

Cheshire West and Chester Council Helping the Borough Thrive

Thriving Communities



Our resources are well managed and reflect the outcomes our residents want us to achieve

The following document summarises how the outcome outlined above will be achieved by 2020 in a context of significantly reduced resources. The plan provides a clear overview of the major transformational elements over the upcoming years to ensure that customers and communities experience the best possible outcomes.

Outcome Plan 2016-2020



Cheshire West
and Chester

Your Outcome

Outcome Owner: Mark Wynn, Chief Operating Officer

Outcome Contributors:

- Vanessa Whiting / Karen McIlwaine, Director of Governance
- Debbie Hall – Director of Finance
- Laurence Ainsworth, Director of Public Service Reform
- Maria Byrne, Director of Place Operations
- Lisa Harris, Director of Places Strategy
- Alistair Jeffs, Director of Commissioning People

What is the problem we are trying to solve?

As the Council's budget comes under further pressure, it is vital that our resources are not only well-managed but also reflect the priorities of our residents.

What do we mean by Resources?

The Council manages a wide variety of resources in order to deliver services to residents. These resources include, our finances, our property and assets and our people. All Council services utilise these resources, however a number of services are responsible for ensuring that these resources are well managed and enable the delivery of frontline services, through; robust financial management, providing ICT, Human Resource and Workforce Services, services to manage how we communicate and engage with our residents, collecting revenue, administering benefits, managing our buildings, informing, managing and monitoring everything the Council buys, commissions or delivers, supporting major Council projects, supporting Elected Members to carry out their duties or supporting the democratic process and providing legal advice. These services are involved in just about everything the Council does, providing services that help frontline services work and helping bring in changes that deliver the Councils' key priorities.

What are we good at?

We have a strong reputation locally and nationally with a clear, proven track record of doing better for less. We have enabled the business to deliver £186m of efficiency savings during 2018-19. We have a strong track record of corporate governance and financial management which has ensured the Council is safe and well managed. By working with partners and frontline services we have provided vital support in the delivery of major projects, for example; the Storyhouse Theatre, Winsford Masterplan and new schools and companies. We have jointly advised other areas of the Council on driving a commercial approach whilst also remaining focused on evidenced delivery of positive outcomes for residents – all of which have contributed to a well-managed Council to date.

What do residents think?

The Council conducted a 12 week consultation with local residents, businesses and public sector partners regarding the 10 Priority Outcomes that are included in the Council Plan, and supported with dedicated Outcome Plans. This consultation saw over 1,800 respondents provide their views on these Outcomes, and the Council's planned actions and activities in achieving them. The

findings from this consultation have supported the development of the Council's Budget, Council Plan, and the individual Outcome Plans.

When respondents were asked to score each outcome out of ten in terms of importance, the average score regarding the management of resources was 8.3. This was the third highest score achieved by any of the outcomes, and demonstrates the importance that residents have attached to this issue. When respondents completed the online budget simulator they suggested an average reduction of 16.33% on money spent on making sure that the Council is well governed and accountable, and a reduction of 15.6% on managing the Council's performance. Whilst these reductions relate to a significant proportion of the budgets for these services, it is important to note that this budget setting exercise required participants to set a balanced budget, and therefore all budgets were reduced by varying amounts.

The responses showed that respondents felt that managing resources is an important issue because it will underpin the ability of the Council to deliver other outcomes, and is therefore essential to using resources effectively. Residents also claimed that inclusive consultation is important to ensure the Council can reflect residents' views and opinions in services.

What areas do we need to improve on?

To build upon our work to date, it is important that we place increased focus and resources on resident priorities and ensure services are targeted, structured effectively and enable/evidence delivery of better outcomes for residents, thus ensuring that *'our resources are well managed and reflect the outcomes residents want to achieve'* in order to do this, we need to;

- View our services that underpin outcomes more coherently and joined up – not as individual silos;
- Create a more effective way of communicating with our residents;
- Make best use of the assets we have;
- Strike a better balance between managing risk and enabling greater choice and faster delivery;
- Coordinate our approach to contract management and performance management of providers; and
- Ensure we drive best practice approach to consultation and engagement.

Our Vision for the future:

Our vision is to deliver high quality services that enable frontline departments to deliver their objectives, and help coordinate our efforts to engage with the public. Local Councillors will also play a key role as a link between the Council and local communities and it is vital that they have the support to carry out these roles effectively.

We will provide robust and responsive support to the organisation to ensure that it is managed in a safe and transparent manner, balancing the need for effective stewardship with a risk embracing approach to support service change and better outcomes. We are a listening Council and will actively consult and communicate with our residents evidencing how the Council has engaged with the public on the decisions it takes. Collectively, our services are a coherent and cost effective package of support that underpins a well-managed organisation. Our services continue to drive for

greater efficiency but frontline services are able to exercise genuine choice around the support they need.

Delivering this vision will not be easy; therefore, we will be guided by the following principles to ensure that we remain focused on our outcome:

- **Prioritisation:** All our resources, activities and decisions fully link to our 10 priority outcomes. Where this link is not clear or where we believe could make more of an impact we will redesign the service(s), reallocate this resource or cease the activity. This will be supported by a rigorous approach to strategic intelligence, commissioning and performance management.
- **Prevention:** Offering the right service at the right time to reduce onward demand for further support. This requires us to invest at scale in the interventions that have a proven track record of reducing demand and cost
- **Partnership:** We collaborate with partners to achieve objectives which cannot be delivered by working in isolation. This applies to multi-agency working across West Cheshire and increasingly involves collaborating on a wider geography across Cheshire and Warrington to drive growth and public services reform
- **Platform for digital:** We will embrace technology to improve the accessibility of services for customers, to empower residents, to better understand our activities, and to reduce costs.
- **People power:** We will design new approaches that shift power and responsibility to local communities, families and individuals. This will involve closer working and capacity building with the voluntary and community sector, local Councils, members, carers and residents.
- **Performing to the highest standards:** We will support staff to work in a high performing culture based on the THRIVE values and the ability to contribute to the Council's objectives. The organisation will invest in staff and enable them to perform at a high level with a particular focus on leadership development, cross service working, commercial expertise, and delivering value for money. Key change projects will fully involve staff to capture their expertise and ensure they feel part of the process.
- **Positive about growth:** All functions of the Council will be prepared and supportive of driving economic growth across the Council. There is recognition that a strong economy will underpin the funding of local services and is central to local quality of life. Where appropriate we will take a business-like approach to generating income by selling services to residents or other public agencies. This will provide additional funding to reinvest back into the Council.

What will good look like:

By delivering our commitment, the residents of Cheshire West and Chester will:

- Experience increased levels of satisfaction with the services they receive;
- Feel the Council listens to them;
- Have confidence that all Council resources are being utilised optimally to achieve stated outcomes;
- See reduced back office costs that reduce pressures on frontline services;
- Be confident in a stable financial position with a well-managed budget that funds key priorities;
- Maintain our Level three 'Outstanding' classification under the Equality Framework for Local Government;
- Experience improved performance against key priorities.

In addition, frontline departments of the Council can be confident that they are enabled to manage resources and deliver better outcomes for residents through;

- Resources prioritised towards areas of greatest risk and benefit, striking a balance between appropriately resource stewardship and supporting an ambitious Council;
- A service that continues to deliver efficiencies, maximising use of technology and streamlining processes;
- A service that can successfully trade with other organisations, in a flexible manner to sustain service delivery;
- A service that collaborates with other organisations, and;
- A service that has evidenced value for money in its delivery (price and quality)

Resources and Partners that will help us to get there:

The Key Council services/functions and Partners that will support the delivery of this outcome are:

Council Services or Functions

- Corporate & Technical Finance Support
- Service Finance support
- Schools Traded Services
- Council Company Support and Change
- Treasury Management & VAT
- Corporate Budgets
- Transactional Services
- Chief Exec and Leader
- Members Services
- Civic Office
- Committee Services
- Information Governance
- Customer Relations
- Information Solutions
- Legal Services
- Emergency Planning

- HR
- Graduate & Apprentices
- Training
- Occupational Health
- PAs
- Change Programme
- Policy & Strategy
- Partnership Governance
- Places Contract Management
- People Contract Management
- Companies Shareholder
- Locality Teams

Partners

- Neighbouring Councils;
- Town and Parish Councils;
- Resident Associations;
- Key stakeholder forums (e.g. Health & Wellbeing Board)
- Clinical Commissioning Groups
- Local Authorities
- Health Providers
- Housing Associations
- Cheshire Constabulary
- Probation Service
- Council Companies (Qwest, Edsential, Brio etc.)
- Community and Voluntary Sector Organisations
- Businesses and contractors

- Workforce Development
- Business Technology Solutions
- Marketing, Comms & Media
- Equality and Diversity
- Insurances
- Audit
- Risk
- Health & Safety

What have we already achieved?

Since this Outcome Plan was first agreed in 2016 we have already achieved a number of key actions through the work of all of our partners. These key achievements include:

More than £500k of savings identified through a programme of zero-based reviews.

The Council's People Strategy has been approved and actions are being implemented.

Launch of the E-CWIP Service Catalogue that details the products of all services.

New Insight & Intelligence function is giving a more informed picture on priority issues to address.

The transfer of services provided by CoSocius to Cheshire East and West councils as a shared service has been completed.

A new Customer Relationship Management (CRM) System has been procured and implemented.

A new Communications Strategy is in place and is reviewed and updated annually.

A new approach to District Committees (District Advisory Panels) has been implemented.

Format and membership of the Health & Wellbeing Board has been reviewed and revised.

New Council website was launched in 2016-17.

The My Account Portal is now in place.

A review of financial procedures has taken place.

A review of existing Open Data practice has informed an improved Open Data offer.

The migration of services to the Transactional Service Centre has improved business efficiency.

An Apprenticeship Strategy has been agreed as a working, action-focused document.

Submission to Government completed on merging Cheshire Pension Fund into 'LGPS Central' asset pool.

The SLA Online offer of services to schools and third parties has been implemented.

A complete review of Voluntary & Community Sector commissioning led to the launch of the EIP Service in 2017.

Consultation on the Boundary Review Commission findings completed and recommendations published.

A new Corporate Governance Framework is in place following review, including revisions to the Council constitution.

Processes for prioritising and allocating resources have been updated and are allocated to reflect demand.

How will we measure our impact on outcomes?

Key measures enable the Council to monitor and evidence that the Council does manage its resources well and that these resources are directed at those areas of priority to residents is detailed below.

KPI	Measure	Baseline	2018/19 Target	2019/20 Target
KPI	Increase staff engagement, based on staff survey responses	41%	60%	No Survey
-	Increase staff performance, based on staff appraisal ratings (Unsatisfactory, Performing Well, Exceeding Expectation, Outstanding)	0.4%, 70%, 27.5%, 2.1%	0.9%, 64.1%, 30.0%, 5.0	1.0%, 64.0%, 30.0%, 5.0
-	Improve utilisation of corporate estate, based on staff to desk ratio (target is 1 desk per 1.8 staff members)	1 to 1.5	1 to 1.8	1 to 1.8
-	Maintain the Level 3, Excellent Level, for the Equality Framework for Local Government	Excellent Level	Excellent Level	Excellent Level
KPI	Deliver a balanced revenue outturn position	Underspent	Balanced	Balanced
KPI	Delivery of savings proposals	88%	90%	90%
-	Delivery of approved capital programme	86%	90%	90%
-	Increase the proportion of Transactional Service Centre (TSC) queries resolved at first point of contact	New measure 2017/18	85%	90%
-	Improved user experience (customer satisfaction survey)	-	To be confirmed	To be confirmed
-	Improved timeliness of provision of high-level estimates, proportion responded to within 5 working days	-	75%	75%
-	Proportion of projects delivered to the agreed milestones	-	75%	75%

KPI	Measure	Baseline	2018/19 Target	2019/20 Target
-	Improved service availability, a defined suite of ICT services and applications, availability within agreed service hours	-	99.5%	99.5%
KPI	Improve resident satisfaction with aspects of their local area (Residents Survey)	44.0%	No Survey	54%

How will we deliver our outcome?

In order to achieve this ambition, this plan details four key initiatives that will ensure our resources are well managed and reflect our resident's priorities. These initiatives can be categorised as follows:

1. Those initiatives that enable us to better target our resources towards the delivery of key priorities;
2. Those initiatives that improve our approach community engagement and empowerment;
3. Those initiatives that ensure our governance is open, democratic, accountable and supports considered decision making; and
4. Those initiatives that help us deliver cross-cutting changes to the way the organisation operates to maximise efficiency and effectiveness.

Strategic Theme	Key Initiatives
1. Better target the Council's resources towards its key priorities	<p>Better targeting our resources on those outcomes our residents want us to achieve is essential to being a well-managed Council. A number of activities will drive delivery of this initiative by ensuring that resources are prioritised towards areas of greatest risk and benefit, that resources strike the right balance between effective stewardship and supporting an ambitious Council, that our services are joined-up and offer a coherent package of support and activities that ensure resources provide the right support to frontline services in a way that offers genuine choice and enables them to deliver their outcomes.</p> <p>The things we need to do in order to better target our resources include;</p> <p>Developing and consulting on a four year budget plan and a new Council plan ensuring that resources and outcomes reflect key priorities.</p> <p>Building on the success of the 'Let's Talk' budget consultation we have introduced a four year budget plan for 2016-20 which reflects</p>

the priorities of local residents, supports the Council to plan for the medium term and builds on our stable financial position to deliver a well-managed budget. We will ensure that we continually review our financial position, ensuring that our resources fund key priorities over the next four years. This will involve a review of all functions, services and budgets to identify those that will undergo a more in-depth review to ensure that Council resources are fully aligned to outcomes, deliver value for money and evidence best practice.

Outcomes plans provide detail on key actions and performance indicators.

In February 2016 the Council approved its new Council Plan 'Helping our borough to Thrive'. This was developed through extensive consultation with local residents; engaging over 1,800 people in the Let's Talk consultation regarding their priorities and their views on existing budget proposals. The Council Plan is underpinned by 10 outcome plans, one for each of the identified priority areas and contains further information under each of these outcomes regarding the actions and activities that will be taken in coming years, the outcomes and specific targets and measures that indicate success. The plan will form the foundation for service delivery until 2020.

Implementing a new performance framework

These outcome plans contain specific targets and measures that indicate successful delivery against our priority areas. To ensure that we are on track to deliver our objectives and outcomes, our new Performance Framework enables Council officers, members and residents to track our progress in achieving our targets and where applicable take corrective action.

Ensure the new People Strategy fully reflects the priorities and direction of the organisation.

Our People are the greatest resource we have at our disposal. We need to ensure that they are enabled to directly deliver or support the delivery of effective and efficient frontline services to our residents. Our People Strategy sets out the key initiatives that enable the Council to have a planned approach for managing resources and change effectively as they all relate to our employees.

Refresh the Major Projects Portfolio to ensure that it reflects the priorities and direction of the organisation.

The Council will face significant challenges over the next five years, with significant savings to be achieved, increased demand for services and increased customer expectations and demographic pressures. Meeting these challenges in many cases requires whole-scale change in the way we work and the way we deliver services.

An innovative approach to delivery of critical transformation work across all Council service areas is required, bringing in service redesign and programme management of a Major Projects Portfolio which reflects local priorities. A defined roadmap will be developed, based on a step change approach over a four year period to build public confidence and to ensure there is capability within the organisation to drive successful delivery of change and ensure visible benefits are tracked and successful delivery of outcomes.

Fully integrate our insight and intelligence functions to enable the Council to take informed and evidence based decisions

By introducing a more coordinated approach to measuring the needs of our residents and quantifying the impact of our services, we can ensure that the services we commission and deliver focus on resident need, priorities and deliver positive outcomes. This will help us to have a more informed picture of the issues we need to address and to quantify the difference we are making against our priorities.

Implement the recommendations of the Equality and Diversity peer challenge to ensure outstanding status is maintained.

In 2015, the Council was successful in achieving a Level 3 Excellence Award for Equality and Diversity by demonstrating to the Local Government Association and peers from other Local Authorities that we are improving outcomes for all our residents. We need to continue this excellent work to date and continue to support the broad range of communities and groups in the borough by making sure that equality and diversity issues are considered by all services at the earliest possible stage when developing or changing services. In this way we will eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities.

Establish a service catalogue for support services which enhances the transparency of back office support and enables frontline services and the Council as a whole to exercise greater choice over the support they need to deliver their specific priorities.

The E-CWIP service catalogue initiative ensures that adequate back-office support is in place to keep the Council safe and well-managed whilst also tailoring support to meet the specific needs of frontline services. This includes things like communications, finance support, legal support, human resources and other specialist support to help the Council to be more efficient and effective. For frontline services E-CWIP provides transparency so services understand what services they receive and why, it identifies value and non-value added services to drive greater efficiency and it provides genuine choice that ensures frontline services have the right support to deliver their outcomes. The E-CWIP initiative also provides a trading model to enhance our commerciality and share our services.

What are the key actions that need to take place to deliver this initiative?	Action Deadline	Action Owners
A.7.1.1 - Quarterly performance reports showing performance against 10 outcomes	October 2016 – March 2020	Director of Public Service Reform
A.7.1.2 - Implementation of actions within our People Strategy.	July 2016-March 2020	Senior Manager, Human Resources
A.7.1.3 - Conduct staff survey	Every 2 years, next due 2018	Director of Public Service Reform
A.7.1.4 - Implementation of projects and programmes identified within Council's 2016-2020 Major Projects Portfolio	July 2016-2020	Director of Public Service Reform
A.7.1.5 - Implementation of Local Government Finance Reforms	April 2019	Director of Finance
A.7.1.6 - Enterprise Resource Programming (Best for Business) – Rolling out pre-implementation work programme, including: <ul style="list-style-type: none"> • Signoff of solution build • Completion of User Acceptance Testing and resolution of defects to an acceptable level • Completion of Payroll Parallel Run to confirm accuracy of payroll in new system • Delivery of business change programme including agreed training plan for Councils and other stakeholders • Completion of cutover process leading to go live of new system • Decommissioning of legacy Oracle system and programme closure 	December 2018	Chief Operating Officer

Strategic Theme	Key Initiatives
2. Improve our approach to community engagement and empowerment	<p>Ensuring our resources reflect the outcomes our residents want us to achieve means we must improve the way in which we communicate with our residents ensuring that best practice approaches to consultation and engagement are adopted. This will showcase a Council that actively listens to and acts upon residents' concerns and works to increase levels of resident satisfaction with the services they receive.</p> <p>The things we need to do in order to improve our approach to communication and engagement include;</p> <p>Develop a communications strategy that links to the Council's priorities and fully utilises key channels.</p> <p>We will improve our approach to engagement, consultation, and communication to ensure local people have better access to information and more of a say over the direction of the Council.</p>

Through this approach we will demonstrate to our residents how the Council plan reflects their priorities from the 'Let's Talk' Consultation, and how we will empower our communities to have a greater say in how their services are provided. This will also demonstrate to residents that we do take action following our consultations and make informed decisions based on the consultation evidence. This will increase participation of future consultations as we will gain trust from our residents and improve our reputation for 'putting our resident's priorities first'. It will also show how the Council manages its resources well by where spend is allocated and what services we provide with their Council tax.

Changing the way we view public services.

Public services are facing a generational challenge of rising demand and declining resources. These trends are set to continue for the foreseeable future. If public services, including local authorities don't actively respond to this, we risk finding that our ability to act in the future is severely constrained. We have already done a great deal over recent years, making significant savings and efficiencies, but the limits of these changes are being reached – therefore we need a new approach. We take learning from the 'Behavioural Insights Team' based within the Cabinet Office to understand how we can better manage our demand across public services by developing a deeper understanding of behaviours that drive this demand and redesign services using different techniques and strategies to manage demand on services.

Develop and deliver local plans that set out key priorities and fully utilise key channels

Local Councillors play a key role as a link between the Council and local communities and it is vital that they have the support and mechanisms in place to carry out these roles effectively. We will work to develop and deliver locally focused interventions, engagement and service delivery, using a strong evidence base for change locally. This will provide a mechanism to take decision making and engagement to the level closest to the locality, allowing residents to influence decisions, prioritise what we do whilst also holding local members accountable for the decisions taken and ensuring that the resources of the Council are directed at those areas of importance to local communities.

Utilise digital solutions such as 'Your West Cheshire' portal to promote community engagement and empowerment including a solution that links community groups to available assets and community expertise.

The opportunities offered through technology and digital capability, along with resident expectations on how they engage with Council services means that we will look to initiate a Council-wide digital programme that will seek to improve access to information, advice

and guidance, whilst also enabling customers to self-serve many Council services/functions. We will make better use of our website, information and intelligence along with investing in new mobile technology to ensure that local residents have access to the right information, at the right time – not only about Council services, but also what is available in local communities. We will also exploit the use of technology to make it easier for residents and communities to engage with the Council and other communities on issues of importance.

Conduct regular citizen engagement to better understand the views of residents

In developing our approach to engaging with residents, we will be undertaking a citizen survey which will look to measure satisfaction with the Council and its services as well as wider resident engagement through a variety of mechanisms, particularly digital tools where possible.

Work closely with Adults Services on the West Cheshire Offer to enhance volunteering and community capacity building

Working closely with voluntary and community groups to ensure they are well placed to support larger number of older people and vulnerable adults with complex needs. This includes; utilising innovation funding to enable the voluntary and community sector to build their capacity and be in the best place to offer quality support; using the principles of the ‘sharing economy’, identifying digital tools for voluntary and community sector organisations to have access to available community expertise and community assets; and supporting the integration of voluntary and community sector providers into integrated health and social care teams. This will include the use of a key worker to support older people and vulnerable adults at potential risk of requiring care services. In addition, individuals and local community groups can share information, time, assets, skills and advice – connecting people and services.

Develop an Information Strategy for the Council to explore how the Council makes best use of its ‘information’ as an asset, both internally and externally by enabling local residents to engage with the Council and improve services.

The Council holds a significant amount of non-sensitive or personal data. Making best use of this data as an asset can provide valuable business intelligence for the Council, but may also add benefits to our residents, communities and businesses. There are evidenced links between local government data and increased growth in areas and will help to support the borough as a great place to do business. Through publishing more open data our residents and communities will also have better insight into our services and may really help support the Council to improve.

What are the key actions that need to take place to deliver this initiative?	Action Deadline	Action Owners
A.7.2.1 - Approval of communications strategy aligned to Council Plan and priority areas	Refreshed March annually	Director of Public Service Reform
A.7.2.2 - Individual campaign plans and campaigns communicating change and delivery of key priorities	April 2017 – 2020	Director of Public Service Reform
A.7.2.3 – Communications campaigns evaluation framework in place including sentiment analysis, perception measurement and return on investment against objectives.	February 2019	Director of Public Service Reform
A.7.2.5 - Develop an improved Open Data offer as part of the Council’s wider ‘Information Strategy’.	March 2019	Director of Governance
A.7.2.7 - New Ward Boundaries take effect	May 2019	Director of Governance
A.7.2.8 - Complete Community Engagement Scrutiny Review and identify recommendations for improvement	March 2020	Director of Public Service Reform
A.7.2.9 - Review the support available for digital inclusion across the Borough and identify recommendations for improvement	December 2019	Director of Public Service Reform

Strategic Theme	Key Initiatives
<p>3. Deliver cross-cutting changes to the way the organisation operates to maximise efficiency and effectiveness</p>	<p>Delivering a cross-cutting programme of change across the Council and wider partnerships is essential to ensuring that services continue to deliver an efficient and effective service through maximising use of technology, streamlining processes, collaborating with others and where appropriate trading with other organisations in a flexible manner to sustain service delivery. In this way we can ensure resources remain focused on frontline service delivery.</p> <p>The things we need to do in order to deliver cross-cutting change include;</p> <p>Review our approach to contract management to ensure a more consistent approach across the Council, to ensure our suppliers are clear on our priorities and to maximise the value we get out of our purchasing power.</p> <p>Over the last few years the Council has applied a more systematic and structured approach to managing major service contracts. Through experience it is believed that this approach could be extended across all contracts to deliver a more efficient and effective contract management arrangements taking a risk-based approach to managing contracts we can direct resources to those contracts that pose greatest risk to the authority. It will ensure that key controls are in place to ensure that service contracts are managed in a</p>

commercially astute manner, are closely performance managed against agreed performance management frameworks and evidence the delivery of outcomes.

Develop and deliver a digital programme that improves the accessibility of services across the Council.

The opportunities offered through technology and digital capability, along with resident expectations on how they engage with Council services means that we will look to initiate a Council-wide digital programme that will seek to improve access to information, advice and guidance, whilst also enabling customers to self-serve many Council services, functions, and automate and integrate key business processes whilst also identifying efficiencies in the way we do things. By viewing all Council services through a 'digital lens' we can see where we can exploit technology to improve customer service, streamline service delivery and deliver of financial benefits, thus ensuring Council resources are targeted at delivery of all outcomes.

Complete a review of assets to ensure our office accommodation, operational assets and community assets are well managed, support quality service delivery, enable economic growth and assist with community development.

Office accommodation is a relatively inflexible asset and incurs great expense. . In line with Cheshire West and Chester's commitment to reduce spending over the next four years whilst protecting services, the optimisation of the corporate asset portfolio is being reviewed to ensure it fully meets the business needs of the Council. In addition, with the introduction of Flexible and Mobile Working (FMW), the need for Council office space has changed, seeing a reduction in the reliance on traditional fixed desk based working. This, together with the continuous reduction in staffing numbers, has made the need for further rationalisation of office assets apparent. Partnership working and collaboration is a key priority for the Council and its partners in providing a range of public services. Co-location and sharing of accommodation is a key enabler to this and with partner organisations across the sub-region also rationalising property there is an increased emphasis on sharing accommodation and costs. The accommodation strategy will ensure alignment to the needs of the economy and support the generation of jobs for local people

Centralise transactional services to gain economies of scale and to ensure frontline professionals can focus on their areas of expertise.

Having established a transactional service centre that delivers transactional activity on behalf of the entire Council we will continue review its performance and identify growth opportunities. A demand management plan is in place which focuses on reducing demand on the transactional service centre and supports the delivery of efficiencies through proactive work with other services. An annually updated single approved business strategy for management of

transactional services will deliver improved customer satisfaction and potential growth opportunities.

We will work closely with Cheshire East Council to ensure the Shared ICT service is modern, efficient and enables service transformation.

In October 2015 the Cheshire West & Chester Council in partnership with Cheshire East Council took the decision to disaggregate the arms-length ICT and Transactional Services trading company CoSocius Ltd. ICT Services (Core ICT, Application Support, ICT Projects) are now delivered as an in-house shared service, hosted by Cheshire East Council, providing services to Cheshire West & Chester Council under a 'Shared Services' contractual agreement. In partnership, we are seizing the opportunity to transform our ICT services by working to standardise, automate and align processes and procedures, delivering greater efficiency and much more robust offering to both Councils, schools, academies and companies. We are also ensuring we maximise the opportunity technology can provide to enable frontline deliver and enhance customer services.

Support Council owned companies to develop and grow with dedicated expertise offered around business planning and commercial management.

A number of companies owned either fully or partly by the Council have been established to allow services to be traded with other bodies, to bring income to meet the cost of local services and to drive better outcomes for local residents through different models of delivery. This initiative ensures that we support the companies established by the Council, through robust governance in our role as 'shareholder' and by offering dedicated expertise around business planning and financial management to ensure that are delivering high quality and cost effective services for residents, the Council and external organisations.

Transition Cheshire Pension fund assets into 'LGPS Central' asset pool.

Following the launch of a jointly owned, arms-length investment management company (LGPS Central Ltd), a phased transition programme will commence to transfer the £5bn assets of the Cheshire Pension Fund, along with those of seven other partner funds, to new collective investment vehicles. This will deliver savings in investment management costs through scale economies, skills and cost sharing and increased capacity, thereby reducing long-term costs to the taxpayer.

Develop a new Target Operating Model which sets out the key changes in the way the Council's cross-cutting functions are organised.

Our new Target Operating Model for the Council, provides a

	<p>blueprint for the future of the organisation, a vision for the change journey the Council must complete, a tool for communicating our vision and gives us a plan of how we will get to our vision and will be essential for ensuring we remain focused on changing our organisation to enable the delivery of outcomes.</p> <p>Explore further collaboration of services with neighbouring authorities.</p> <p>We will seek to reduce our costs by collaborating with other Councils, making our administrative processes more efficient, maximising the use of technology and shared services approaches. We will seek to review support services (HR, Finance, Legal, Change, Contracts, ICT etc.) to identify opportunities for collaboration with other organisations (on a case by case basis) and explore shared service arrangements where appropriate. Public sector partners across Cheshire, Warrington and the North West are experiencing the same financial pressures as Cheshire West & Chester, thus exploring collaboration opportunities will support a joined up approach to tackling public finance challenge whilst also sharing best practice and innovation.</p>	
What are the key actions that need to take place to deliver this initiative?	Action Deadline	Action Owners
A.7.3.1 - Identify opportunities through a Council wide review of contracts to improve the management, streamline processes, implement changes and optimise value to the Council.	March 2020	Directors of Corporate Services, Director of Commissioning People and Director of Commissioning Places
A.7.3.3 - Implementation of Channel Shift Digital Projects	March 2020	Director of Public Service Reform
A.7.3.4 – Continue to improve functionality of the My Account Portal.	December 2018	Director of Commissioning Places
A.7.3.5 - Roll out of Flexible Mobile working across all Council Corporate Estate	July 2019	Chief Operating Officer
A.7.3.6 - Repurpose and reduce corporate estate in line with business needs	April 2016-2020	Chief Operating Officer
A.7.3.7 – Progress plans towards the opening of ‘One Public Estate’, public sector hub in Ellesmere Port, subject to robust business case being in place.	March 2020	Director of Places Strategy
A.7.3.8 - Delivery of reduced demand within the transactional service centre.	March 2019	Director of Finance
A.7.3.9 - Progress collaboration opportunities with other authorities/partners on a case by case basis	March 2020	Chief Operating Officer
A.7.3.10 - Implementation of the IT Transformation programme, including transition to cloud, rollout	March 2020	Director of Public Service Reform

of windows 10 and deploying technology that supports flexible working		
A.7.3.11 - Collaborate with LGPS Central partners to commence transition of pension fund assets to the newly formed arm's length investment management company and to deliver cost savings in line with the agreed business plan.	October 2018	Chief Operating Officer
A.7.3.12 – Continue to support VIVO to ensure full viability for the duration of the contract.	March 2019	Director of Finance
A.7.3.13 - Undertake corporate service reviews to ensure all support service are aligned to priorities and delivering value for money	March 2019	Chief Operating Officer

Risks

Risk	Mitigation	Owner
Risk that a drive to balance choice and efficiency, corporate services fail to deliver expectations of customers or enable delivery of service outcomes.	Corporate Catalogue approach will ensure support services are resourced to deliver to customer expectations and at a bare minimum will ensure resources are in place through 'core' offer to ensure the safe running of the Council	Directors of Corporate Services.
Risk that other organisations are not willing to purchase services	Launch and pilot of e-cwip service catalogue, unit costing of services and trading to date have begun to embed a new culture for corporate services.	Directors of Corporate Services
Risk that corporate services fails to deliver required efficiencies	Budget setting process has identified a number of efficiencies to be delivered across corporate services (highlighted above) and projects mobilised to deliver these. Analysis to be undertaken on outcome impact.	Directors of Corporate Services.
Risk that corporate services fail to strike the right balance between appropriately resources stewardship and supporting an ambitious Council	Resources will be prioritised to those areas of greatest risk and benefits to enable the safe delivery of change that achieves service outcomes	Directors of Corporate Services.
Risk the corporate services fails to successfully collaborate with other organisations.	Collaboration opportunities will be explored on a case-by-case bases whereby a robust business case demonstrating financial and non-financial benefits is clear.	Directors of Corporate Services.
Risk that trading with other organisations at the detriment to the Council	Core service offer will be delivered to the Council under agreement with services. Traded offer will be developed in a flexible manner	Directors of Corporate Services.
Risk that Council fails to deliver ambition to be a 'listening Council'	Mitigated through new approach to communications, with an agreed strategy and campaigns. Implementation of District Approval Panels and open and transparent approach to decision making	Directors of Corporate Services.

Interdependencies

High quality support services underpin and enable frontline departments to deliver their objectives and outcomes, whilst also helping coordinate efforts to engage with the public. All 10 outcomes and initiatives are interdependent with the outcome 'our resources are well managed and reflect the outcomes our residents want us to achieve' highlighting the importance of a joined up coordinated approach to managing our resources