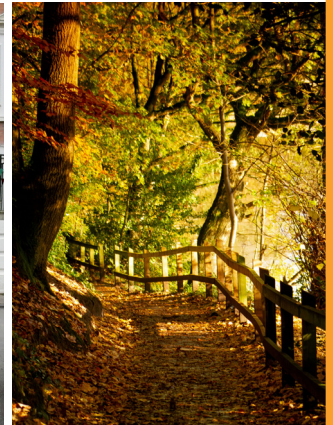




Corporate Strategy 2022 - 2024

Updated October 2022





Introduction

As we reflect on how we collectively responded to the COVID pandemic, we know there are many more challenges facing us. The cost of living crisis will impact our most vulnerable people and communities the most, and we continue to deliver our services to an increasing and aging population, against a backdrop of sustained budget reduction but increasing demand

More broadly, we know the part we have to play locally to combat the climate emergency and that while councils cannot single-handedly tackle the challenges of the climate crisis, we certainly have an important role to play.

Despite these challenges, I remain optimistic that Warrington will continue to prosper, given our resilient local economy, strong empowered communities and 'can do' 'will do' culture and approach.

It is against this backdrop that we present an update to our key corporate priorities, which is our shared agreement between the council's Senior Leadership Team (SLT) and Cabinet. Each priority is owned by a member of SLT and a member of Cabinet. We will work in partnership to deliver a number of these priorities.

These priorities will continue to ensure that the council delivers against its Corporate Strategy and fulfils its commitments to our communities.



Professor Steven Broomhead MBE
Chief Executive, Warrington Borough Council

Our Corporate Strategy 2022 - 2024 - at a glance

Our pledges and priorities

Our residents live healthy, happy and independent lives

- People are healthy, safe and well
- Enable a healthy start in life
- High quality education and youth facilities
- Early intervention to prevent long-term health conditions arising
- Tackle poverty and help those in greatest need

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 employment skills and education

Communities are safe, strong and our most vulnerable are protected

- A safe place
- Safeguard our children and adults and protect our most vulnerable
- People have opportunities to thrive
- A place of culture, sport, wellbeing and lifelong learning
- Empowered, resilient and independent communities
- Actively support our residents, businesses and communities impacted by coronavirus

Our town is clean, green and vibrant

- Make better use of our natural spaces to improve climate change and green travel
- Improve air quality
- Effective waste management
- Make best use of green spaces and natural resources
- Streets and public places are clean
- Sustainable transport and travel

Crosscutting themes: sustainability, cost of living & reducing inequalities

Our values:

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

Council Pledges

Our residents live healthy, happy and independent lives

Everyone benefits from our thriving economy

Communities are safe, strong and our most vulnerable are protected

Our town is clean, green and vibrant

Senior Leadership Team Members

Professor Steven Broomhead, Chief Executive MBE

Lynton Green, Deputy Chief Executive & Director of Corporate Services

Paula Worthington, Director of Education, Early Help and SEND

Matthew Cumberbatch, Director of Law and Governance

Gareth Hopkins, Director of Workforce and Organisational Change

Amanda Amesbury, Director of Children's Social Care

Cath Jones, Director of Adult Social Care

Thara Raj, Director of Public Health

Steve Park, Director of Growth

David Boyer, Director of Environment and Transport

Theresa Whitfield, Head of Strategic Support and Co-ordination

Carl Marsh, Place Director – Warrington Together (Associate Member)

Cabinet Members

Cllr Russ Bowden, Leader of the Council

Cllr Cathy Mitchell, Deputy Leader/Corporate Resources

Cllr Sarah Hall, Children's Services

Cllr Tony Higgins, Leisure and Community

Cllr Tom Jennings, Economic Development and Innovation

Cllr Maureen McLaughlin, Public Health and Wellbeing

Cllr Hans Mundry, Transportation, Highways and Public Realm

Cllr Hitesh Patel, Environment, Housing and Public Protection

Cllr Paul Warburton, Statutory Health and Adult Social Care

Cllr Janet Henshaw, Sustainability and Climate Change

Council Achievements 2021-22

Welcoming world class sport

Tour of Britain - September 2021

The council was delighted to have secured a Tour of Britain stage finish in 2021, supporting the planning and delivery of the day's activities. Thousands of residents, schools, businesses and visitors lined the route for the UK's most prestigious cycling event. Warrington held a stage 5 finish on Thursday 9 September 2021.

The cyclists passed through south and central Warrington on their way to a dramatic finish in front of the Golden Gates at the Town Hall. Cyclists were welcomed by thousands of people gathered around Bank Park to witness the spectacular sprint finish. People enjoyed music and entertainment in the Tour Village was alive with activity, music and entertainment.

Highlights of the day included a range of local heroes, from public health workers and emergency services, to disabled riders, school children,



competition winners and North Cheshire Clarions youth division cycling to the finish line, cheered on by the crowds.

It was an occasion which will live long in the memories of everyone who watched it – whether at home or in person - and a day which really showed Warrington in its best light. The Tour of Britain was a fantastic showcase of everything that makes Warrington great, celebrating our communities, our heritage and our sporting credentials.

Rugby League World Cup (RLWC) – October 2022

The delayed RLWC returned 15 October to 19 November. Warrington played a key part in hosting three men's games and the quarter final, at Halliwell Jones Stadium. The first ever international Physical Disability Rugby League (PDRL) World Cup was hosted entirely by Warrington. The council has played a strong part in Warrington hosting part of the tournament, which will raise the profile of the town and the role we are playing in championing disability sport. It is also great to recognise our contribution to bringing world class sport to Warrington (again!), with teams across the council working tirelessly on many events and initiatives to build excitement this autumn.



Adult social care – move to integrated care

From 1 July 2022, a new statutory organisation was created – NHS Cheshire and Merseyside – which replaced all nine Clinical Commissioning Groups (CCG) in Cheshire and Merseyside, changing the way health and care services work together. The council has worked hard to move to an Integrated Care System (ICS) and has for a long time working with partners in an integrated way.

The move to an ICS marks a significant further development in the way health and care needs for the population will be met, by reducing inequality in health and care provision, and improving services and outcomes for people.

Alongside the creation of NHS Cheshire and Merseyside ICS, a new statutory Integrated Care Board (ICB) has been formed. The ICB has been established to lead integration and is accountable for NHS spend and performance within the system.

We will also have a fundamental role as part of our Integrated Care Partnership (ICP), which is a joint committee that brings together the newly formed ICB and local councils as equal partners, plus other local representatives. ICPs ensure that considerations and decisions will be made with all relevant partners, while retaining local influence and decision making within the nine ‘places’ of Cheshire and Merseyside – with Warrington being one such place.

Our ‘place’ is called Warrington Together. Our aim is to work with our health and system partners to make Warrington a place where we work together to create stronger neighbourhoods, happier and healthier people and greater equality across our communities. As one team underneath the Warrington Together umbrella, the council, NHS organisations, Primary Care Networks (made up of the GP practices in Warrington) and voluntary organisations will work together to join up services, support the health and care of our community, share ideas and resources, and improve how we access health and care in Warrington.

Our continued COVID response

The council symptom-free testing programme launched in January 2021 to identify people who were not displaying any COVID-19 symptoms but could still have the virus and could therefore pass it, unknowingly, to others.

The testing sites were predominantly established to help test keyworkers who were not able to stay at home during national restrictions, such as for those who need to go to work or provide care.

Six testing sites were established across Warrington – initially at the Halliwell Jones Stadium and Grappenhall Cricket Club, which later expanded to include Croft Youth and Activity Centre, Burtonwood Community Centre, Lymm Village Hall and Birchwood Park.

The testing team then expanded to include providing Lateral Flow Tests (LFTs) to school students and staff as restrictions were eased, and then to the general public when the government announced universal twice-weekly testing in April 2021.

The testing programme helped to identify new COVID-19 variants circulating in Warrington, as well as any hotspots where there was an increase in COVID-19 cases in a local area or setting.

In July 2021, the testing team also worked with NHS Test and Trace to undertake door-to-door surge testing in parts of Great Sankey and Bewsey and Whitecross, following a continued increase in local areas due to different COVID-19 variants.

Between January 2021 and March 2022, the Testing Team carried out or distributed a total 436,141 individual lateral flow tests (as of 23 March 2022). These tests have been distributed both at the testing sites and through community outreach work, targeting people most at risk from COVID.

Another significant achievement has been our continued support to individuals and businesses through our efficient administration of various government support schemes to individuals and business. This has included Business Support of £39.8M to 3,450 businesses, individual support schemes totaling £4.3M to 10,700 residents, and over £20 million in Business Rates rebates.

Transforming our bus services

Construction work is now under way on our brand new bus depot on Dallam Lane, which is set to usher in a new era for bus travel in Warrington. Funded by Warrington Borough Council, the Town Deal Fund and Getting Building Fund, the new depot is expected to be completed by the end of 2022.

Crucially, we have been successful in securing £21.5m in Zero Emission Bus Regional Areas (ZEBRA) funding, which will enable us to deliver an all-electric fleet of buses from the depot. The replacement of Warrington's Own Buses' entire fleet of diesel buses – which cover 85% of the bus mileage in the borough - with 120 new electric buses by the end of 2023 will give Warrington one of the biggest all-electric bus fleets in the country.

Plans are in place to make our buses cheaper, more reliable, easier to use and better integrated, thanks to the £16m we've secured from the Government's Bus Back Better fund. It means we can commence delivery of our Bus Service improvement plan (BSIP), working with partners over the next three years to reduce bus fares and drive up the quality of bus services. We'll also be delivering a number of projects to enhance the operation of bus services locally, including schemes to improve bus priority around the A49 corridor.

Our investment in the future of bus services is supporting our work, through our Local Transport Plan (LTP4), and climate emergency declaration, to provide cleaner, greener and more sustainable travel in Warrington.



Youth Zone

We were delighted to see the official opening of the Youth Zone on 2 July. It is an outstanding facility and one that the council has, for many years, helped to drive the vision for.

The Youth Zone, which the council provided a large capital contribution for, contains a range of first-class facilities that will support enterprise and employability, leisure and recreation, and the health and wellbeing of Warrington's young people.

The pioneering scheme means that young people aged 7-19, and up to 25 years old for those with additional needs, can gain entry seven days a week, for just 50p per visit, with an on-site café also serving hot meals from £1.

The Youth Zone is fast becoming the 'go to' place for the town's young people and we're very pleased that our support for the scheme has paid off with this outstanding new facility.

Warrington's Local Plan

Warrington's updated Proposed Submission Version Local Plan has been submitted to the Government - following extensive consultation with the public - paving the way to the Examination in Public (EIP) in September.

The Secretary of State has now appointed the Inspectors to carry out the independent examination of the Plan, who will assess whether the plan is positively prepared, justified, effective and consistent with national policy. Following the examination, the Inspectors will let us know if any changes need to be made to the plan. We anticipate that the final plan will proceed to Full Council for adoption by autumn 2023.

The EIP is an important milestone for our Local Plan, which aims to drive forward growth and development and help deliver the homes, jobs, transport infrastructure and community facilities we need, while protecting the Green Belt as much as possible.



Incrementum Housing

Incrementum, the council's housing development company, is making excellent progress on the delivery of new, low carbon homes in Great Sankey and Birchwood.

The Great Sankey scheme, Sycamore, consists of 92 houses and apartments - with 28 of these affordable - in a mix of one and two-bed apartments and two and three-bed townhouses. There has been huge interest in the scheme, with a number of the homes already occupied. Meanwhile, the Foxwood development in Birchwood is progressing well, with plots available for 69 houses and apartments - with 21 of these affordable - in a mix of one- and two-bed apartments and two- and three-bed townhouses.

The two new developments, which are being built by Wates Construction, benefit from a range of sustainable initiatives including ground source heat pumps and photovoltaic panels.

It's part of our plans, through Incrementum, to deliver hundreds of homes on brownfield sites in the coming years, while addressing fuel poverty and providing access to good quality, affordable homes in sustainable communities.

Supporting Families

Warrington's Supporting Families programme achieved its first 100% claims for payments by results in April 2022, which results in Warrington receiving its full entitlement of funds, this has never been achieved in Warrington in the 0 years the programme has been established. The programme also enables the local authority to reach targets to claim funding from the Department of Levelling Up, Housing and Communities (DLUHC), which supports 17 jobs across Early Help, funds bespoke training and supports vital services across Children's services and Education.

Warrington Town Deal

We're making excellent progress on our Town Deal projects. Our Town Deal is a connected seven-scheme programme which we're delivering with our partners. This includes:

- A cutting-edge, purpose-built bus depot, which by 2023 will have the capability to support an all-electric fleet of buses. You will be able to see progress of the depot off Dallam Lane
- A digital enterprise hub, which will support digital innovation across all disciplines – including artificial intelligence, big data, virtual reality, ecommerce, gaming and automation
- A health and social care academy (HSCA), which will offer opportunities to build a social care workforce in Warrington fit for the future. Identified as a Town Deal fast-track project, the academy at Warrington & Vale Royal College will train the next generation of health and social care professionals in Warrington
- A health and wellbeing hub, where people will be able to access a range of services under one roof
- An advanced construction & civil engineering (ACCE) centre, which will support the engineering, construction, nuclear and allied industries
- A remastered cultural hub at the Pyramid, improving the arts centre to become a place that will nurture the arts professionals of the future, providing a modern and flexible creative space to collaborate, produce, present and perform
- A comprehensive active travel programme, putting in place the right infrastructure to encourage more walking and cycling throughout the town centre

Understandably each project is operating to different timescales, but we're pleased to be driving forward to vision for our Town Deal and continue to work with many of our partners to ensure that each of the seven projects realise their potential.

Solar Farms

The council recently completed the third of our UK-leading, technically advanced hybrid solar + battery storage farms, in Cirencester.

Delivered in partnership with Gridserve, the successful completion of our three solar farms is testament to how we can form innovative partnerships to deliver vital projects which cut carbon, supply clean electricity, address fuel poverty and help fund essential services.

Electricity from the Cirencester solar farm will be used to help provide power for Warrington's fleet of all-electric buses, coming next year, whilst our York hybrid solar farm is providing power which can be sold into the grid. Hull is supplying all of the council's electricity needs, making Warrington Borough Council the first local authority in the UK to produce its own electricity.

Each solar farm project has proven to be a solid strategic decision to ensure the borough's future energy security. The completion of our third solar farm in Cirencester is the latest boost to our ongoing work to tackle the climate emergency, reduce greenhouse emissions, and tackle fuel poverty in our borough.



Children's Services Peer Review

In June 2022 an external LGA peer review team conducted a four day independent review of Children's Services. The review saw an expert panel conduct an extensive appraisal which involved speaking with more than 100 people - including young people, foster carers, practitioners, managers and partners - alongside observing meetings, reviewing documentation and visiting various settings.

The feedback showed that the peer review team found a positive culture, a child-centred approach to work and a workforce that is committed and motivated to provide the best possible support and care for Warrington's children and young people.

The peer review also found that the council works positively with partners, has effective leadership and has in place a number of resources to help young people in care and those who have recently left care.

Educational Achievement

The 2022 GCSE and A-level results for Warrington brought excellent news for students. The last couple of years have been challenging for Warrington's students who have worked through the COVID pandemic and sat the first set of exams since 2019.

The vast majority of Warrington schools have shown an increase in the percentage of pupils achieving well in their GCSE performance across eight subjects – known as Attainment 8.

The percentage of Warrington students achieving a 'strong pass' (Grade 9 to grade 5) this year in Maths and English stands at 54.4% - an increase of 5.4% from 2019.

Across the borough, 73.9% of students achieved Grade 4+ (pass) in Maths and English, a 2.2% increase on 2019 and above national results from last year.

A level results were better than ever with 97.7% of Warrington students achieving A*-E grades this year, above the national pass rate of 97.6%.



Achievements across Adult Social Care

The Urgent Community Response (UCR) service has continued to expand during 2021, moving to 8am-8pm, 7 days per week. The responder service and carecall joined UCR this year, strengthening the 2 hour response, providing quick access into UCR for carecall customers who require clinical assessment thereby reducing the demand on ambulances to convey people to hospital.

The service has also developed links with a number of services across the system this year, to support patients to remain safe and well at home, such as the Good Neighbour Scheme, Warrington Home Improvement Agency, and the Hospital Rapid Response team.

From April to December 2021 UCR had taken 2095 referrals of which 95% were supported to remain at home.

The Discharge to Assess (D2A) model is now being delivered in Warrington. The aim of D2A is to provide an effective, flexible and responsive approach to discharge from the acute hospital system for individuals who are medically stable but who require further assessment of their needs. The approach facilitates earlier hospital discharges, enabling adults to safely return home for full and on-going assessment. Over 70% of people who need additional support go home, which has significantly increased during the year.

It has been another difficult year for many Care providers with COVID still impacting, demand significantly increasing and a challenging recruitment landscape in social care. Despite this our Domiciliary Care providers have managed to grow provision by around 10% with an extra 1000 hours of care being delivered to more than 100 people. We have successfully supported over 20 providers with grants to support them to respond to the impact of COVID and recover or continue services.

The Carers Support Team have been working closely with Carers in Warrington to double the number of carers in receipt of a Carers Direct Payments thereby increasing the diversity, choice and control for our carers of all ages to choose a break or support that works for them.

The change in the way we commission supported housing in Warrington in October 2021, moving away from closed Frameworks and implementing a Dynamic Purchasing System (DPS), has changed the supported living market in Warrington. We now have multiple exciting new developments in the pipeline in the next 2 years that we are working in partnership with providers to develop to ensure they meet the needs of individuals.

We also opened Warrington's first specialist supported living service for adults with a learning disability/autism and/or challenging behaviour in 2021 and have a second service opening in autumn 2022. These services provide 20 local apartments for young people and adults who previously would have accessed out of area placements away from their families and communities.



Pledge: Our residents live healthy, happy and independent lives

Priority: People are healthy, safe and well



What we will do	Cabinet Lead Member	SLT Lead Member
Contribute to the development of effective Integrated Community Team arrangements to deliver improved outcomes	Cllr Paul Warburton	Cath Jones
Continue to strengthen Intermediate Care Services that focus on 'home first' so they are sustainable and sufficient to meet need	Cllr Paul Warburton	Cath Jones
Support carers to live well by increasing awareness, improving and extending the offer of support	Cllr Paul Warburton	Cath Jones
Work with the ICB and key partners to embed a 'mature' Warrington Place Based Partnership. Contribute to the success of the new Integrated Care System for Cheshire and Merseyside	Cllr Paul Warburton	Cath Jones
Further develop strength based community focused approaches through implementing Community Led Support and refreshing our care and support arrangements	Cllr Paul Warburton	Cath Jones
Prepare well for social care reforms including Fair Cost of Care, Charging Reforms, Liberty Protection Safeguards and CQC Inspection framework for Adult Social Care	Cllr Paul Warburton	Cath Jones
Support system-wide programmes to improve physical health and mental well-being of older people and reduce disability	Cllr Maureen McLaughlin	Thara Raj
Ensure there are robust system-wide plans in place to protect health by reducing rates of infectious diseases and preventing and preparing for threats	Cllr Maureen McLaughlin	Thara Raj
Gather, generate, and make effective use of robust intelligence, evidence and insight to shape strategies, inform Place-based working, target interventions and address inequalities	Cllr Maureen McLaughlin	Thara Raj

Priority: Enable a healthier start in life



What we will do	Cabinet Lead Member	SLT Lead Member
Work with system partners to enable a better start to life for all, and reduce the gap in child health and maternity outcomes	Cllr Maureen McLaughlin	Thara Raj

Priority: High quality education and youth facilities



What we will do	Cabinet Lead Member	SLT Lead Member
Focus on the educational recovery for learners and specifically for our vulnerable learners to close the attainment gap by implementing our education strategy	Cllr Sarah Hall	Paula Worthington

Priority: Early intervention to prevent long-term health conditions arising



What we will do	Cabinet Lead Member	SLT Lead Member
Drive forward a Place-based approach to prevention, early detection and management of key risks to population wellbeing, physical and mental health	Cllr Maureen McLaughlin	Thara Raj

Priority: Tackle food poverty and help those in greatest need



What we will do	Cabinet Lead Member	SLT Lead Member
Develop a coherent response to the cost of living crisis for our residents by coordinating a multi-agency partnership approach and a shared narrative. We will establish a 'poverty' group which will provide the governance for a range of task and finish groups focusing on areas such as food/fuel/housing poverty and warm homes	Cllr Sarah Hall	Paula Worthington
Establish an agreed food poverty strategy and approach for Warrington	Cllr Sarah Hall	Paula Worthington

Pledge: Everyone benefits from our thriving economy

Priority: A place where businesses invest and thrive



What we will do	Cabinet Lead Member	SLT Lead Member
Contribute to the outcomes of the review of the Local Enterprise Partnership (LEP)	Cllr Russ Bowden	Steve Park
Identify and secure investment opportunities	Cllr Cathy Mitchell	Steve Park

Priority: A place that provides opportunity for all



What we will do	Cabinet Lead Member	SLT Lead Member
Continue with the delivery of the Restart Programme, focused on supporting out of work residents towards or into employment.	Cllr Tom Jennings	Steve Park
Oversee the delivery of the UK Shared Prosperity Fund programme, delivering projects within the 'Communities and Place' and 'Supporting Local Business' themes and 'Multiply' programme, and continue to support ongoing employment support and skills schemes and Levelling Up priorities	Cllr Cathy Mitchell	Steve Park
Engage Homes England on a Town Centre wide basis to secure funding that will unlock Town Centre sites	Cllr Hitesh Patel	Steve Park
Progress further development sites through Incrementum Housing	Cllr Hitesh Patel	Steve Park
Deliver further sites that present cost saving opportunities to the Council	Cllr Hitesh Patel	Steve Park
Bring forward large-scale housing development opportunities in the Town Centre	Cllr Hitesh Patel	Steve Park
Start to drive the regeneration of the Southern Gateway once the bus depot has been relocated	Cllr Hitesh Patel	Steve Park
Adopt the Local Plan and Town Centre Supplementary Planning Document	Cllr Hitesh Patel	Steve Park
Manage the increasingly high volume of planning applications as efficiently and as effectively as possible. To ensure new members of the Development Management Committee receive training and are supported in their role. To establish a new role focused on urban design and heritage matters	Cllr Hitesh Patel	Steve Park
Ensure that Town Deal funding is transferred to each partner organisation at the right time and in line with Council governance and financial regulations requirements	Cllr Tom Jennings	Steve Park

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



What we will do	Cabinet Lead Member	SLT Lead Member
Develop innovative, locally based and value for money services to meet the needs of our SEND pupils across all ages which reduces the reliance on out of borough provision. This will include an enhanced local offer	Cllr Cathy Mitchell/ Cllr Sarah Hall	Paula Worthington
Following the launch of the 2022 Skills Commission, work with partners reviewing the skills provision within the borough to meet our economic, social and environmental contribution.	Cllr Russ Bowden	Steve Park/ Paula Worthington

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

Priority: A safe place



What we will do	Cabinet Lead Member	SLT Lead Member
Ensure the organisation is in a position to meet its statutory duties in respect of the varied legislative requirements linked to Community Safety, Health & Safety and Emergency Planning	Cllr Tony Higgins	Paula Worthington
Ensure appropriate and proportional place based arrangements are in place to tackle current community safety priorities related to Organised Crime, Exploitation, Violence and Harassment against Women and reducing Anti-social behaviour. Lead the development of organisational and partnership approaches to new and emerging duties including serious violence, Protect Duty and the development of community safety based plans around a young person as part of the Care Review	Cllr Tony Higgins/ Cllr Maureen McLaughlin	Paula Worthington

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



What we will do	Cabinet Lead Member	SLT Lead Member
Facilitate the transformation of our current children's centres into multi-disciplinary family hubs as part of our ambition to support our residents to be able to more directly access services; making use of digital technology and reduce the reliance on the Council as sole providers of services	Cllr Sarah Hall	Paula Worthington
Strengthen our early help and intervention offer, responding to the recommendations within the Care Review to reduce the reliance on statutory services. Working across the partnership to ensure families receive support at the earliest opportunity	Cllr Sarah Hall	Paula Worthington
Lead a partnership approach to prevent and address homelessness	Cllr Maureen McLaughlin	Thara Raj
Continue to embed our strengths based systemic practice model, with an emphasis on good relationships with children and parents/carers so we support vulnerable children and families who need a social work response, avoiding being process driven, by managing safe uncertainty/risk well	Cllr Sarah Hall	Amanda Amesbury



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

What we will do	Cabinet Lead Member	SLT Lead Member
Lead and co-ordinate arrangements for Channel to protect vulnerable people from being drawn into Terrorism	Cllr Sarah Hall	Amanda Amesbury
Innovate our approach to contextual safeguarding for those children who are at risk of exploitation, developing an approach to all age exploitation	Cllr Sarah Hall	Amanda Amesbury
Be aspirational for our children in care and care leavers, developing new opportunities with support from across the whole organisation	Cllr Sarah Hall	Amanda Amesbury
We will refresh and review our Children in Care and Care Leavers strategy during the year, producing an update in 2022/23	Cllr Sarah Hall	Amanda Amesbury
Secure permanency and stability for all children in care at the earliest possibility	Cllr Sarah Hall	Amanda Amesbury
Ensure the voices of children and families are at the centre of our practice and inform development of our service	Cllr Sarah Hall	Amanda Amesbury
Work with partners to develop impactful interventions and services to respond to children with complex needs, reducing admissions to hospital due to mental health	Cllr Sarah Hall	Amanda Amesbury
Continue to safely reduce the numbers of children in care	Cllr Sarah Hall	Amanda Amesbury
Improve the retention rate of our registered social workers in children's services, reducing our reliance on agency staff to cover vacancies	Cllr Sarah Hall	Amanda Amesbury
Train social workers and wider partner agencies on adopting a domestic abuse approach outlined in the Safe and Together Model	Cllr Sarah Hall	Amanda Amesbury
Implement Liberty Protection Safeguards ensuring that our systems and workforce champion the principles of the Mental Capacity Act and promote individual wellbeing	Cllr Paul Warburton	Cath Jones
Implement an Adult Care Quality Assurance Framework and ensure Safeguarding, Training and Complaints arrangements support delivery	Cllr Paul Warburton	Cath Jones

Priority: People have opportunities to thrive



What we will do	Cabinet Lead Member	SLT Lead Member
Enhance our local accommodation and learning offer for young people and adults with complex needs through their transition points to support them to access education and care locally. This will be supported by a housing offer	Cllr Paul Warburton/ Cllr Sarah Hall	Paula Worthington
Further develop our local accommodation and learning offer for adults and young people in transition with complex needs so they can live locally	Cllr Paul Warburton/ Cllr Sarah Hall	Cath Jones

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



What we will do	Cabinet Lead Member	SLT Lead Member
Ensure the continued delivery of leisure, library, culture and heritage services	Cllr Tony Higgins / Cllr Maureen McLaughlin	Steve Park

Priority: Empowered, resilient and independent communities



What we will do	Cabinet Lead Member	SLT Lead Member
Develop a multi-agency asset based approach to community development to maximise resilience in our neighbourhoods	Cllr Maureen McLaughlin	Thara Raj
Identify, secure and deliver a suitable travelers site	Cllr Russ Bowden	David Boyer
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	Cllr Tony Higgins	David Boyer
We will adapt properties to meet the needs of people helping them to live independently with dignity. We will take action to ensure that properties are fit for habitation by taking action to address high risk hazards	Cllr Hans Mundry	David Boyer

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



What we will do	Cabinet Lead Member	SLT Lead Member
Work with our child care providers impacted by the pandemic and cost of living through raising awareness of the child care entitlement to ensure sufficiency of provision across the town	Cllr Sarah Hall	Paula Worthington

Pledge: Our town is clean, green and vibrant



Priority: Make better use of our natural spaces to improve climate change and green travel

What we will do	Cabinet Lead Member	SLT Lead Member
Continue to develop the footpath / cycle way network through parkland to provide safe and accessible routes for walking and cycling	Cllr Hans Mundry	David Boyer
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)	Cllr Hans Mundry	David Boyer

Priority: Improve air quality



What we will do	Cabinet Lead Member	SLT Lead Member
Manage air quality by delivering our Air Quality Action Plan and by our submitting annual progress report to Defra	Cllr Janet Henshaw	Thara Raj/ David Boyer

Priority: Effective waste management



What we will do	Cabinet Lead Member	SLT Lead Member
Delivery of fit for purpose Council depot and continued delivery of asset replacement programme	Cllr Cathy Mitchell	David Boyer
Delivery of Waste Strategy to include transfer station and new disposal contract. Immediate focus of improving recycling	Cllr Hitesh Patel	David Boyer
Improve infrastructure, information, incentives for people and businesses to reduce their waste	Cllr Hitesh Patel / Cllr Hans Mundry	David Boyer
Tackle the causes of fly tipping and side waste by promoting the safe disposal of waste and by taking action against those who continually fail to dispose of their waste appropriately	Cllr Hitesh Patel / Cllr Hans Mundry	David Boyer
Respond to emerging Legislation: Building Safety Bill and the requirements of the new Building Safety Regulator (HSE)	Cllr Hitesh Patel / Cllr Hans Mundry	David Boyer
Respond to Environment Act as sections of legislation are enacted (Impact on Waste and Environment Services)	Cllr Hitesh Patel /	David Boyer



Priority: Make best use of green spaces and natural resources

What we will do	Cabinet Lead Member	SLT Lead Member
Development and delivery of relevant strategies / policies to include Playing Pitch, Parks / Open Space and trees	Cllr Hans Mundry / Cllr Hitesh Patel / Cllr Tony Higgins	David Boyer
Continued and enhanced working with Parish Councils and volunteer groups regarding litter picking and public open space maintenance	Cllr Hans Mundry / Cllr Hitesh Patel / Cllr Tony Higgins	David Boyer
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	Cllr Hitesh Patel	David Boyer
Delivery of Council's latest enhanced highways maintenance programme starting 2022 to cover the next three years	Cllr Hans Mundry/ Cllr Hitesh Patel	David Boyer
Work with the Environment Agency and United utilities to progress flood mitigation measures including the Sankey Brook, Penketh and Whittle Flood Projects	Cllr Hans Mundry/ Cllr Hitesh Patel	David Boyer
Determination and delivery of a permanent solution to provide water supply to Sankey Canal	Cllr Hans Mundry/ Cllr Hitesh Patel	David Boyer



Priority: Streets and public places are clean

What we will do	Cabinet Lead Member	SLT Lead Member
Work with communities to address the underlying causes of fly tipping and excess waste and to improve intelligence and enforcement outcomes	Cllr Hans Mundry	David Boyer

Priority: Sustainable transport and travel



What we will do	Cabinet Lead Member	SLT Lead Member
Town Deal Sustainable Travel Project – Submission of Business Case to secure Town Deal funding award (Autumn 2021) plus further scheme development and preparation for delivery	Cllr Hans Mundry	David Boyer
Continue working with Department for Transport, Transport for the North on key projects including HS2 and Northern Powerhouse Rail	Cllr Hans Mundry	David Boyer
Development of the Western Link Scheme through the Department for Transport Business Case approval process	Cllr Hans Mundry	David Boyer
Delivery of the ZEBRA Zero Emission Buses for Warrington’s Own Buses, Bus Service Improvement Plan and Enhanced Partnership with all bus operators in Warrington	Cllr Hans Mundry	David Boyer
Delivery of Local Transport Plan 4, including the continuation of important studies including First and Last Mile, Bus Priority and Mass Transit, Local Cycling and Walking Infrastructure Plan, M6 Junction 20 improvements and the preparation of scheme business cases and funding bids for external funding from a range of external sources	Cllr Hans Mundry	David Boyer
Delivery of Active Travel Fund 2 and 3 measures. All of these will be critical to determine future funding allocations from Department for Transport for 2022/23 – 2023/24 and 2024/25	Cllr Hans Mundry	David Boyer
Completion of procurement a new fixed term highway maintenance contract for 2023	Cllr Hans Mundry	David Boyer

Delivering our strategy

Priority: Manage our finances to achieve the best possible outcomes, that residents value the most

What we will do	Cabinet Lead Member	SLT Lead Member
Plan ahead carefully, investing where we will get clear results and impacts, whilst exploring new approaches and reducing waste	Cllr Cathy Mitchell	Lynton Green
Review and Strengthen our Commercial Governance Arrangements	Cllr Cathy Mitchell	Lynton Green
Make financial decisions based on the best possible evidence	Cllr Cathy Mitchell	Lynton Green
Deliver a balanced budget for 2022/23 and a Medium Term Financial Strategy to 2023/24 - 2026/27	Cllr Cathy Mitchell	Lynton Green
Review of all service budgets, identifying pressures and savings proposals for 2023 onwards	Cllr Cathy Mitchell	Lynton Green/ Steven Broomhead
Support the increasing integration of Health and Social Care funding arrangements under the direction of ICTB (Integrated Commissioning and Transformation Board)	Cllr Paul Warburton	Lynton Green
Develop and delivering a more outcome focused Procurement Strategy to underpin the corporate strategy with specific focus on the climate change and sustainability agenda and reducing health inequalities as part of our continuous engagement with the wider social value aspects of procurement	Cllr Cathy Mitchell	Lynton Green
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	Cllr Cathy Mitchell	Lynton Green

Priority: A Digital Council - continue to digitally transform, ensuring the council benefits from modern digital developments whilst keeping our IT estate secure, to support efficient and outcome focused services

What we will do	Cabinet Lead Member	SLT Lead Member
Implement a range of reporting improvements, including a roll-out of Power BI and our first data repository	Cllr Tom Jennings/ Cllr Cathy Mitchell	Gareth Hopkins
Set out our roadmap for future digital change delivery and the maintenance/enhancement of our key systems	Cllr Tom Jennings/ Cllr Cathy Mitchell	Gareth Hopkins
Deliver the second part of our Communication and Collaboration programme, with a focus on collaboration and maximising our use of Microsoft products	Cllr Tom Jennings/ Cllr Cathy Mitchell	Gareth Hopkins
Invest in managing cyber security risks	Cllr Tom Jennings/ Cllr Cathy Mitchell	Gareth Hopkins

Priority: Adopting new ways of working to meet our legal requirements

What we will do	Cabinet Lead Member	SLT Lead Member
Continue to address the recruitment and retention issues within the Legal Services team and reduce the use of locum placements	Cllr Russ Bowden	Matt Cumberbatch
Embed the proposed developments of commercial governance work across the Council's companies and investment interests	Cllr Russ Bowden	Matt Cumberbatch

Priority: Establishing future ICT arrangements and adopting new ways of working to meet our legal requirements

What we will do	Cabinet Lead Member	SLT Lead Member
Continue with the upgrade of the Legal Services case management system to bring greater efficiencies and provide a platform to increase the best use of fee earner chargeable time	Cllr Tom Jennings	Matt Cumberbatch

Priority: Promoting democracy and community involvement in council decision-making

What we will do	Cabinet Lead Member	SLT Lead Member
Review the working of Council meetings in respect of location of meetings and continue to address the software improvements required for the mechanics of decision-making	Cllr Russ Bowden	Matt Cumberbatch

Priority: Maintain an appropriate level of staffing across all services in the council

What we will do	Cabinet Lead Member	SLT Lead Member
Deliver an Employee Engagement strategy and plan, and a Recruitment and Retention strategy with associated initiatives to respond to the increasingly challenging labour market	Cllr Cathy Mitchell	Gareth Hopkins
Develop an Adult Social Care Workforce Strategy to ensure the wider development of a connected, skilled and competent Adult Social Care workforce that will meet future need	Cllr Paul Warburton	Cath Jones/ Gareth Hopkins

Priority: Put residents and customers at the centre of everything we do

What we will do	Cabinet Lead Member	SLT Lead Member
Use the results of our borough wide survey on priorities and performance, to inform our service planning and future resident engagement plans	Cllr Russ Bowden	Gareth Hopkins

Priority: Reduce the impacts of climate change

What we will do	Cabinet Lead Member	SLT Lead Member
Set a carbon budget and report progress against the council's ambition to be net zero for its operations by 2030 through an council emissions inventory	Cllr Cathy Mitchell/ Cllr Janet Henshaw	Lynton Green
Develop and deliver a council climate emergency action plan in support of council's Climate and Sustainability Policy, and borough-wide Warrington Climate Emergency Strategy	Cllr Janet Henshaw	Lynton Green
Work to progress as a 'Carbon Literate' organisation increasing the number of councillors and staff completing certified carbon literacy courses	Cllr Janet Henshaw	Lynton Green

Priority: Strengthen adult social care performance management

What we will do	Cabinet Lead Member	SLT Lead Member
Continue to strengthen our ASC performance management framework and work with corporate colleagues to ensure data is readily available to drive performance and support decision making	Cllr Cathy Mitchell/ Cllr Paul Warburton	Cath Jones