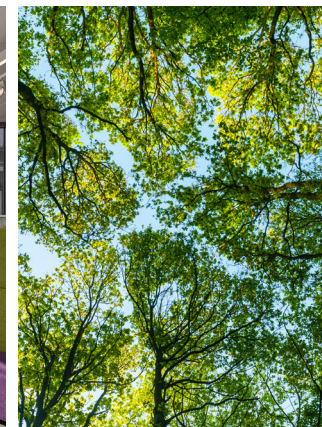




Corporate Strategy 2023 - 2024 Updated October 2023





Introduction

We are proud of our continued good level of services to residents and equally the important leadership we provide across the borough. As always, we continue to deliver services to an ageing population against a backdrop of sustained budget reductions and increasing demand.

The sobering reality is that, according to the Local Government Association (LGA), councils face an almost £3 billion funding gap over the next two years. Despite this huge financial challenge, we remain optimistic that the council and indeed the town of Warrington will continue to prosper, given our resilient local economy, strong and empowered communities, and committed approach to doing what's right.

Alongside making sure we provide a good standard of services our residents want and expect, we also must consider the major leadership role the council has to play in the face of broader societal challenges. The cost-of-living crisis continues to affect our most vulnerable communities, and the largest challenge ahead of us in the coming years is undoubtedly the climate emergency – where we have a valuable role to play in inspiring others to make their own commitments, as well as continuing to develop ways that we can operate more sustainably in line with our net zero ambitions.

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 on these priorities. Our priorities will ensure that we deliver against our corporate strategy and fulfil our commitments to our communities.



Professor Steven Broomhead MBE
Chief Executive of the council



Cllr Russ Bowden
Leader of the council

Our Corporate Strategy 2023 - 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
- Building and environmental compliance
- 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 Perraton, Director of Children's Social Care

Caroline Williams, Director of Adult Social Care

David Herne, Interim 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 Finance

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 and Public Protection

Cllr Paul Warburton, Statutory Health and Adult Social Care

Cllr Janet Henshaw, Sustainability, Climate Change, Planning and housing

Council Achievements 2022-23

Incrementum Housing

New Town House site now has Outline Planning Permission for 900 units within the Town Centre and the development at Academy Street has been completed.

The development of Phase 2 of Time Square is now underway with a focus on the development of employment and office space as well as residential occupation. Work is also underway to bring forward the vacant and demolished properties on Ryland Street and the Cabinet works, again this is with a focus on residential development. The new Steelworks residential scheme on John Street is due to complete its first phase within the next quarter and the residential scheme at New Town House and Cockhedge is gradually moving through its development phases and is starting to attract market interest. The 509 unit residential development on Centre Park is proving very successful and some of the later phases are now being accelerated to accommodate demand for family housing near to the Town Centre.



Supporting Families

Warrington's supporting families programme continues to develop an internal data warehouse that will enable the local authority to use its data more effectively and to move towards a more efficient way of assessing claims for payments by results and achieving the new National programmes targets. Our regular visits from the DfE to assess our performance have highlighted our strong areas of good practice and significantly improved outcomes for families.

Sustainable transport

In April, Warrington's Own Buses officially moved into its new home, following the completion of the town's new, state-of-the-art bus depot on Dallam Lane. The £10million facility – funded by the council, the Town Deal fund, and the Getting Building fund – forms a major and important part of Warrington's sustainable transport vision.

In June, we reached a significant milestone in our journey towards zero emissions bus travel, by officially placing the order for 105 Volvo BZL Electric buses. We also awarded a contract to EO Charging to provide the chargers which will power the vehicles. It means the countdown can now begin to the arrival of Warrington's all electric bus fleet – replacing Warrington's Own Buses' entire fleet of diesel buses – in 2024. It's one of the biggest orders of electric buses by any town or city in the UK to date.

The state-of-the-art Volvo BZL Electric, which will soon be making Warrington its home, provides clean, near-silent, comfortable and efficient public transport. It's built to a high safety standard and complies with the toughest restrictions on emissions and noise.

Meanwhile, we continue to support the transition from petrol and diesel vehicles to electric. We're investing in new EV charging infrastructure for residents without access to off-street parking. Recent successes include our partnership with Be.EV to install three new EV chargers at The Forge Shopping Centre in Stockton Heath, and our work with Connected Kereb to deliver a network of charging points on Bewsey Street, Gladstone Street, Lexden Street, Manchester Road and White Street.



Poverty/ cost of living support

We have worked with local community organisations to provide support to residents affected by the cost of living crisis. Using information from partners, providers and third sector organisations, we developed a directory of support services available online, meaning residents now have access to information and support across food, energy, finance and childcare. We also made grant funding available for community groups who were also providing support to those affected by the cost of living crisis.

In April 2023, Company Shop Group's award-winning social enterprise, Community Shop, opened the doors of their social supermarket to support residents in Bewsey. The shop operates on a free membership basis and is open to anyone living nearby who receives welfare support, is on a low income, or is referred to Community Shop by a partner organisation. Members are also encouraged to access the learning programmes available through the store's Community Hub. All revenue raised in the store is reinvested into the local area through the Community Hub, where members can access a range of personal development support, with sessions including cookery clubs, interview skills support, business courses, and more.

We are proud to host the community shop at Bewsey Park Pavilion.

Living Well and Talking Points

Work has been progressing steadily with the borough-wide Living Well programme, which aims to connect people, communities and services to enable residents to live healthy, fulfilling lives and take greater control over their own health, wellbeing and resilience.

A key deliverable of the Living Well programme has been the Talking Points, which have been set up in the heart of communities across the town. Five Talking Points have now been set up and provide a safe space for residents to visit and have a good conversation about the issues that matter to them, such as health and social care issues, finance advice, carers support, help with accessing community groups or activities, and much more. The Talking Point team are on-hand to offer confidential one-to-one advice, support and guidance and can connect residents to other support services and organisations to help them to resolve their issues.



Free and confidential one-to-one advice and support

Our team are here to help you with issues that matter to you, including support with life changes, carer advice, cost of living, mental health and wellbeing - and much more.

The Gateway, Sankey Street - every Tuesday, 10am-12pm
The Oaks Centre, Penketh - every Tuesday, 12.30pm-2.30pm

Other locations are available, to find out more, visit warrington.gov.uk/talking-points



A landmark within the Living Well programme will be the arrival of the new Living Well Hub and work is currently underway on this health and wellbeing 'one-stop shop', which has received £3m funding from Warrington's Town Deal. The new Hub will see spaces shared by teams from the council, Warrington and Halton Teaching Hospitals NHS Foundation Trust, Bridgewater Community Healthcare NHS Foundation Trust and Mersey Care NHS Foundation Trust. The voluntary and charitable sector will also be a valuable key partner, providing services to support individuals and families alongside the statutory providers.

New Intermediate Care facility

Cabinet approved plans to develop a new intermediate care facility within the town. The £25.8million project will see the previous Bewsey Old School Site on Lockton Lane transformed into a new facility to replace and extend the current intermediate care provision in the town.

The development will include a modern and sufficient bed-based facility, with up to 80 beds, in the centre of town that will meet current and future need for the borough. Through bed-based intermediate care, people can receive care and support at the facility, with a place to rest and recover on a temporary basis. The new facility would enable the closure of all other intermediate care beds, as delivery will be from this single, state-of-the-art site.

Intermediate care services in the town are provided in partnership by the council and Bridgewater Community Healthcare NHS Foundation Trust. NHS partners have been involved in development of proposals for the new facility – with cabinet agreeing to progress discussions with key partners and place leads regarding future funding and revenue costs.

Better By Bus/Super Summer Service


Our Better By Bus initiative aims to make bus travel better for everyone, by improving services across the board and working with all local bus operators to give passengers the best possible experience. We have made some major improvements which are bringing big benefits for passengers – including better timetables, cheaper fares capped at £1 for

young people aged 5-18 and £2 for adults, free concessionary travel at any time, and new bus shelters.

This builds on our Super Summer Service campaign last year, which aimed to entice people back onto the bus for their evening journeys with major improvements to evening timetables, cheaper fares and no limits for concessionary card holders.

The Better By Bus scheme is part of our journey to transform bus services in Warrington, as part of our Bus Service Improvement Plan (BSIP). A range of work is under way between the council and local operators to deliver cheaper fares, increased reliability and high quality, accessible vehicles, which is supported by over £16 million of government funding successfully secured by Warrington.

And there's much more to come next year in 2024, as we take our investment in buses to a whole new level, with the launch of 105 zero emission ZEBRA buses. For passengers, it will mean cleaner, greener, cheaper and more accessible and quieter travel, on buses which are fit for the future.



The graphic features a yellow background with various summer-themed icons: a blue and red bus, a large yellow sunflower, a green ice cream cone, a glass of iced beer, a pink flip-flop, and a bowling ball. The text is arranged as follows:

Super
SUMMER SERVICE
EXPLORE WARRINGTON BY BUS THIS SUMMER

REDUCED FARES FROM 7PM
7 DAYS A WEEK
Adults £2 single, children £1 single - on ANY route

Monday 25 July - Sunday 2 October

warrington.gov.uk/super-summer-service

Peace Centre SEND facility

In April 2023 we reaffirmed our commitment to establishing a special educational needs and disabilities (SEND) facility at the iconic Peace Centre.

The new hub will deliver a range of services for young people with SEND post 16 years, which is currently based at Woolston Learning Village, alongside a new service offer which will be developed for those aged 19 to 25 with SEND.

Having an appropriate local offer in Warrington, based at the Peace Centre, will ensure that there will be less risk to family and friendship networks breaking down, while ensuring that the connection to local health and social care provision remains strong.

Town Deal – health and social care academy

We were proud to support financially and in kind the new Health and Social Care Academy (HSCA) based at Warrington & Royal Vale College. The facility was supported by £1 million Town Deal funding and is a cutting-edge facility dedicated to supporting a social care workforce fit for the future.

The Academy contains a simulation hospital ward, an independent living flat and specialist dementia training resources. These facilities, combined with excellent teaching from experienced tutors, will equip students with the knowledge and skills needed to enjoy a rewarding career in the sector.

We are very proud to have played our part in the successful launch of the Academy, particularly given social care pressures locally and indeed nationally, and we will continue to support long-term workforce strategies in health and adult and children's social care, focusing especially on integrated care services.

Educational Achievement

This year's GCSE and A-Level students have faced the disruption of the COVID pandemic and the impact of strike action on exam year groups. Our schools have worked hard to minimise the impact.

Nationally, it was expected that there would be fewer GCSE top grades to bring results more in line with pre-pandemic results.

In Warrington, GCSE performance across eight subjects – known as Attainment 8 – is broadly in line with pre-pandemic performance.

The percentage of Warrington students achieving a 'strong pass' [Grade 9 to grade 5] this year in Maths and English stands at 46.3% which is above pre-pandemic national outcomes.

Across the borough, 68.7% of students achieved Grade 4+ [pass] in Maths and English, which again is well above pre-pandemic national outcomes.

Schools and Colleges in Warrington we have seen an increase in the number of A-Level entries since 2022.

The percentage of A level entries achieving A*-E in Warrington for 2023 was 98.1%, this is higher than pre-pandemic outcomes reported in 2019.

The percentage of A level entries A*- E pass rate is higher than both the North West (97.4%) and England (97.2%) averages released today.

The percentage of students achieving A*-A, A*-C and A* -E grades is higher than pre-pandemic in 2019.

In line with national trends, the A-Level pass rate in Warrington has fallen slightly compared to 2022 results, although North West and England averages have fallen at a greater rate.

Staff in schools and colleges have worked incredibly hard to make sure students were well prepared for the exams and we would like to thank them for all the work they have done to support our students; we know that this support is often above and beyond teaching.

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 for older people	Cllr Paul Warburton	Caroline Williams
Continue to strengthen Intermediate Care Services, progressing the build of a new bed-based facility for people leaving hospital or as an alternative to a hospital stay	Cllr Paul Warburton	Caroline Williams
Support carers to live well by increasing awareness, improving and extending the offer of support	Cllr Paul Warburton	Caroline Williams
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	Caroline Williams
Further develop strength-based community focused approaches through implementing Community Led Support and refreshing our care and support arrangements	Cllr Paul Warburton	Caroline Williams
Prepare well for social care reforms including the CQC Inspection framework for Adult Social Care	Cllr Paul Warburton	Caroline Williams
Work with our communities and partner organisations to recover people's health and wellbeing and public health services post Covid	Cllr Russ Bowden	Paula Worthington
Ensure there are robust system-wide plans in place to protect health and reduce health inequalities within Warrington	Cllr Russ Bowden	Paula Worthington
Gather, generate, and make effective use of robust intelligence using innovative ways to deliver the public health service, inform Place-based working, target interventions and address inequalities	Cllr Russ Bowden	Paula Worthington
To ensure that people have access to decent homes by protecting them from unacceptable health and safety hazards in their home.	Cllr Janet Henshaw	David Boyer
To deliver food hygiene and standards interventions on a risk basis in accordance with the food law code of practice.	Cllr Hitesh Patel	David Boyer

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 with a focus on smoking in pregnancy and childhood healthy weight	Cllr Russ Bowden	Paula Worthington

Priority: High quality education and youth facilities



What we will do	Cabinet Lead Member	SLT Lead Member
Focus on educational recovery for learners and specifically for our vulnerable learners to narrow the attainment gap by implementing our education strategy and continuing to improve our approach to inclusion	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 to include obesity and tobacco control/vaping and accident prevention with a focus on falls	Cllr Russ Bowden	Paula Worthington

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 through a coordinated multi-agency partnership approach underpinned by a poverty truth commission. We will continue to develop and promote the cost of living directory	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
Continue to engage the central government on devolution plans for Cheshire	Cllr Russ Bowden	Steven Broomhead
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 Janet Henshaw	Steve Park
Progress further development sites through Incrementum Housing	Cllr Janet Henshaw	Steve Park
Deliver further sites that present cost saving opportunities to the Council	Cllr Janet Henshaw	Steve Park
Bring forward housing development opportunities in the Town Centre	Cllr Janet Henshaw	Steve Park
Start to drive the regeneration of the Southern Gateway once the bus depot has been relocated	Cllr Janet Henshaw	Steve Park
Adopt the Local Plan and Town Centre Supplementary Planning Document	Cllr Janet Henshaw	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 Janet Henshaw	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	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 Russ Bowden	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 children's centres into 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
Build on our partnership early help and intervention offer; responding to the recommendations within the Care Review to work to reduce the reliance on statutory services, enabling families to access support at the earliest opportunity	Cllr Sarah Hall	Paula Worthington
Lead a partnership approach to prevent and address homelessness	Cllr Russ Bowden	Paula Worthington
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 Perraton



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 Perraton
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 Perraton
Be aspirational for our children in care and care leavers, developing new opportunities with support from across the whole organisation	Cllr Sarah Hall	Amanda Perraton
We will refresh and review our Children in Care and Care Leavers strategy during the year, producing an update in 2023/24	Cllr Sarah Hall	Amanda Perraton
Secure permanency and stability for all children in care at the earliest possibility	Cllr Sarah Hall	Amanda Perraton
Ensure the voices of children and families are at the centre of our practice and inform development of our service	Cllr Sarah Hall	Amanda Perraton
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 Perraton
Continue to safely reduce the numbers of children in care	Cllr Sarah Hall	Amanda Perraton
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 Perraton
Train social workers and wider partner agencies on adopting a domestic abuse approach outlined in the Safe and Together Model	Cllr Sarah Hall	Amanda Perraton
Implement systems and processes that ensure our workforce and partners across our town are equipped to raise and respond to Safeguarding concerns effectively, with personalisation being the cornerstone of our approach.	Cllr Paul Warburton	Caroline Williams

Priority: People have opportunities to thrive



What we will do	Cabinet Lead Member	SLT Lead Member
Through the development of the of our new SEND 16-25 provision we will enhance our local learning and accommodation offer for young people and adults with complex needs through their transition points, supporting them to access education and care locally	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	Caroline Williams

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 Russ Bowden	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 Russ Bowden	Paula Worthington
Identify, secure and deliver a suitable traveller's 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 Hitesh Patel	David Boyer

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



What we will do	Cabinet Lead Member	SLT Lead Member
Ensure sufficiency of childcare provision across the town by working with our current child care providers and supporting the development of a range of models of child care provision	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 Tony Higgins	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 on pollution levels and exposure reduction	Cllr Janet Henshaw	David Boyer

Priority: Building and environmental compliance



What we will do	Cabinet Lead Member	SLT Lead Member
Respond to emerging Legislation: Building Safety Bill and the requirements of the new Building Safety Regulator (HSE)	Cllr Hitesh Patel	David Boyer
Respond to Environment Act as sections of legislation are enacted (Impact on Waste and Environment Services)	Cllr Hitesh Patel	David Boyer

Priority: Effective waste management



What we will do	Cabinet Lead Member	SLT Lead Member
Delivery of fit for purpose Council depot, Waste Transfer Station, 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
Work with communities to address the underlying causes of fly tipping and excess waste and to improve intelligence and enforcement outcomes	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 Tony Higgins	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: Sustainable transport and travel



What we will do	Cabinet Lead Member	SLT Lead Member
Continue working with Department for Transport, Network Rail and 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, 3 and 4 measures. All of these will be critical to determine future funding allocations from Department for Transport for – 2023/24 and 2024/25	Cllr Hans Mundry	David Boyer
Delivery of the Council's enhanced highways maintenance programme which has been enabled by the renewal of the Highways Term Maintenance contract in 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 2023/24 and a Medium-Term Financial Strategy to 2024/25 – 2027/28	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: As 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
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: Make better use of data and insights to drive improved performance

What we will do	Cabinet Lead Member	SLT Lead Member
Develop a council wide data strategy setting out our outcomes for how we use data to achieve our ambitions	Cllr Cathy Mitchell/ Cllr Tom Jennings	Gareth Hopkins
Develop and deliver activities to move the organisation forward to become more data enabled	Cllr Cathy Mitchell	Gareth Hopkins

Priority: Support democracy and 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: Develop an employee engagement strategy that sets out how we will create the right conditions for all members of the council's workforce to give their best each day and contribute to our success

What we will do	Cabinet Lead Member	SLT Lead Member
Deliver an Employee Engagement strategy and plan	Cllr Cathy Mitchell	Gareth Hopkins
Implement 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	Caroline Williams/ Gareth Hopkins

Priority: Deliver focused recruitment and retention strategies and solutions that will enable us to respond increasing recruitment and retention challenges across our services

What we will do	Cabinet Lead Member	SLT Lead Member
Deliver a council wide recruitment and retention strategy and plan to set out how we will respond to increasing recruitment and retention challenges	Cllr Cathy Mitchell	Gareth Hopkins
Develop creative and cost-effective initiatives that are tailored to the unique recruitment and retention challenges in individual services	Cllr Cathy Mitchell	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 a 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