequalities & COVID 19 recovery

Our values:

- **Open, honest and accountable** – listen to and learn from our communities, do what we said we would
- **Treating people fairly & equally** – respect our customers and each other, challenge discrimination and inequality
- **Spending money wisely** – be financially sustainable, looking for different and better ways of delivering key services
- **Working in partnership** – build relationships and work collaboratively with others to maximise our strengths and resources
- **Forward thinking** – open to change, new challenges and innovative ways of doing things
- **Working with and engaging communities** – encourage and empower people to build their own strengths and abilities, encouraging residents to take pride in their area

Pledge: Our residents live healthy, happy and independent lives

Priority: People are healthy, safe and well



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> • Increase life expectancy (will be impacted by COVID-19) • Promote good health, management of health, healthy choices and physical activity • Reduce obesity levels at year 6 	<ul style="list-style-type: none"> • Life expectancy – annual figures • Prevalence of children at age 11 who are a healthy weight 		Cllr McLaughlin	Thara Raj
<ul style="list-style-type: none"> • Minimise the harm of tobacco on communities through the delivery of the Warrington Tobacco Control Plan • Commission a number of large Public Health services, including drugs and alcohol services and new healthy child programme 0-25 years PH commissioned services • Implement the routine provision of pre-exposure prophylaxis (PrEP) to reduce the risks of HIV transmission • Ensure there is a clear service pathway for our most vulnerable residents including Safe and Well Service, adult social care and other commissioned providers 	<ul style="list-style-type: none"> • Bi-annual data from the Sport England ‘Active Lives’ shows levels of participation and activity at local level • Public Health Outcomes Framework (PHOF) Locals Tobacco Control Profiles of detailed local smoking data • Design of specifications and tender packs. New Services commissioned as appropriate • Service designed and implemented with the Integrated Sexual Health Service. Provision is live by Autumn 2020. 		Cllr McLaughlin	Thara Raj
<ul style="list-style-type: none"> • Develop an exit strategy from Safe and Well to a redeveloped Warrington Wellbeing that builds on learning from COVID-19 and social prescribing developments 	<ul style="list-style-type: none"> • Exit strategy developed with clear plan for moving forward including performance measures 	✓	Cllr McLaughlin	Thara Raj

Priority: People are healthy, safe and well



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Support Warrington Wellbeing to continue to deliver its work supporting refugees and other commissioned services eg dementia and high intensity users 	<ul style="list-style-type: none"> Outcomes measures from Warrington Wellbeing quarterly reporting 		Cllr McLaughlin	Thara Raj
<ul style="list-style-type: none"> Maximise the opportunities to deliver an integrated Public Health Prevention Model to better address the causes of poor health and inequality including housing, neighbourhoods and public protection Protect our residents, particularly the vulnerable, from scams, doorstep crime and unsafe products Work with our partners to ensure that people have access to food that is safe and fit for purpose Promote wellbeing by tackling environmental crime, nuisance and harm to amenity 	<ul style="list-style-type: none"> Inclusion of joint strategic priorities within the Public Health Plan 100% Inspection of high rated premises Number of outstanding lower risk inspections Number of fly tipping and side waste complaints by quarter Number of formal actions against rogue traders by quarter 		Cllr McLaughlin/ Cllr Guthrie	Thara Raj/ David Boyer
<ul style="list-style-type: none"> Enable all residents to be more physically active through access to high quality sports and leisure infrastructure and open spaces for recreation Invest In playing facilities for grassroots sports to increase participation Support local leisure services to be operational in line with government guidelines as soon as possible Deliver projects within the Central Area Masterplan which support active travel, leisure and physical activity in accessible green spaces and quality neighbourhoods 	<ul style="list-style-type: none"> Increased participation levels Lifestyles survey Sport England Active Lives survey 		Cllr Higgins	David Boyer/ Steve Park
<ul style="list-style-type: none"> Support the implementation of the Transport Plan (LTP4) and related objectives in the Neighbourhood Masterplan 	<ul style="list-style-type: none"> Delivery of the LTP4 		Cllr Higgins/ Cllr Mundry	David Boyer

Priority: People are healthy, safe and well



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Encourage sustainable transport modes and development in sustainable locations 	<ul style="list-style-type: none"> Take up of active travel options Delivery of 1st/final mile project Delivery of additional cycle ways 		Cllr Mundry	David Boyer
<ul style="list-style-type: none"> Build on our response to the coronavirus pandemic to further develop our approach to assessment and care management in adult social care, which focuses on individuals' strengths, support networks, and available technology to maximise independence and wellbeing 	<ul style="list-style-type: none"> Launch of the new approach by March 2021 Increase in individuals utilising Direct Payments to arrange alternative support arrangements 	✓	Cllr Knowles	Cath Jones
<ul style="list-style-type: none"> Review the leadership, governance arrangements and priorities to deliver integrated health and social care services in the town, building on the learning from our response to the coronavirus pandemic and maximising the resources available to make a real difference to health and wellbeing outcomes. 	<ul style="list-style-type: none"> Refreshed vision and established arrangements for the integration of provision and commissioning of health and social care 	✓	Cllr Knowles	Cath Jones
<ul style="list-style-type: none"> Review and redesign our intermediate tier and hospital discharge services to ensure integrated sustainable and sufficient services, which promote health and wellbeing in the community 	<ul style="list-style-type: none"> Report and implementation plan agreed for bed based Intermediate Care provision in the Town Integrated staffing model for community based intermediate care services developed and agreed with partners Monitor DToC levels - Better Care Fund (BCF) measure Re-abling eligible hospital discharge patients to live independently at home 		Cllr Knowles	Cath Jones
<ul style="list-style-type: none"> Deliver the new rapid community response service (RCRS) in line with the national accelerator site requirements. Scope demand for discharge to assess and implement new model of care and support 	<ul style="list-style-type: none"> RCRS Dashboard developed and national targets met 'Discharge to assess' arrangements embedded to enable good planning for individuals longer term support 		Cllr Knowles	Cath Jones

Priority: People are healthy, safe and well



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Children in care and care leavers receive robust health services and assessment to ensure their health needs are met 	<ul style="list-style-type: none"> Take up of health passport Health assessments completed Strength and Difficulties Questionnaire (SDQs) 		Cllr Smith	Amanda Amesbury

Priority: People have opportunities to thrive



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Focus on school readiness in early years to ensure all children are ready to attend school, with a focus on those in deprived areas Continue to support the delivery and development of the Central Neighbourhood Renewal Area Masterplan Work with partners to get people into sustainable employment 	<ul style="list-style-type: none"> % uptake of the 2/2.5 year mandated review by Health Visitors The Central 6 Masterplan Delivery Board will meet at least four times a year Performance management framework will be established to support the delivery of the Masterplan Joint action plan in place by Dec 2020 		Cllr Smith Cllr Higgins	Paula Worthington Steve Park
<ul style="list-style-type: none"> Deliver an expanded programme of learning disability and mental health support and accommodation through: <ul style="list-style-type: none"> Completing the existing medium term capital programme of open market house purchases and adaptations Launch the housing position statement for complex needs Develop a proposal and obtain approval for a new build project to provide the future provision on the scale required 	<ul style="list-style-type: none"> Completion of existing capital programme and impact reporting by March 2021 Housing Position Statement published and launched late summer/autumn 2020 New Build at scale outline proposal for supported accommodation approved by 31st March 2021 Adults supported to live in their own home or with their family 		Cllr Knowles	Cath Jones

Priority: People have opportunities to thrive



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Develop a joint proposal with CCG and key stakeholders for an NHS capital bid to build specialist provision for those with complex needs, who need short and long term support 	<ul style="list-style-type: none"> Joint proposal developed and submitted by 31 March 2021 		Cllr Knowles	Cath Jones
<ul style="list-style-type: none"> Deliver a Local Offer for 19-25 year olds for learning, respite, and independent skills developed by July 2021 as a pilot basis for further expansion 	<ul style="list-style-type: none"> Reduction in the numbers of young adults in 52/38 week residential placements with planned destinations for September 21 out of borough 		Cllr Knowles	Cath Jones
<ul style="list-style-type: none"> Ensure children in care are supported to prepare for independence 	<ul style="list-style-type: none"> % Care leavers in Education, Employment and Training (EET) age 19 		Cllr Smith	Amanda Amesbury
<ul style="list-style-type: none"> Increase the number and quality of early help assessments (EHAs) being completed by all partners (including schools and health providers) 	<ul style="list-style-type: none"> Increase number of EHA completed by partners Proportion considered to be judged as good/outstanding in audits increases 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Transform partnership working across the troubled families agenda to ensure that families are identified and supported appropriately with a whole family plan 	<ul style="list-style-type: none"> Establish data sharing protocols in place to extract outcomes 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Continue to embed the graded care profile 2 (GCP2) and evaluate the impact of the training 	<ul style="list-style-type: none"> Ensure that cases with a feature of Neglect have a GCP2 completed and on file Increased number of staff trained in GCP2 across the workforce 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Deliver the Restore pilot 	<ul style="list-style-type: none"> A reduction of children going into care from birth of mothers that have had children previously removed 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Review the speech, language and communication pathway with a view to establishing an integrated pathway in line with the expectations of the government to reduce the word gap 	<ul style="list-style-type: none"> Close the gap in communication skills in the EYFS between disadvantaged pupils and their peers 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Support families so that children at the age of 4 are 'school ready' and have the skills they need to thrive regardless of where they live 	<ul style="list-style-type: none"> Proportion of children achieving a Good Level of Development (GLD) in the EYFS 		Cllr Smith	Paula Worthington



Priority: People have opportunities to thrive

What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Improve the quality and timeliness of Education, Health and Care Plans so that they support improved outcome for children and young people with SEND 	<ul style="list-style-type: none"> Increase the number of new EHC Plans issued within statutory timescales in conjunction with EHA and social care assessments 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Ensure that the families of children and young people with SEND who have high packages of support and or considered to be the most vulnerable have access to the help and support they need during the COVID-19 restrictions 	<ul style="list-style-type: none"> Risk assessments are in place for all children and young people with SEND not attending school during the outbreak Schools are in regular contact with the families of pupils not attending school Support plans are in place for the most vulnerable pupils not attending school 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Improve the personalisation of care for children and young people with SEND to improve the choice and control 	<ul style="list-style-type: none"> Improve the take up of personal budgets by children and young people with SEND 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Ensure that young people with special educational needs and/or disabilities experience a positive transition to adulthood in line with the legislative framework set out in SEND Code of Practice, Care Act and NICE Guidelines 	<ul style="list-style-type: none"> Number of transition assessments Number of mental capacity assessments 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Review the approach to direct payments in line with national guidance and best practice 	<ul style="list-style-type: none"> Agreed operational principles, guidelines and processes to develop a disability matrix model and resource allocation system in line with the threshold of need document 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Deliver mental health support teams in schools to improve the emotional health and wellbeing of children and young people 			Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Implement the new neurodevelopment pathway in the early help front door 	<ul style="list-style-type: none"> Number of referrals 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Embed trauma informed approaches in schools using the common adverse childhood experiences (ACES) to ensure that schools and professionals can recognise and appropriately support children and young people that have experienced trauma and neglect 	<ul style="list-style-type: none"> Take-up of training places by Warrington school staff 		Cllr Smith	Paula Worthington

Priority: People have opportunities to thrive



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Invest in an independent travel training offer so that children and young people are able to independently access education, training and social opportunities 	<ul style="list-style-type: none"> Increase the number of pupils accessing the ITT offer Reduce the spend on the home to school transport budget 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Develop the post 16 offer so that children and young people with SEND are prepared for adulthood 	<ul style="list-style-type: none"> Increase the proportion of young people with SEND meeting the PFA outcomes: <ul style="list-style-type: none"> Engaging in EET opportunities Accessing annual health checks Living independently or in support accommodation. Contributing to the community 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Review current local offer for children with disabilities and develop a council-wide approach 	<ul style="list-style-type: none"> Development of framework to ensure children with disabilities are receiving the right level of support 		Cllr Smith	Amanda Amesbury/ Paula Worthington
<ul style="list-style-type: none"> Maximise the impact of the central area masterplan by working with key partners to support young people across central Warrington to develop confidence and find positive outlets for socialising, creativity and skills 	<ul style="list-style-type: none"> Anti-social behaviour/ NEETs data Young people accessing further education, apprenticeships Feedback from youth council, WAYV Engagement with and outcomes from specific programmes 		Cllr Higgins/ Cllr Smith	Steve Park/ Paula Worthington

Priority: High quality education and youth facilities



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Encourage and support the take-up of free early years places for disadvantaged pupils so that children's progress is not impaired by the lockdown restrictions 	<ul style="list-style-type: none"> Maintain the take-up of two-year funded places from the early years sector 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Ensure that the early years sector is financially sustainable in the long term and is able to meet the needs of children living in Warrington 	<ul style="list-style-type: none"> Safely increase the number of early years places available to meet the demand from parents/carers 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Ensure that there are sufficient high quality early years and school places in Warrington 	<ul style="list-style-type: none"> Increase the number of setting/school places for children with SEND Increase the number of mainstream setting/school places in the wards where demand is rising <ul style="list-style-type: none"> Improve the quality of settings/schools as judged by OFSTED 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Ensure that every child has a school place and the majority are offered their first preference 	<ul style="list-style-type: none"> Proportion of children offered their first primary and secondary school preference 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Settings and schools establish effective recovery plans which support the safe reintegration of children following the easing of restrictions during the COVID-19 outbreak 	<ul style="list-style-type: none"> Increase the number of pupils attending school safely in line with government expectations 	✓	Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Create and embed a new strategic oversight function for school improvement to drive the quality of education provision and improved outcomes for all children and young people 	<ul style="list-style-type: none"> Establish and embed Education Partnership Board Proportion of settings and schools judged as good or outstanding Academic attainment of pupils 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Encourage the attendance of children of key workers, vulnerable learners and other key groups in line with government expectations during the COVID-19 outbreak 	<ul style="list-style-type: none"> Increase the number of pupils attending school safely in line with government expectations 	✓	Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Promote social mobility by closing the attainment gap between specific vulnerable groups and their peers across all the key stages 	<ul style="list-style-type: none"> Reduce the attainment gap between specific vulnerable groups and their peers across all the key stages 		Cllr Smith	Paula Worthington

Priority: High quality education and youth facilities



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Ensure that schools are inclusive and have in place a graduated and differentiated curriculum offer for all pupils, in particular for those with SEND 	<ul style="list-style-type: none"> Increase the number of schools awarded the Committed to Inclusion kite-mark Reduce the number of moves made for pupils with Education, Health and Care (EHC) plan at SEND Panel 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Support schools so that pupils eligible for a free school meals (FSM) have access to a voucher or a meal in line with the government's response to COVID-19 	<ul style="list-style-type: none"> Take up of FSM Number of vouchers issued as part of the COVID-19 response Number of food parcels provided to families 	✓	Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Review the school meals service to ensure that it is financially sustainable in the long term and schools continue to buy into the Service 	<ul style="list-style-type: none"> Reduce the overspend on the school meals budget 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Review the use of CAPITA across education services and establish the information management / digital requirements for the service which support good planning and effective delivery of services 	<ul style="list-style-type: none"> Options appraisal with recommendations around the most effective information management system 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Reduce the council's dependency on the independent sector to meet the needs of children and young people with special educational needs and/or disabilities by ensuring robust oversight of the commissioning arrangements from the independent sector 	<ul style="list-style-type: none"> Reduce the number of pupils attending out of area independent schools Reduce spend in the high needs budget 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Develop the local options available for children and young people with special educational needs and/or disabilities, including opening the Autism Spectrum Disorder (ASD) free school and increasing specialist placement options 	<ul style="list-style-type: none"> Open the Autism Spectrum Disorder (ASD) Free School Reduce the spend on independent placements 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Ensure that there is suitable post-16 education provision is in place which improves independence and leads to employment 	<ul style="list-style-type: none"> Reduce the level of young people not in education, employment and training (NEET) at 16 and 17 years Improve the attainment at Level 2 and Level 3 at 19 years for those young people at greatest risk of not achieving in line with their peers 		Cllr Smith	Paula Worthington



Priority: High quality education and youth facilities

What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Promote the educational progress and outcomes of children in care 	<ul style="list-style-type: none"> Proportion of children in care with a PEP in place Quality of Personal Education Plan (PEP) 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Ensure that the virtual headteacher and virtual school have the capacity and resources to meet the statutory expectations to promote the education achievements of children in care and previously looked after children 	<ul style="list-style-type: none"> Proportion of previously looked after children with a pathway plan 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Establish effective transition arrangements across all key stages from the early years to post 19 education which support children and young people to safely move to their new setting/school/college/university in September 2020 	<ul style="list-style-type: none"> Participation in learning across all key stages from September 2020 in line with government expectations 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Develop the local offer for young people with learning disabilities (LDs) and/or autism post-19 	<ul style="list-style-type: none"> A robust quality supported internship offer in place 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Deliver a high quality youth offer as part of the wider holistic early help service in line with the proposed statutory guidance on youth work 	<ul style="list-style-type: none"> Increase the take up of youth services Increase the number of Early Help Assessments (EHAs) completed by Youth Worker to work whole family to sustain change 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Work in partnership with the Youth Zone to ensure that it meets the need of young people living in Warrington 	<ul style="list-style-type: none"> Early Help, Youth services and young people to be represented as part of the planning to build robust relationships with the Youth Zone leads to provide a universal and targeted off to young people 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Improve the quality of the participation offer for children in care and other vulnerable groups such as children and young people with SEND and families involved in court proceedings 	<ul style="list-style-type: none"> Establish the participation officer for children in care Review the Oi Listen offer being delivered in mainstream schools for pupils with SEND Increase the take-up of advocacy support for young people with SEND Increase the take-up of the advocacy support offer for families in proceedings Develop a citizen's forum for children's safeguarding 		Cllr Smith	Paula Worthington

Priority: Early intervention to prevent long-term conditions arising



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Develop governance arrangements for living and ageing well and prevention, linked to the frailty programme to deliver the priorities within the Health and Wellbeing Strategy 	<ul style="list-style-type: none"> Governance arrangements established by July 2020 		Cllr Knowles	Cath Jones
<ul style="list-style-type: none"> Develop a whole-system model to improve health and wellbeing through connecting people with their communities and ensuring all citizens understand their role and make their contribution 	<ul style="list-style-type: none"> Programme and approach developed for Health and Wellbeing Board to endorse 		Cllr Knowles	Cath Jones
<ul style="list-style-type: none"> Participate in regional long-term screening and early intervention programmes to maximise reach and impact 	<ul style="list-style-type: none"> Local data is provided via evaluation reports and long term outcome via Public Health Outcomes Framework (PHOF) 		Cllr McLaughlin	Thara Raj
<ul style="list-style-type: none"> Re-commission the local NHS Health Check programme to ensure it has better links with local health improvement and lifestyle services 	<ul style="list-style-type: none"> Revised specification and programme / Number of NHS Checks completed 		Cllr McLaughlin	Thara Raj
<ul style="list-style-type: none"> Work with health and social care partners to embed a population health and preventative approach 	<ul style="list-style-type: none"> Self-harm attendance and admission. Outcomes data from Child and Adolescent Mental Health Services (CAMHS) services, kooth online mental health support, etc 		Cllr McLaughlin	Thara Raj
<ul style="list-style-type: none"> Implement targeted licensing policies and approaches, based on local need, which tackle gambling and alcohol harm Protect the elderly from falling victim to doorstep crime so that they can continue to feel safe to live in their own home Ensure quality place-making, including delivery of key aims within the Central Area masterplan relating to quality neighbourhoods and housing, safer, greener streets and a strong mix of services and community-led activity in a range of community hubs 	<ul style="list-style-type: none"> Air quality Schemes delivered Figures for community activity within community hubs Residents surveys & annual public review of central masterplan 		Cllr Guthrie Cllr Higgins	Thara Raj Steve Park



Priority: Residents feel part of their community

What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Reopen our community centres' health and wellbeing service 	<ul style="list-style-type: none"> All 17 centres open and operating Income and expenditure balanced and as a collective net nil All centres delivering an inclusive programme of activity that supports local needs and reflects key Public Health priorities 		Cllr Higgins	Thara Raj
<ul style="list-style-type: none"> Provide people with a safe and clean environment that promotes health and community cohesion 	<ul style="list-style-type: none"> Areas of potentially contaminated land cleaned up to an appropriate standard under planning To deliver the Air Quality Management Plan Number of side waste and fly tipping cases by quarter 80% of cases resolved within 10 weeks 		Cllr Guthrie	Thara Raj/ David Boyer
<ul style="list-style-type: none"> Involve residents in decisions that impact upon them (development) Maximise opportunities to involve residents in delivery of key projects, particularly within the Central masterplan programme Maximise opportunities arising from the Rugby League World Cup 2021 and other large events in the town to recruit and engage volunteers from all sectors of the community 	<ul style="list-style-type: none"> Residents' survey response Numbers engaging with project delivery Numbers of volunteers recruited Numbers continuing to volunteer post event breakdown of community make-up of volunteers 		Cllr Higgins	Steve Park/ All

Pledge: Everyone benefits from our thriving economy

Priority: A place where businesses invest and thrive



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Promote positive mental wellbeing in the workplace 	<ul style="list-style-type: none"> Staff Survey feedback Absence sickness levels related to mental health 		Cllr McLaughlin	Gareth Hopkins
<ul style="list-style-type: none"> Tackle those businesses who deliberately seek not to comply and work to promote a fair and responsible trading environment 	<ul style="list-style-type: none"> Number of cases under investigation and formal interventions 		Cllr Bowden	Steve Park
<ul style="list-style-type: none"> Deliver offices and work spaces attractive to significant employers within the town centre Deliver a town centre that encourages private sector investment and employment Encouraging a workforce to live and work in Warrington which is attractive to investors and employers Attract new companies to Warrington whilst supporting our existing companies Facilitate networking & business development 	<ul style="list-style-type: none"> Business survival rates New start-ups, scale ups, retention Affordable work spaces A range of advice and support available for business wanting to invest Events held and good level of attendance 		Cllr Bowden/ Cllr Mitchell	Steve Park



Priority: A place that provides opportunity for all

What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Ensure there are sufficient new homes and good quality affordable homes to meet local needs 	<ul style="list-style-type: none"> Number of new build homes completed Number of new build affordable homes completed 		Cllr Bowden	Steve Park
Support the local economy and provide opportunities for our residents by: <ul style="list-style-type: none"> Getting people into local jobs Helping those furthest from the labour market Tackling low pay Supporting diversity and equality of workforce 	<ul style="list-style-type: none"> Journey First DWP figures Average earnings 		Cllr Bowden	Steve Park
<ul style="list-style-type: none"> Increasing the delivery of new homes to meet the needs of our residents, including those in need of affordable homes; young people looking to buy their first home; and provision of accessible housing for older people and those with disabilities 	<ul style="list-style-type: none"> Delivery of Housing Target and Town Centre Masterplan developments 		Cllr Bowden	Steve Park
<ul style="list-style-type: none"> Deliver on the Central masterplan ambition to encourage local entrepreneurs and community interest companies to locate in community hubs to improve access to training, and employment opportunities for local people 	<ul style="list-style-type: none"> Numbers of small organisations located in hubs Number of community level start-ups 		Cllr Higgins Cllr Bowden	Steve Park
<ul style="list-style-type: none"> Establish and build on strong connections between private business and the voluntary/community sector to maximise opportunities to benefit local people through skills exchange and CSR programmes 	<ul style="list-style-type: none"> Numbers of businesses signed up to be part of community programmes Number of local people accessing skills, training or other opportunities via CSR programmes 		Cllr McLaughlin	Steve Park
<ul style="list-style-type: none"> Deliver the Connect Yourself pilot for young people and adults with LD and/or Autism and prepare them for independence across the PFA Outcomes Framework – Employment, Independent Living, Community Inclusion and Good Health 	<ul style="list-style-type: none"> Number of young people accessing advocacy support as part of the Project Number completing Independent Travel Training as part of the Project Number supported to improve outcomes 		Cllr Smith	Paula Worthington



Priority: A place that provides opportunity for all

What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Work with local businesses to improve the opportunities available in Warrington for young people with SEND, adults with LD and/or Autism and people with mental health needs to engage in meaningful employment 	<ul style="list-style-type: none"> Increase the numbers of young people with SEND in apprenticeships, internships and supported employment Increase the number of adults with LD in paid employment 		Cllr Smith	Paula Worthington
<ul style="list-style-type: none"> Grow our education and employment opportunities and aspirations for our children in care and care leavers including work with local businesses 	<ul style="list-style-type: none"> Care leavers aged 19-21 in education, employment, or training (%) Number of internship and apprenticeship schemes in place 		Cllr Smith	Amanda Amesbury

Priority: Invest in and provide access to the right skills and education



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Match people to skills and jobs Tackle inequality across town, ensuring all of our communities have access to employment Support apprenticeships Support adults with learning disabilities (LD) and mental health (MH) in paid employment Develop and deliver supported employment offer and skills development Generate more employment opportunities in the borough for those with additional needs Offer career inspiration at primary school level and secondary 	<ul style="list-style-type: none"> Employment figures Attainment figures Learning Disability and Mental Health Employment 		Cllr Bowden/ Cllr Knowles	Steve Park Cath Jones
<ul style="list-style-type: none"> Ensure employer needs are being met by the education pathways being delivered by schools and post 16 providers in Warrington 	<ul style="list-style-type: none"> Proportion of labour imported into the borough to meet the needs of the local businesses Increase the number of disadvantage young people entering into Higher Education (HE) and Level 4 provision 		Cllr Smith	Paula Worthington



Priority: Invest in and provide access to the right skills and education

What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Implement the Journey First Project, including the recruitment and training of staff to provide support to young people and adults into employment 	<ul style="list-style-type: none"> Increase the employment rate in Warrington 		CLlr Smith	Paula Worthington
<ul style="list-style-type: none"> Work with the LEP and Skills Commission to develop a range of opportunities which support people into apprenticeships, internships, supported employment and paid employment 	<ul style="list-style-type: none"> Increase the number of people participating in apprenticeships, internships, supported employment and paid employment 		CLlr Smith	Paula Worthington



Priority: Sustainable employment opportunities

What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Match the vision and needs of Warrington with the borough's jobs and businesses Work with LEP and schools to increase skills to meet local labour market needs Advocate and support delivery of the Social Mobility agenda Support employment and work opportunities for our most vulnerable residents through supported employment forum 	<ul style="list-style-type: none"> Provide local training offer to meet the local business needs Increase the number of local businesses being inclusive and socially mobile Decrease SEND unemployment rates 		CLlr Smith	Paula Worthington Steve Park
<ul style="list-style-type: none"> Work with responsible businesses to help them achieve high levels of compliance, which will stimulate new market opportunities Support a diverse and evenly spread economy with economic risk spread across sectors 	<ul style="list-style-type: none"> Number of advisory interventions by quarter Annual economic output indicators 		CLlr Bowden	Steve Park

Priority: The right sustainable economy for the future



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Work with the Local Growth Hub and BEIS to promote Better Business for All and to work to create an environmentally and economically sustainable future. Maximise digital technologies and future working practices Invest in future technologies (e.g. hydrogen) whilst moving away from historical ones (e.g. gas and coal) Adopt disruptive technologies such as robotics, big data and artificial intelligence Grow the cultural and creative sector in Warrington, developing a thriving cultural economy 	<ul style="list-style-type: none"> Deliver the NW Strategic Partnership with BEIS 		Cllr Bowden Cllr Bowden Cllr McLaughlin	Steve Park
<ul style="list-style-type: none"> Sustain critical care services through ongoing recovery following COVID-19. Support the care sector to recover from the pandemic, maintain quality provision and minimise provider failure 	<ul style="list-style-type: none"> Delivery of the Care Home Resilience Plan Percentage of registered providers/care homes meeting CQC standards in Adult Services 		Cllr Knowles	Cath Jones
<ul style="list-style-type: none"> Undertake a resilience and recovery review of all commissioned services in the light of changing needs and circumstances of individuals and the services and support they may need Undertake postponed Review of Adult Social Care Contracting and Commissioning (LGA), and deliver action plan 	<ul style="list-style-type: none"> Successful delivery of targeted recovery and financial support scheme Review of Contracts and Commissioning by LGA by October 2020 		Cllr Knowles	Cath Jones
<ul style="list-style-type: none"> Undertake recommissioning activity of Adult Social Care Services that were postponed due to the Pandemic 	<ul style="list-style-type: none"> Revised recommissioning plan for postponed activity developed and implemented 		Cllr Knowles	Cath Jones
<ul style="list-style-type: none"> Review of the Market Position Statement to reflect the changed position following the Pandemic. 	<ul style="list-style-type: none"> Refresh of Market Position Statement by 31 December 2020 		Cllr Knowles	Cath Jones

Pledge: Communities are safe, strong and our most vulnerable are protected

Priority: A safe place



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Continue to support the delivery of the Warrington Community Safety Partnership Plan Contribute to a reduction in crime and anti-social behaviour (ASB) Encourage reporting of domestic abuse and hate crime, and monitor associated trends Work with partners to ensure we have robust multi agency arrangements in place to deal with ASB, particularly those involving young people Co-ordinate and prioritise a partnership response to serious and organised crime/county lines Contribute to and support the delivery of the Warrington's Knife Crime action plan Maximise opportunities to engage with local communities to promote community safety awareness Ensure we have emergency response arrangements in place to meet the duties as laid out in the Civil Contingencies Act 2004 	<ul style="list-style-type: none"> Reduced crime, ASB, Domestic Abuse, hate crime Repeat rate domestic abuse crimes People feel safe Overall crime and ASB measures monitored through the Community Safety Partnership (CSP) and Partnership Tactical Group Plans in place, tested and maintained within statutory deadlines Internal and External training and exercising programmes in place throughout the year 		<p>Cllr Guthrie</p> <p>Cllr Smith</p>	<p>Paula Worthington/ Amanda Amesbury</p>
<ul style="list-style-type: none"> Deliver our targeted Domestic Abuse strategy, in partnership with Adults Safeguarding and the wider multi-agency Partnership, to improve the lives of victims (adults and children) and reduce the risk of repeated abuse 	<ul style="list-style-type: none"> % percentage of repeat victims/perpetrators % of children receiving social work intervention in relation to domestic abuse 		<p>Cllr Guthrie</p>	<p>Amanda Amesbury</p>

Priority: Empowered, resilient and independent communities – people take responsibility for their area



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> • Provide tools and support so local people can take action • Promote community respect • Work with voluntary sector to ensure strategic priorities are aligned to the needs of local communities and to deliver joint action • Work alongside communities and other key partners to deliver key elements of the central masterplan, including developing friends of groups for local parks, community clean up days and community growing spaces 	<ul style="list-style-type: none"> • Numbers of friends groups • Numbers of thriving community growing spaces • Clean up days delivered • Residents survey 		Cllr Higgins/ Cllr McLaughlin	Steve Park/ David Boyer

Priority: Safeguard our children and adults and protect our most vulnerable



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> • Support early years professionals by delivering CPD in the protective factors of good physical, mental and emotional wellbeing • Embed prevention across older people's services, including the frailty programme, to ensure it has a central role in all provision • Ensure there is a clear service pathways for our most vulnerable residents including, Safe and Well Service, adult social care and other commissioned providers 	<ul style="list-style-type: none"> • Number of online training resources and participation figures • Include prevention and early intervention approaches within service specifications and re-tenders 		Cllr Smith	Amanda Amesbury/ Paula Worthington
<ul style="list-style-type: none"> • Commission and lead the Domestic Homicide review (DHR) process, where criteria has been met to inform multi-agency learning and influence changes through systemic practice 	<ul style="list-style-type: none"> • Individual report issued relevant to each DHR, completion of actions monitored via quarterly CSP meetings 		Cllr Guthrie	Paula Worthington



Priority: Safeguard our children and adults and protect our most vulnerable

What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Deliver county lines workshops to high schools and explore the development of a primary school drama 	<ul style="list-style-type: none"> No of sessions available/no delivered 		Cllr Guthrie	Paula Worthington
<ul style="list-style-type: none"> Lead and co-ordinate arrangements for Channel to protect vulnerable people from being drawn into Terrorism 	<ul style="list-style-type: none"> Monthly panel meetings held. Intervention providers or appropriate pathways identified unique to each case and circumstance 		Cllr Guthrie	Amanda Amesbury
<ul style="list-style-type: none"> Safely reduce the numbers of children in care, ensuring children only enter care when they need to do so 	<ul style="list-style-type: none"> Rate of children in care 		Cllr Smith	Amanda Amesbury
<ul style="list-style-type: none"> Innovate our approach to contextual safeguarding for those children who are at risk of exploitation 	<ul style="list-style-type: none"> Contextual Safeguarding scorecard 		Cllr Smith	Amanda Amesbury
<ul style="list-style-type: none"> Develop our outreach programme for children on the edge of care, building on the work of the Orford Edge of Care Hub (opened in the COVID-19 pandemic period) and providing foundations for No Wrong Door model 	<ul style="list-style-type: none"> Numbers accessing outreach support Children not entering care 		Cllr Smith	Amanda Amesbury
<ul style="list-style-type: none"> Continue to develop our internal children's residential provision, to ensure children's care is of high quality with a relentless focus on meeting needs and driving improved outcomes (linking to the implementation of No Wrong Door model) 	<ul style="list-style-type: none"> Ofsted judgements 		Cllr Smith	Amanda Amesbury
<ul style="list-style-type: none"> Ensure children in care are in placements that are right for them, close to home and their school, so to minimise disruption and aid chances of successful reunification with their families or alternative positive permanence 	<ul style="list-style-type: none"> % children placed within 20 miles of home 		Cllr Smith	Amanda Amesbury
<ul style="list-style-type: none"> Develop a more dynamic and flexible approach to fostering and grow an offer of wrap around support for our carers (i.e. through implementation of Mockingbird programme). Enhance our edge of care offer and short break offer to Children with Disabilities and step down. Always focus on permanency and matching of children to ensure stability of placement 	<ul style="list-style-type: none"> Children in Foster Placement 12m+ who are Long Term Matched Number of mockingbird constellations in place 		Cllr Smith	Amanda Amesbury



Priority: Safeguard our children and adults and protect our most vulnerable

What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Transform our corporate parenting approach based on the cornerstone – “would this be good enough for my child?” 	<ul style="list-style-type: none"> Corporate parenting board reporting 		Cllr Smith	Amanda Amesbury
<ul style="list-style-type: none"> Embed systemic practice and rollout training to partners 	<ul style="list-style-type: none"> Evaluation of the practice model Number of staff systemically trained 		Cllr Smith	Amanda Amesbury
<ul style="list-style-type: none"> Continue to support the needs of the vulnerable people in our communities 	<ul style="list-style-type: none"> Percentage of people who remain out of statutory services after 8 months following the end of Mental Health Outreach Intervention 		Cllr Knowles	Cath Jones
<ul style="list-style-type: none"> Deliver the Adult Social Care Recovery Planning post COVID-19 Undertake a review of the ‘impact’ of the pandemic on our most vulnerable residents and develop a plan to support their needs 	<ul style="list-style-type: none"> Recovery Plan developed by August-September 2020 for implementation 		Cllr Knowles	Cath Jones



Priority: A place of culture, sport, wellbeing and lifelong learning

What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Deliver the objectives in the Public Libraries Strategy and maintain a high quality and accessible public library offer that provides a valuable community service and makes a positive difference to the lives of our residents. Deliver the agreed actions within the Active Warrington Strategy, to improve health and wellbeing of the community Maximise the promotion of sport and physical activity, promoting community based provision and inclusive activity offers Progress the priority improvements set out in the Playing Pitch Strategy Grow a high quality, relevant, well-attended programme of arts, culture and heritage in venues and public spaces across the borough, which is inclusive and accessible Enhance Warrington's visitor experience through major sporting, cultural and community events and attractions, such as the Rugby League World Cup 2021, Tour of Britain and Warrington Contemporary Arts Festival 	<ul style="list-style-type: none"> Library membership / Visitor numbers / Attendance at library activities and groups. User numbers of leisure centres and outdoor recreation. Sports facility and Playing Pitch assessments Number of teams / clubs active in Warrington Number and variety of cultural events and audience numbers Visitor / attendance numbers Participants in events 		Cllr Higgins Cllr McLaughlin	Steve Park David Boyer



Priority: Delivery of our equality objectives

What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Deliver our equality objectives Complete an equality impact assessment for major council decisions 	<ul style="list-style-type: none"> Objectives delivered Continued equality monitoring Regularly update and publish Public sector equality Duty Complete Equality Impact Assessments 		Cllr Patel	Steven Broomhead/ Gareth Hopkins

Priority: Actively support our residents, businesses and communities impacted by COVID 19



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> • Assess: <ul style="list-style-type: none"> - public health - economic impact - Labour redeployment plan - Pro-active approach in supporting businesses and investment • Continue to provide advice and support internally and externally as new evidence and guidance emerges • Establish and refine effective reporting mechanisms to monitor the spread and impact of the virus locally • Lead the development of a local Testing and Tracing service which will aim to reduce the community spread of COVID-19. We will target local hotspots of transmission and focus on reducing the consequences of outbreaks in complex settings and within vulnerable populations, such as care homes, special schools and homeless hostels • Develop and review service offer to the shielding and vulnerable population as part of recovery planning and the assessment of ongoing needs • Deliver remote health and wellbeing support to most vulnerable or isolated • Conduct a rapid review and reassessment of health need and core priorities as the first step in refocussing plans to address the on-going implications of living with COVID-19 • Work with commissioned services to develop business recovery and continuity plans. Ensure that public health services operate effectively and are COVID-19 secure 	<ul style="list-style-type: none"> • Number of workers finding alternative jobs • COVID-19 monitoring reports and dashboards available • TT system in operation and routine monitoring available • Data from shielding calls and service activity data within Safe and Well • Rapid review of core priorities • Plans developed • Review conducted/ service implemented 	<p>✓</p>	<p>All</p>	<p>All</p>

Priority: Actively support our residents, businesses and communities impacted by COVID 19



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Review the operation of the detox and rehab framework during COVID-19 and assess the sustainability of providers. Implement the new alcohol step down model with appropriate approved providers Assess the impact of COVID-19 on population wellbeing and promote positive mental wellbeing messages and services across all settings Conduct suicide surveillance, especially in relation to the impact of COVID-19, activate community response plans as relevant Review and develop the MECC approach, including the MECC conversations training, in light of COVID-19 to ensure the messages are appropriate and current Review social prescribing and in collaboration with primary care networks build on the collaborative work with the third sector that has started during COVID-19 Maintain a strong focus on screening and immunisation programmes to ensure people attend screening appointments and receive vaccinations Work to minimise the impact of COVID-19 on life expectancy and inequalities The Financial Inclusion Team will continue to offer support to clients relation to employment, benefits, Universal Credit applications and any new and emerging household income issues associated with the economy and Covid-19 	<ul style="list-style-type: none"> Base line figure of number of clients will established depending on post covid-19 impact 	✓	All	All

Priority: Actively support our residents, businesses and communities impacted by COVID 19



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> We will work with the businesses to support them in reopening, developing new safe working practices and alternative ways of operating We will work to protect vulnerable people from falling victim of COVID-19 related crime and to respond to intelligence on product safety around PPE and cleaning products We will deal with increases in complaints of nuisance, environmental crime and ASB, as people spend more time at home, in a proportionate way We will work with volunteer groups to ensure that those that need to continue to shield or who have complex needs have access to safe food 	<ul style="list-style-type: none"> COVID-19 response plan in place for Public Protection June 2020 	✓	All	All
<ul style="list-style-type: none"> Undertake an assessment of the impact on the wider range of preventative services commissioned and identify where additional support may be required to sustain organisations and services 	<ul style="list-style-type: none"> To be included in Recovery Plan August-September 2020 		Cllr Knowles	Catherine Jones

Pledge: Our town is clean, green and vibrant

Priority: Reduce the impacts of climate change



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Reduce carbon emissions Deliver our climate change plan Ensure we have a green fleet Continue to develop the footpath / cycleway network through parkland to provide safe and accessible routes for walking and cycling Continue to work within parks and green spaces to improve air quality, biodiversity and reduce the effects of climate change through partnership initiatives (e.g. The Carbon Landscape Project) 	<ul style="list-style-type: none"> Percentage of mobile fleet vehicles that are rated at Euro 6 or better for exhaust emissions Number of litres of petrol fuel consumed for mobile fleet Number of litres of diesel fuel consumed for mobile fleet 		Cllr Guthrie	David Boyer

Priority: Improve air quality



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Deliver our air quality plan We will look to seize the opportunities created by the increase in walking and cycling and decrease in car use to maintain the improvements in air quality We will continue to deliver our Air Quality Management Plan and to pursue opportunities within the delivery of our transport and development plans Reduce number of fossil fuel vehicles using Town Centre 	<ul style="list-style-type: none"> Delivery of Air Quality Management Plan Reduced number of fossil fuel vehicles using Town Centre 		Cllr Guthrie	David Boyer

Priority: Manage waste effectively



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Reduce levels of household residual waste Prove infrastructure, information, incentives for people and businesses to reduce their waste Increase recycling levels Work to tackle the causes of fly tipping and side waste 	<ul style="list-style-type: none"> Residual household waste per household Percentage of household waste sent for reuse, recycling and composting Recycling levels 		Cllr Guthrie	David Boyer

Priority: Make best use of green spaces and natural resources



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Develop our 'Parks and Greenspace Strategic Plan 2020-2025' Continue to develop our borough's parks and greenspaces to be accessible, well maintained, safe and appealing to visit, have fun and improve people's health and wellbeing Continue to develop the footpath / cycleway network through parkland to provide safe and accessible routes for walking and cycling Promote our green spaces for culture, leisure and mental wellbeing Deliver the ambitions set out in the Central masterplan to create safe, attractive and diverse spaces that people want to use for leisure, sport and active travel We will continue seize opportunities to bring brownfield sites back into beneficial and safe use We will take action to tackle pollution and to protect our green spaces and natural resources 	<ul style="list-style-type: none"> Increase in number of visitors to our destination parks (Walton Hall and Gardens, Victoria Park) Number of events / activities taking place in our green spaces Users satisfaction Record amount of green space delivered per housing unit delivered 		Cllr Higgins	David Boyer Steve Park



Priority: Clean streets and public places

What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> Involve communities and businesses on cleaning streets and public places Volunteers within Parks and in local areas to positively contribute to our communities and take pride in our borough Review routine and seasonal cleansing schedules to ensure our borough is clean, tidy and well maintained We will work with the Business Improvement District to promote the use of public places and buildings and to introduce regulatory policies that promote their use as part of a vibrant economy 	<ul style="list-style-type: none"> Cleanliness of Roads Highway verges, trees & shrubs maintained The area of contaminated land brought back to an appropriate standard under the planning system Purple Flag status 		Cllr Mundry	David Boyer

Priority: Support sustainable transport and travel



What we will do and when? We will:	Measures of success	COVID-19 Recovery	Cabinet Member	SLT Member
<ul style="list-style-type: none"> • Redevelop the town centre traffic system to be sympathetic to cyclists and pedestrians • Make our local transport system attractive and affordable to travel into and across the town • Develop and deliver COVID-19 local Transport Restart plan to support walking, cycling and travel by public transport during the recovery phase • Produce the first and last mile transport masterplan to support access to and within the town centre • Increase in cycling in Warrington • Deliver Phase 1 of Local Cycle and Walking Improvement Plan • Complete Bus Priority/Mass Transit Study to develop short, medium and long term measure to support travel by public transport • Support roll out of low emission vehicles in Warrington • Deliver the annual Bikeability Cycle Training core programme in schools funded by the Bikeability grant • Continue to engage with schools to support efforts to encourage active travel to school and reduce school run journeys made by car • Continue to engage with businesses to help implement their travel plans and deliver travel planning activities to enable and encourage commuting by sustainable modes • Design and launch a Town Centre Travel Plan to enable and encourage sustainable travel to reduce the need to make journeys by car 	<ul style="list-style-type: none"> • National Travel Survey data. • Passenger numbers across modes of public transport • Short (weeks) and medium term (months) measures planned and installed in key locations across the borough • Study complete and concept designs agreed for key locations • Change in cycling activity at representative number of monitoring sites measured annually • Design work and strategic outline business case developed for 3 key corridors into Warrington town centre • Complete Stage 1 with bus priority concept designs and programme agreed • Study completed • Percentage of core courses per quarter • Number of schools supported per quarter • Number of businesses supported per quarter • Town Centre Travel Plan to be launched by the end of 2020 		Cllr Mundry/ Cllr Guthrie	David Boyer/ Steve Park/ Thara Raj

Delivering our strategy

The council is ambitious and this strategy demonstrates how it aims to continually improve and develop. To support the delivery of our ambitions the organisation will focus on the following areas:

Citizen focus

Our commitment to continually improve requires the redesigning of services and exploring new ways of working. We will work with colleagues and citizens to explore what works best.

Developing our people, attracting and retaining the right talent

We aim to improve recruitment and retention, whilst developing our workforce. We will create a new learning and development strategy with a focus on a bespoke development programme.

Our workforce

As a key employer in the town we are proud of our staff and care about their wellbeing. We want our staff to feel supported and valued, and to have greater control over when and where they work to carry out their roles in the most productive way possible.

Strong financial management

We will continue to manage our finances to achieve the best possible outcomes, that residents value the most. We will strive to increase income from commercial and traded services. We will plan ahead carefully, investing where we will get clear results and impacts, whilst exploring new approaches and reducing waste. We will make financial decisions when we need to, based on the best possible evidence.

A digital council

We will continue to digitally transform, ensuring the council benefits from modern digital developments. We will improve how we use data and information, to improve our services.

Maximise procurement benefits

Work with key partners to maximise the benefit of social value procurement and commissioning practices to support the local economy and provide opportunities for local people in our community.

