

Council Strategy 2015 -18



Growing a Strong Warrington

WARRINGTON
Borough Council





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Introduction

Warrington is a great place to live and has a strong and proud history. We celebrate together in the good times and rally together through the difficult ones.

Warrington is entering into a new and exciting era. But, at the same time as great opportunities open up for us, we face some really difficult choices.

That is why, we want to share the challenges and choices we face with residents, partners and everyone who wants to see Warrington strive and thrive, so that together we can come up with the best solutions for Warrington and grow a strong Warrington.

Our challenges

The major challenge we face is managing significant reductions in our funding whilst facing increasing demand for our services.

The money available to the council to deliver hundreds of services has and continues to be severely reduced. Since 2010 we have had to cut £77million from your budgeted revenue spend and by 2017 we will need to save a further £31million. We have tried to limit changes so that the impacts on residents are minimised, however, demands for the services we provide are increasing:

- There are a growing number of families and individuals who are struggling and in need of help and advice
- The number of frail older people needing support is greater in Warrington than many other similar sized boroughs
- We face many increased costs, similar to our residents, for example the costs of fuel, transport and the general cost of living
- We must respond to the impact of recent bad winters on highways and other older infrastructure that needs investment
- We face pressure on many of our council services as an impact of cuts on other public organisations that the council works with including - police and health services



Building on our strengths

This is only part of the picture, Warrington has many strengths.

Warrington has a strong local economy, which has been independently shown to be growing faster than most other parts of the country. We have many world class business locations with high-growth business sectors and we have the capacity to attract 120,000 new jobs over the next 20 years. Warrington is a key driver for renewed economic prosperity in the North of England.

The potential for the town, its residents and businesses is huge and our innovative partnership, Warrington & Co and our Warrington Means Business Strategy is turning our plans to reality.

We have an excellent location at the heart of the north-west with a vibrant range of leisure, community, cultural and sports activities across the borough.

Combined with our strong community spirit we also have a thriving and growing voluntary sector, a significant number of faith groups, successful sports and leisure clubs, a high level of involvement in neighbourhood projects and cultural and social events.

Warrington has vibrancy, a high profile and visibility across the county.

This council is ambitious for the town and its people. We have great strengths to build on. We believe that the council, working together with residents, business and our partners, can build on these strengths and rally together in response to the challenges that face the town and make the most of our opportunities. We want to grow a strong Warrington – a place where everyone can thrive.



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Artists impression of The Square from Market Gate



Proposed new 'Business Incubator'

Our Vision

We will work together with our residents, businesses and partners to make Warrington a place where everyone can thrive.

Our approach

We have already managed a £77million reduction in our budget, and we now have to find further savings. Things we have done so far include:

- Reducing waste and duplication
- Using new technology to deliver efficiencies
- Developing innovative solutions to deliver valued services differently; like establishing Livewire and Culture Warrington, and Catalyst (adult social care)
- Identifying new income sources

It has not been easy; we have reduced our workforce and we have focussed on reducing “back-office” support services in order to best protect those front-line services our residents rely upon.

This next round of cuts will be much tougher as we have exhausted many of the more easily identified savings. We now need to think and do things differently in order to deliver on our ambitions for Warrington and respond to our challenges.

We are continuously reviewing our services, and exploring how we can do things differently and how we spend our money. We know that to succeed we need to change our relationship with residents, partners and businesses so that we can do much more together.

Our focus for the future will be

**Working
together
to:**



Protect the most
vulnerable



Grow a strong economy



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Build strong, active and resilient communities



Create a place to be proud of

These pledges provide us with a focus to further innovate, continue to drive efficiency, remove waste, use technology to speed processes, transactions and decisions, enter into partnership and service delivery arrangements that reduce our costs.

Working together to

Protect the most Vulnerable



We will continue to shift funding to prevention and early intervention. We will better identify and provide early support to people who may be struggling to cope and help those with the greatest need to live independently. As well as being the right thing to do, by supporting our most vulnerable residents and helping them to have a good quality of life, we will reduce their need for council services in the long term.

Our priorities are:

- Work with partners to better identify and provide early support to those who are struggling to cope, in order to improve their quality of life and independence
- Raise awareness of the impact of dementia and ensure the needs of people with dementia are met
- Continue to strengthen our partnership arrangements to safeguard vulnerable adults, children and young people
- Improve the early identification and support of children with a developmental delay to keep them better prepared to start school



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**Warrington a
place where
everyone has the
chance to
thrive**

What we are already doing:

- Implementing our plans to deliver better care with our health partners
- Campaigning for and supporting foster carers and adopters
- Creating a new social enterprise, Catalyst, to deliver adult social care in a new and flexible way
- Working with partners to ensure safeguarding principles are embedded in all that we do; and minimising the risk to vulnerable children and young people of child sexual exploitation

What we plan to do:

- Focus our efforts on vulnerable children and young people, improving how we assess need and support children and young people with complex needs
- Review and improve how we support vulnerable young people as they make the journey to adulthood
- Review our focus on support to young people who are experiencing disadvantage
- Invest in early support and preventative mental health strategies
- Integrate health and social care services for priority groups such as the frail elderly, and people with multiple and complex needs
- Develop our approach to person centred care and work with partners to ensure we make our customers experience as good as it can be
- Support people to stay at home and invest in assistive technology to enable this
- Extend the support we give to struggling families so that more people benefit
- Reduce the number of people at risk of, and experiencing homelessness and rough sleeping



Working together to

Grow a strong economy



Concept for new Market building

Steady income and employment is a clear factor in ensuring the health, prosperity and wellbeing of individuals and families. We will maximise the excellent local employment opportunities for everyone in Warrington. Partners and businesses are working closely with us to ensure that young people and the long term unemployed are supported to develop the skills required to secure jobs and fuel our economic growth. We will support investment to grow our already flourishing economy and harness the financial and employment opportunities this brings for local people.

Our priorities here are to:

- Leverage investment into the borough and promote Warrington as the place to do business in the North of England
- Use local investment to increase access to job opportunities in Warrington.
- Work to retain jobs and provide employment opportunities to those who have struggled to get into work, for example older workers, young people, those with low skills, and people with disabilities
- Improve existing employment opportunities for Warrington residents through training and skills



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Warrington - the place to invest, where business thrives and individuals and families prosper

What we are already doing:

- Building on the successes of Warrington Means Business – and continue to build Warrington’s reputation nationally and internationally
- Continuing with regeneration plans for Omega, Bridge Street, Stadium Quarter, Southern Gateway, Warrington Waterfront and other key sites

Warrington is the economic growth centre of the North of England

What we plan to do:

- Develop an investment strategy to ensure that growth and investment can be prioritised to meet the pace of change and demand and maximise impact
- Use existing growth to connect those out of work with either jobs or opportunities to develop skills to get them into work
- Use capital to encourage additional investment and infrastructure improvement works that enable further economic growth
- Agree on an employment charter with local business and investors that demonstrates our commitment to improving people’s lives



Omega site

Working together to

Build strong, active and resilient communities



We want to work with and support individuals, communities and businesses so they can do their bit for Warrington, help look after their local environment, help their families, neighbours and employees. Wherever possible the council will develop and promote self-service options for our customers by utilising technology for those that are able. This will all help us to focus our limited resources on tackling inequality and protecting the most vulnerable.

Our priorities here are to:

- Support communities (especially our most deprived communities) to become strong, sustainable and more resilient
- Improve the health of the population, reduce obesity, enhance emotional wellbeing and target issues that affect men and women differently
- Prioritise our partnership work to reduce alcohol harm
- Work with schools and partners to ensure our children have the best start in life
- Take action with partners and communities to reduce social isolation and loneliness particularly for older people
- Support residents in participating in cultural, sporting and recreational activities
- Ensure that all council policies and decisions consider and aim to improve the health and wellbeing of our residents



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What we are already doing:

- Supporting our local volunteering infrastructure and volunteers
- Continuing to work with partners to close the equality gap in our 10% most deprived areas, and addressing poverty and social exclusion across Warrington
- Working with our family of schools to deliver focused ongoing school improvement
- Continuing to support people to make healthy lifestyle choices, and in particular improve public health services to children and young people
- Delivering the Wellbeing in Bewsey & Dallam programme

What we plan to do:

- Work with parents, nurseries and others to ensure all children are well prepared to start school
- Support communities to take responsibility for their local areas; work with partners to encourage mentoring and social action; and with businesses to develop the social responsibility opportunities in Warrington
- Increase the opportunities for our residents and communities to have a voice in council decisions and improve how we work together to design and deliver services
- Better joining up of all our activity in local neighbourhoods and target support in those areas that need it most
- Work with partners to ensure support for carers is effective
- Further develop our Cultural and Active Warrington strategies

*Warrington a
fair and friendly
place to live*



Working together to

Create a place to be proud of



Everyone in Warrington has a role to play in making the place they live and work one to be proud of. We want to make Warrington a place that we can all be proud to live, work and do business in, a place where people feel safe and want to visit. We will work together to ensure that Warrington is clean and green, with good quality housing and business premises which meet the needs of our strong and growing town. To support this we will ensure our road and transport infrastructure is as effective as it can be.

Our priorities are to:

- Improve the quality of the living environment, particularly in deprived areas, so everyone has a clean and green place to live
- Take action to reduce priority crimes, anti-social behaviour, domestic abuse and alcohol related violence
- Ensure housing needs are met and that everyone has access to a decent and affordable home
- Ensure that our roads and transport infrastructure meets the needs of a growing Warrington



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*Warrington is
the place to live
in the North of
England.*

What we are already doing:

- Delivering a Warrington-wide street lighting renewal programme
- Improving our parks and gardens
- Fully implementing our infrastructure improvements and highways maintenance investment
- Encouraging housing growth through loans to social landlords and bringing partners together to invest in new schemes of affordable housing
- Reviewing our housing and homelessness strategy with partners to ensure that we deliver activity that supports this and meets the changing needs of our population; particularly the elderly

What we plan to do:

- Develop a sustainable waste strategy; and reduce the financial and environmental costs of waste disposal
- Encourage recycling so that more people and communities take responsibility for reducing waste
- Work with local people and groups to ensure more people take responsibility for keeping their areas clean and green
- Develop our own, and the communities', opportunities for accessing green energy
- Focus our environmental improvement work on those areas that need it most, and work to improve air quality where necessary
- Review our approach to enforcement and community safety with partners to target priority issues
- Ensure that council decisions support our long term development strategy for Warrington; and ensure the health and wellbeing of residents





Delivering our vision:

We need to think differently about the way we provide services in the future, and work more closely with residents, partners and businesses to innovate so we can find new solutions together. We will promote the use of technology, encourage self-service to make the customer journey as easy as possible. We will focus resources on those who are most vulnerable.



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Doing more together:

- Working collaboratively with partners; integrating services to ensure we are joined up providing a positive customer journey and avoiding duplication and inefficiency
- Supporting the voluntary and community sector
- Supporting social action; enabling those who can, to do a bit more to support family, friends and neighbours and to look after their local environment
- Working with businesses to grow our local economy and provide employment opportunities to our residents

Putting residents and customers at the heart of everything we do

- Ensuring that customers are at the heart of all plans to change service delivery; and are engaged and involved in our decision making wherever possible supporting and promoting customer self service
- Focusing on peoples abilities and not assuming they need the council to always arrange services for them;
- Being open, transparent and accountable to our residents



Using our resources wisely

- Being clear about the outcomes we want to achieve and allocate our resource in a way that best support this
- Using available intelligence to better understand need and target our limited resource on prevention, early intervention (support) and protecting the most vulnerable local people
- Recruiting and developing a workforce which effectively meets the service delivery needs of the council
- Ensuring our workforce is motivated and flexible; able to innovate and has the right skills and resources to do their job
- Reviewing the design of services and the way we deliver them to ensure that they meet the needs of our customers whilst being as efficient and cost effective as possible
- Further innovating, and continuing to drive through efficiencies and remove duplication and waste
- Continuing to make investments that saves money in the long term, both within the council and within our communities
- Using technology to speed processes and transactions, improve access to services, support innovation and enable a flexible and efficient workforce





Download your copy of the council strategy at www.warrington.gov.uk/councilstrategy

To have your say and make suggestions to Grow a Strong Warrington

Email: strong@warrington.gov.uk

Visit: www.warrington.gov.uk/strongwarrington



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