

Welcome to Cheshire West and Chester

SOLACE and Latvian Local Government
Delegation

Thursday 30 June 2016

Agenda for the Day

Time	Item and Discussion Points:	Officers:
10:00 -10:30	Arrival, Welcome, Introductions	Matt Dodd, Will Pearson, Emma Lawrence
10:30-12:30	Leadership Team Meeting <ul style="list-style-type: none">• Introduction to Cheshire West and Chester• The Story so Far• Helping the Borough Thrive• Case Studies• The Future of Cheshire West and Chester• The Latvian Context of Public Services• Joint learning/Q&A	Gerald Meehan, Laurence Ainsworth
12:30-13:15	Lunch	Matt Dodd, Will Pearson, Emma Lawrence
13:15-14:30	Travel and Visit to Blacon Children's Centre	Angela Houghton
14:30 – 15:30	Travel and Visit to Deva Point Extra Care Housing	Alistair Jeffs
15:30 – 16:45	Travel and Visit to Chester Storyhouse Theatre	Mike Dix
16:45 – 17:30	Free Time in Chester	Kim Ryley

Agenda for the Meeting:

Time	Item and Discussion Points:	Officers:
10:30-10:50	Introduction to Cheshire West and Chester <ul style="list-style-type: none">• Geography• Duties• Finance	Gerald Meehan
10:50-11:00	The Story so Far: <ul style="list-style-type: none">• LGR• Partnership working• Outcome focus	Laurence Ainsworth
11:00-11:10	Helping the Borough Thrive: <ul style="list-style-type: none">• Council Plan• Thriving Residents• Thriving Communities• Thriving Economy	Laurence Ainsworth
11:10-11:20	Case Studies: <ul style="list-style-type: none">• Adult's Social Care• Children and Families• Economy and Tourism	Laurence Ainsworth
11:20-11:25	The Future of Cheshire West and Chester <ul style="list-style-type: none">• Our Learning• The Future 2016-2020	Gerald Meehan
11:25-12:00	The Latvian Context of Public Services	Latvian Delegation
12:00-12:30	Next Steps: <ul style="list-style-type: none">• Q&A: Potential areas of shared learning.	All

Who are we, and who do we serve?

- A Unitary Council
- Cabinet model
- In the North-West of England
- Rural-Urban Mix
- Socio-economically diverse
- 332,000 people



Our Responsibilities

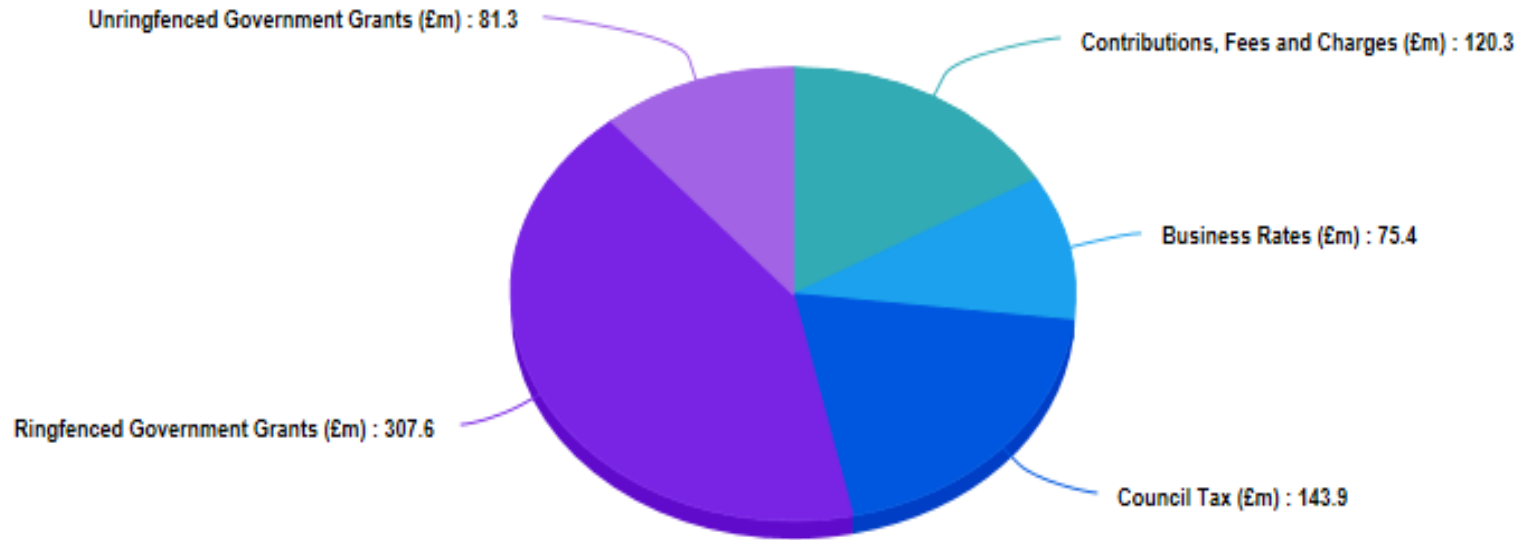
- Adult Social Care
- Children and Young People
- Economic Growth
- Highways
- Education
- Public Health
- Waste and Recycling
- Housing
- (and much more)



Key Stats

	FTE	Headcount
Adult Social Care and Health	474	638
Children and Families	1,084	1,976
Places	1,180	1,409
Chief Executive's Office	587	660
Schools	4,018	5,803
Total	7,343	10,486

How we are funded

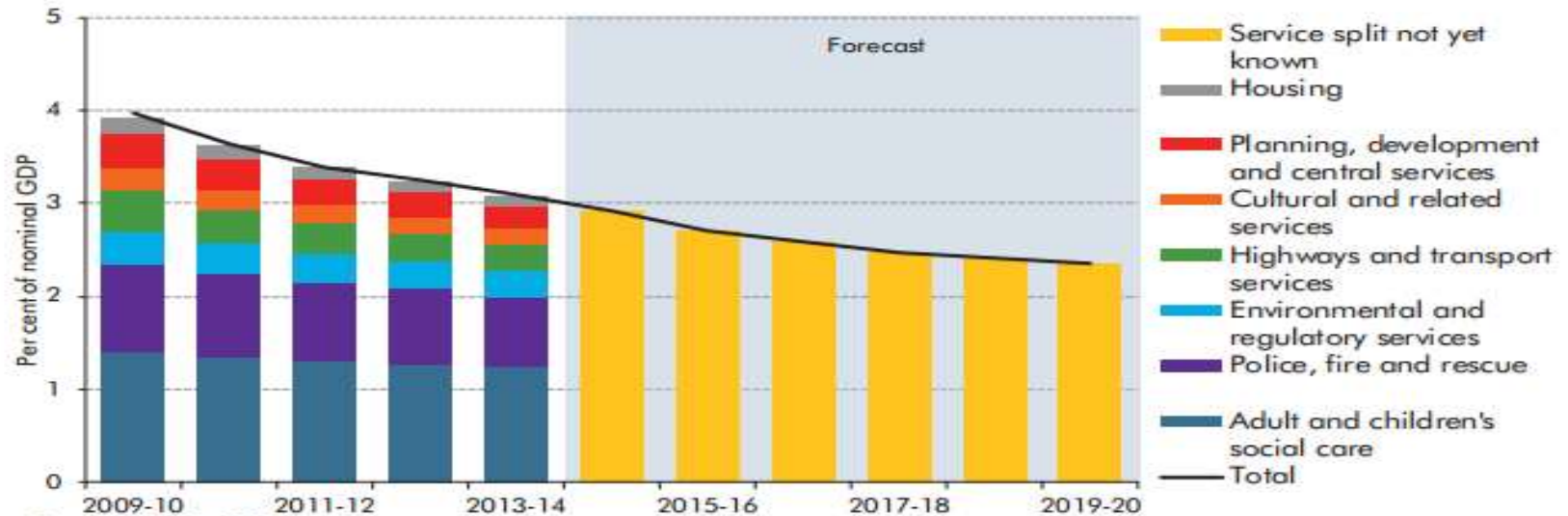


What we spend money on

	Gross Expenditure £000	Gross Income £000	Net Expenditure £000
Adult Social Care and Health	132,235	22,666	109,569
Children and Families	277,173	235,065	42,108
Places	118,726	59,560	59,166
Chief Executive's Office	37,349	8,050	29,299
Schools	96,652	94,320	2,332
Total	662,135	426,486	235,649

Financial challenges

Chart 4.5: Local authority current spending in England



Source: DCLG, OBR

1. Total current spending excludes education and public health, where data are not comparable across years, and also excludes housing benefit, which is largely funded by central government. 2. Total spending from 2016-17 derived on the assumption that central government grants to local authorities decline in line with total implied PSCE in RDEL.

The Story So Far: To be the Best Council in the UK



2009

- A New Council
 - Three and half into one
 - Property rationalisation
 - Shared Transactional Back Office with Cheshire East
 - Smarter Procurement
 - Value for Money

2010

- A Local Council
 - Five Localities
 - Our Place
 - Local Integrated Services

2011

- A New Type of Council
 - Commissioning led
 - New Models of Delivery
 - Discussions with partners beyond localities
 - Culture plan

2012

- A new partnership
 - Costed business plans
 - Central Government Support
 - Demand management

2013-2015

- Change Programme
 - Delivery of Altogether Better
 - Make or Buy Service Reviews
 - Directorate Transformation
 - Shared Services

2015-2020

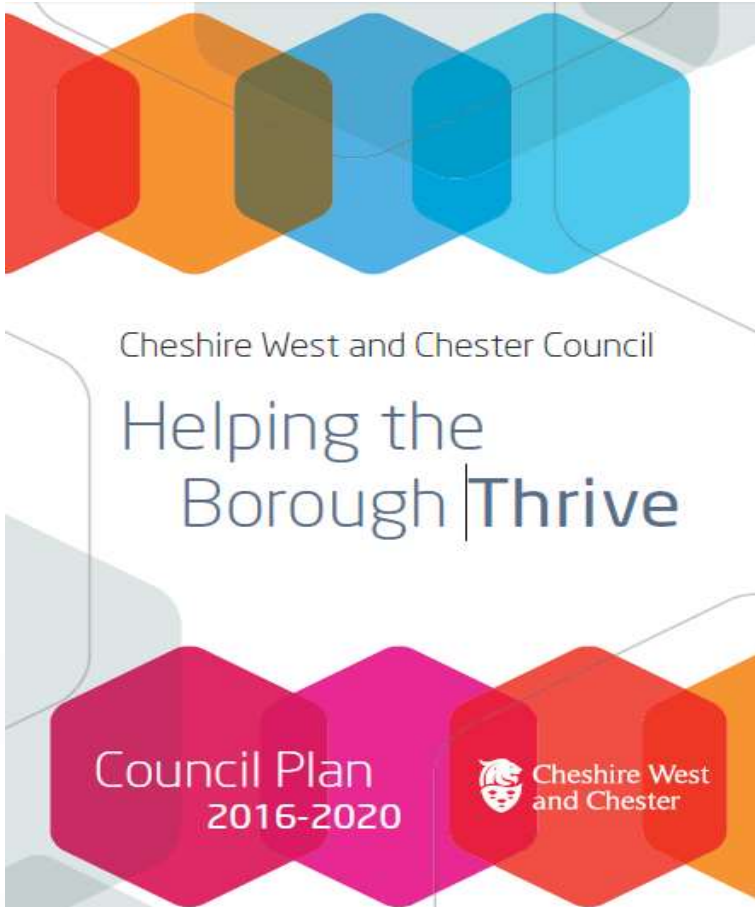
- Outcome focused TOM – 20% reduction in expenditure
 - Zero based reviews
 - Digital
 - A new offer

£100m+ saved

£50m savings to come to 2016

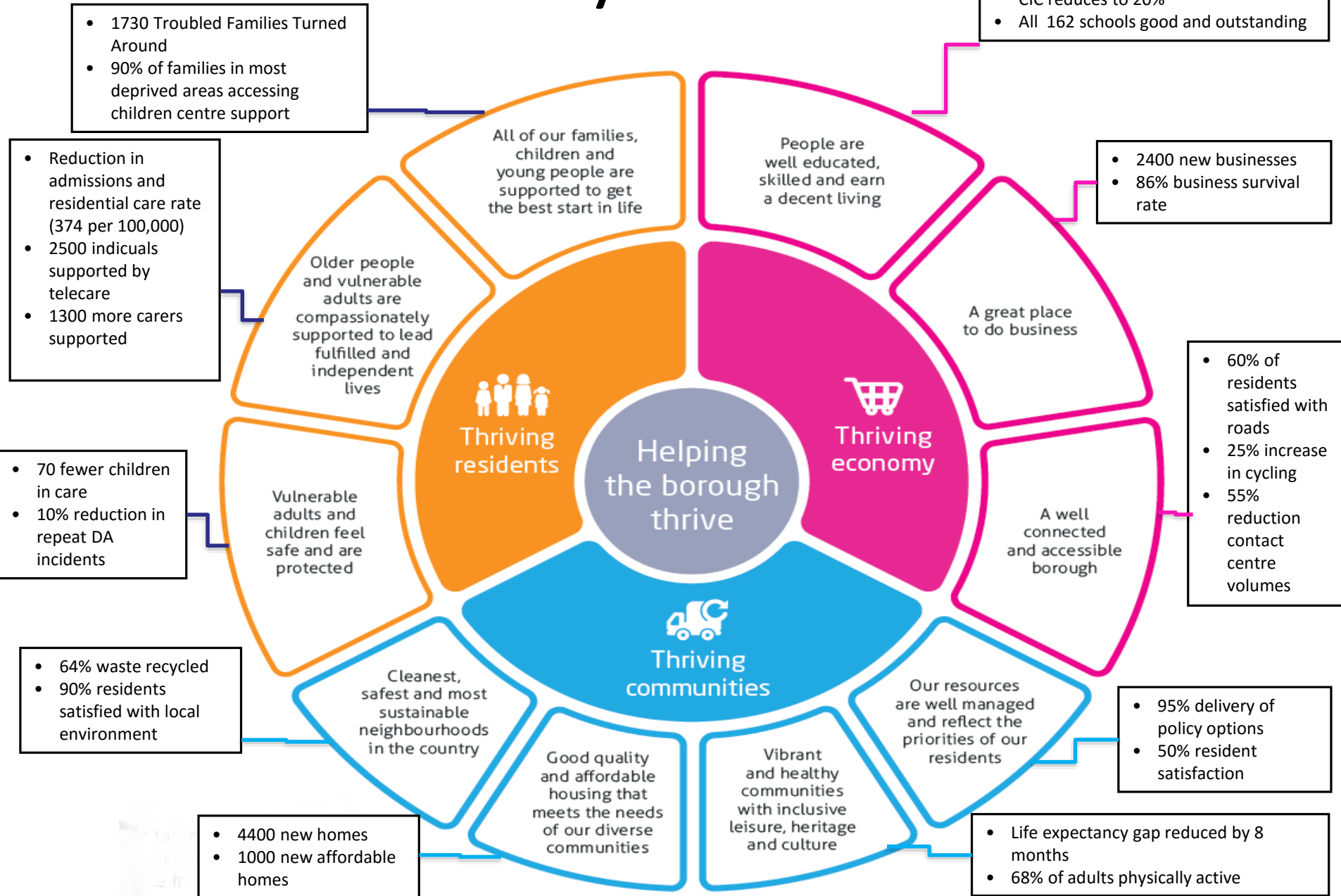
further £57m to 2020

The Council's Plan 2016-2020



- The Council plan sets out the vision of the organisation – to help the borough thrive by 2020.
- It informs the allocation of resources
- Aligns with partner organisation's priorities
- Structured through 10 outcome plans, designed to provide further detail on changes the organisation needs to make to meet the Council's priorities within constrained resources
- Produced through cross-service / cross-partnership working
- Outcome plans are living documents that will evolve following further engagement and development.

Priority Outcomes



Thriving Residents



Outcome	Key Priorities	Examples of Actions
All of our families, children and young people are supported to get the best start in life	<ul style="list-style-type: none"> • Improve life chances • Reduce health inequalities • Supporting families with complex needs 	<ul style="list-style-type: none"> • Establishing a Commission of Inquiry to tackle child poverty • Embed common assessments • Integrate early years with NHS
Older people and vulnerable adults are compassionately supported to lead fulfilled and independent lives	<ul style="list-style-type: none"> • Stronger partnerships with voluntary sector • Better Information, advice, guidance • Fewer people admitted to hospital due to support at home 	<ul style="list-style-type: none"> • Brightlife initiative to tackle loneliness • Integrate services with NHS • Promote prevention e.g. Extra Care Housing • Ethical care charter
Vulnerable adults and children feel safe and are protected	<ul style="list-style-type: none"> • Effective safeguarding • More care placements in borough • More care homes rated as good or excellent by CQC 	<ul style="list-style-type: none"> • Supporting staff – promote retention • Single front door with NHS/Police • Extend “edge of care” • Tackling extremism

Thriving Communities



Outcome	Key Priorities	Examples of Actions
Cleanest, safest and most sustainable neighbourhoods in the country	<ul style="list-style-type: none"> Improved resident satisfaction with local environment Fewer residents worried about anti social behaviour 	<ul style="list-style-type: none"> Introduce a street care pledge Targeted action in 'grot spots' Tackle reoffending restoratively
Good quality and affordable housing that meets the needs of our diverse communities	<ul style="list-style-type: none"> 900 empty priorities back to use Affordable housing programme, 1400 new homes by 2020 Reduction in homelessness 	<ul style="list-style-type: none"> Release public sector land for development Accelerate housing programme
Vibrant and healthy communities with inclusive leisure, heritage and culture	<ul style="list-style-type: none"> High levels of resident satisfaction with Cultural Centre Increased tourism Improved public health 	<ul style="list-style-type: none"> New Cultural centre as tourism hub Public health campaigns to support healthy lifestyles
Our resources are well managed and reflect the priorities of our residents	<ul style="list-style-type: none"> Higher resident satisfaction Reduced back office costs Stable financial position 	<ul style="list-style-type: none"> Conduct resident attitude surveys Introduce district committees Four year budget Share buildings

Thriving Economy



Outcome	Key Priorities	Examples of Actions
People are well educated, skilled and earn a decent living	<ul style="list-style-type: none"> • All schools good or outstanding • Higher wages for local people • Increased skills for local people • Reduced social inequality 	<ul style="list-style-type: none"> • Work with Cheshire West Education Improve Board • Area based review of post 16 education • Maximise use of IES employment advisors
A great place to do business	<ul style="list-style-type: none"> • Higher level of business start-ups, survivals and business growth • Increased productivity • Local area continues to grow 	<ul style="list-style-type: none"> • Develop an inward investment strategy • Seek further devolution at sub regional level • Ensure all services are business friendly
A well connected and accessible borough	<ul style="list-style-type: none"> • Improved resident satisfaction with roads • Increased superfast broadband availability • Increased digital engagement 	<ul style="list-style-type: none"> • Key transport initiatives e.g. Bus Exchange in Chester • 20mph speed limit in residential areas • Develop Smart Motorway scheme

Case Study: Adult's Social Care

Deva Point Extra Care Housing

The Benefits of Extra Care Housing

For Residents

- Independent living for older residents in communal developments
- 24 hour care and support services
- High quality housing, affordable to rent or buy

Outcomes

- Service is a preventative alternative to more costly residential care
- Supports people to live independently, promoting healthier, happier lives



Case Study: Children and Families

Integrated Early Support

The Benefits of Integrated Early Support

For Residents

- Multi agency service
- Single Front Door to Early Support – co-located.
- Team around the family assessments
- Collaboration between police, probation, CRC, CWAC, fire and rescue, RSL's, health
- Integrated case management

Outcomes

- 525 (100%) of troubled families cohort 'turned around'
- Exceptional levels of staff engagement and 1,197 TAFs initiated in 2014/15
- Reduction in Looked After Children since end of 14/15 - 505 to 463 (25k per LAC)



Case Study: Skills and Employment

Workzones

The Benefits of Workzones

For Residents

- Co-located teams: Bringing together CWAC, VCS, and key partner agencies
- New support offer to those receiving unemployment benefits with mild to moderate mental health conditions in partnership with GP's
- Enhanced support offer for those at risk of long term unemployment.

Outcomes

- 3000 registrations (complex cohort)
- Over 1000 work zone customers into sustainable work – JSA costs around £9,700 in benefit payments



Case Study: Economy and Tourism

Storyhouse Theatre

The Benefits of Cultural Investment

For Residents

- Access to art, theatre, film in Chester city centre
- Reduces barriers to culture for less well off people, by bringing it closer to home
- Wider Northgate development substantially increases shopping offer

Outcomes

- Stimulate Chester's already vibrant city centre
- Chief Executive of Arts Council England – “Storyhouse will...become Chester's beating cultural heart”
- Increase footfall to wider Northgate project



Our Learning

1. Ruthless focus on outcomes
2. Planning 3-4 years ahead
3. Prioritise
4. Invest in capacity and culture
5. Co-design with partners
6. Member involvement
7. Commercial expertise
8. Developing a strong evidence base
9. Meaningful resident engagement



The Future 2016-20

- New administration with a commitment to narrowing the gap
- Outcomes focused
- Four year Council plan and budget
- Zero-based review
- Push to drive digital
- Larger scale changes across people-based services
- Sub regional collaboration and devolution