

Cheshire West and Chester Council Helping the Borough Thrive

Thriving Communities



Vibrant and healthy communities with inclusive leisure, heritage and culture

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.



Your Outcome

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What is the problem we are trying to solve?

Cheshire West and Chester has a population of 333,900 and covers 350 square miles. It includes the historic city of Chester and the industrial and market towns of Ellesmere Port, Frodsham, Helsby, Malpas, Neston, Northwich and Winsford. About a third of the population lives in rural areas. According to the government's 'Indices of Deprivation', the overall quality of life is good for many residents. However, there are places where some communities experience multiple disadvantages. In Cheshire West and Chester 51,377 residents live in the 20% most deprived areas (ranked nationally); and 96,495 of residents live in the 40% most deprived areas (ranked nationally).

Our population has an ageing profile, with the number of residents aged over 65 expected to increase by over 50 per cent by 2029 and those over 85 will more than double.

Health inequalities are differences between people or groups due to social, geographical, biological or other factors. These differences have a huge impact, because they result in people who are worst off experiencing poorer health and shorter lives. Some differences, such as ethnicity, may be fixed. Others are caused by social or geographical factors (also known as 'health inequities') and can be avoided or mitigated.

- People living in the poorest neighbourhoods in England will on average die seven years earlier than people living in the richest neighbourhoods
- People living in poorer areas not only die sooner, but spend more of their lives with disability - an average total difference of 17 years
- There is a social gradient of health inequalities - put simply, the lower one's social and economic status, the poorer one's health is likely to be.

The current state of the economy makes our ambition for health and wellbeing even more pressing. A challenging labour market, low incomes and rises in the cost of food, fuel and services are creating additional challenges to people's health and wellbeing. We need to support the resilience of people, so that they can withstand the se challenge and maintain individual and community wellbeing. We recognise that our health and wellbeing is fundamentally affected by conditions outside of the healthcare setting, including the social, cultural, economic and environmental conditions in which we work, live and play.

Tackling inequalities requires action across all the social determinants of health, including education, occupation, income, home and community and effective local delivery requires effective participatory decision-making at local level. This can only happen by empowering individuals and communities.

This will require the Council and its partners to think differently about how the priorities and services are delivered locally to meet the outcomes of individuals. This includes a shift away from acute care towards a more holistic preventative approach that promotes self-care and wellbeing and is much more personalised and coordinated around the needs of the individual.

Cultural and leisure services have an important role to play in supporting this outcome through developing services that can make a positive contribution to community life. This is reinforced by recent research by the Arts Council England which shows that arts and culture has wider social and economic benefits including, improved health and wellbeing, employment opportunities, education and a contribution to the economy.

The importance of access to open spaces (formal and natural) in town and country has long been recognised. The Public Health Act of 1875 enabled local authorities to maintain land for recreation, and later legislation provided authority for Council's to provide other types of open space and to secure access to the open countryside.

Key Priorities that need to be addressed are:

- The health inequalities facing those living within our most disadvantaged communities
- An increasing proportion of older people - a large proportion of whom have complex needs
- The increase in unhealthy lifestyles leading to preventable diseases and early death
- The need to ensure access to services for vulnerable groups including those living with mental ill health, physical disabilities and learning disabilities, children living in care, gypsy and travellers and the lesbian, gay, bisexual and transgender community
- Increasing levels of social isolation experienced, particularly by older people

What are we good at?

Cheshire West and Chester perform well against North West neighbours on the majority of the public health outcome framework measures. Through working in collaboration with partners such as Brio Leisure (via an integrated wellness contract as well as the leisure contract) and Active Cheshire to make health and fitness services accessible to more people, we are seeing improvements in the proportion of adults that are overweight (64.6%) which is lower than the North West region and our closest neighbours and an increase in the proportion of physically active adults at 63.9%. In fact Cheshire and Warrington were rated 5th most active sub-region with Cheshire West and Chester performing best within the sub-region.

A range of projects including alcohol liaison nurses, the Arc-Angel project and street pastors are helping to reduce the negative impact of alcohol abuse on our communities and this is reflected in our statistics which sees Cheshire West and Chester with a lower rate of admission episodes for alcohol related conditions than our North West neighbours.

Public Health has commissioned a number of services to tackle key areas of concern in the borough including 5-19s wellbeing service, sexual health and substance misuse. Public Health is also working collaboratively with different departments across the Council to strengthen links to areas such as housing and unemployment in recognition of the impact that these have on the health and wellbeing of our residents.

Our archive service is one of the most cost-efficient in the country while retaining high quality standards and customer feedback, (see next section), and Lion Salt Works in Northwich was named Best Heritage project in the UK by the National Lottery Awards. Chester Grosvenor Park open air theatre is rated as one of the best performance venues outside of the South East increasing visitors to Cheshire West and Chester borough year on year. We work with a range of

cultural partners who are nationally recognised for their work in participation and engagement in culture with target groups.

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 was launched in October and closed in January 2016, and 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 the importance of each outcome out of ten, this received a score of 7.3, showing that the majority of residents believe that this is an area of significant importance. This was the ninth highest priority for residents in comparison to the others listed. Respondents claimed that this outcome was important because:

- Public health impacts on all elements of residents lives, and that the successful delivery of this outcome will contribute towards the other priorities.
- Culture and leisure facilities make a significant contribution to people's health and wellbeing, and it is easy to underestimate their benefits.
- Heritage is a key driver for tourism in the borough, and can be used to support the local economy.

The importance placed on this priority area is backed up by a 2016 CIPFA survey of visitors to archive services nationally. This provided insight into the quality of service received, facilities provided and outcomes for people. The survey found that local archive services perform strongly against comparators. Key headlines included:

- The service was the second highest performing nationally regarding staff attitude and the quality of advice offered, with 94% of respondents 'very satisfied around the service provided.
- 98% of respondents rating Cheshire Archives and Local Studies' services as 'very good' or 'good' against a national average of 85%. The service was first in the list of comparators.
- 92% thought they developed new skills as a result of using archives
- 100% were inspired to find out more.

This information is being used to inform the development of proposals to develop a new Archive service for the Council.

What areas do we need to improve on?

Health & Wellbeing

Life expectancy in Cheshire West and Chester is similar to the England average but there is variation across the Borough.

- Male Life expectancy is 79.9 years compared to 79.6 years in England (Public Health Outcomes Framework 2015-2017).
- Female Life expectancy is 82.8 years compared to 83.1 years in England (Public Health Outcomes Framework 2015-2017).
- Life expectancy is 10.4 years lower for men and 9.1 years lower for women in the most deprived areas of Cheshire West and Chester than in the least deprived areas (Public Health Outcomes Framework 2015-2017).
- Cancer and heart disease are the key diseases that contribute to inequalities for both men and women. Coronary heart disease (CHD) deaths make the biggest difference for men and lung cancer is a factor for women (Public Health Outcomes Framework 2015-2017).

The health of our children is important in order to support the best start in life

- Breastfeeding rates are lower than the England average. Three out of ten mothers do not breastfeed their babies at birth and a further three out of ten mothers have given up by six to eight weeks.
- One in five children (20.5%) in their school reception year is an unhealthy weight, which is now below the England average of 22.1%, but we still need to focus on this issue.
- One in three children (33.6%) aged 10-11 are an unhealthy weight, similar to England average of 34.2%.

Key lifestyle issues facing us locally are smoking, healthy weight, physical activity and substance misuse.

- Smoking levels have fallen markedly in recent decades and are below the England average, however 11.7% of our adults are current smokers.
- Almost half of Cheshire West and Chester's adults do not exercise enough.
- Estimated levels of adult excess weight (64.2%) are similar to the England average (64.8%).
- Estimates indicate that a higher percentage of residents aged 16 and over drink alcohol compared to the England average, with 566 hospital admissions per 100,000 population for alcohol-related conditions.

Over the next 10 years there will be a rise in the number of people aged over 65 years.

- Injuries due to falls in people aged 65 and over are significantly higher than the England average.
- 13.2% of households consist of a resident aged 65 plus living alone.
- There are around 180 excess winter deaths each year. Almost half of our excess winter deaths are people aged 85 and over.

Leisure, Heritage & Culture

Following the development of a Culture Strategy in 2015 and consultation on the future of cultural services, we recognize the need to transform the way we engage with residents and visitors, develop a package of services and products that tell the key stories of the Borough and interpret and present them in a way which is meaningful and exciting to our key audiences. Involving our residents helps us better understand the issues affecting them and individuals who use services know what needs to be done to improve them and should have a say on where, when and how they are delivered. We recognize the need to take different approaches in different areas of the Council in order to take forward our overall offer around cultural services.

Consultation responses emphasise how important cultural services are for enhancing the quality of life of residents and praised the knowledgeable and friendly staff. There was strong overall

support for the Council to continue direct delivery or via a wholly-owned company. Based on the consultation and consideration of other factors (such as cost of establishing separate legal entity and that no obvious substantive benefits would flow from it), the decision was made to retain the delivery of cultural services in-house and transform them with the following objectives:

- Using culture to enhance regeneration
- Using technology to improve the visitor experience
- Using marketing/segmentation to attract more visitors
- Supporting Health and Wellbeing
- Becoming more commercial/attracting more funding

Building on this, the new cultural service brings together Museums, the Historic Environment Team, Arts and Festivals, and Archives and Local Studies. Key themes include:

- Strong cultural development leadership to realise the strategic objectives above and to embed culture across our four regeneration areas (Chester, Ellesmere Port, Mid-Cheshire and Rural).
- An 'asset-based' model approach which builds on the strengths of the assets (skills, sites, collections) across culture,
- More joined up activity where our sites are cultural hubs with community activity at their heart,
- A stronger learning and engagement programme using the diverse skills and expertise in our teams to enrich the experience for people,
- Increased use of collections as focus for partnership activity and increase access to archaeological finds through interpretation and presentation
- A strategic approach to wider cultural activity, to addressing the health and wellbeing agenda and regeneration programmes
- All activity supported by an income generation strategy and more commercial approach to enable us to invest in our assets

It has been identified that there are four key overlapping areas of delivery for the new integrated service:

- Cultural Development
- Collections, Access and Interpretation
- Learning and Engagement
- Visitor support

What will good look like?

If we are successful by 2020 we would expect to see:

- a reduction in the numbers of residents who smoke
- reduced levels of childhood and adult obesity
- a reduced demand on health and social care services
- reduced health inequalities
- fewer people with long term conditions
- less discrimination and bullying and improved self-esteem among children
- high levels of resident satisfaction with the cultural and leisure offer within the Borough, including the new Cultural Centre

- improved levels of volunteering and engagement with the arts , libraries, archives and environmental groups
- An increase in the number of users of local libraries, museums, archives, galleries, and sport, open spaces and leisure facilities
- A rise in the number of visitors to the borough and an increase in visitor spending.

To complement the strategic direction set by the Council Plan 2016-20 and outcome plans such as this, we have developed the Eat Well, Be Active Framework and Physical Activity & Growth Strategy. Under the Council Plan priorities, these set out their specific priorities in turn across a ‘life course’ approach. These are:

- **Starting Well** - Ensuring every child and young person meets or exceeds the Chief Medical Officer’s guidelines for physical activity – 60 minutes per day. Seeing a reduction in the number of children leaving Primary School overweight or obese.
- **Living Well** – Creating a culture of activity which will empower individuals to meet or exceed the Chief Medical Officer’s guidelines for physical activity – 150 minutes per week. Seeing a reduction in the number of inactive residents within Cheshire West and Chester
- **Place and Planning** - Develop a culture and environment which pro-actively fosters active lives, providing a Borough designed to encourage physical activity as *the norm*.

Our Health & Wellbeing strategy builds on the work of the local organisations that form the Health and Wellbeing Board and is a result of our shared commitment to making the borough an even more healthy, vibrant and resilient place to live. The emphasis in this strategy is on prevention, improved coordination and integration of health and social care.

Our vision is ‘to reduce health inequalities and improve the health and wellbeing of people in the borough, enabling our residents to live more fulfilling, independent and healthy lives. We will do this by working with communities and residents to improve opportunities for all to have a healthy, safe and fulfilling life’, and delivering on this will mean that:

- Every child has the best start in life
- People are supported to live a healthy lifestyle
- Improved mental health and wellbeing
- Best possible quality of life for all older people

Resources and Partners that will help us to get there:

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

Council Services or Functions	Key Partners
<ul style="list-style-type: none"> • Library Services; • Public Health Services; • Regeneration Teams; • Parks and Greenspace Services; • Locality Teams; • Cultural Services (includes Arts and Museums, Archives and Historic Environment Team); 	<ul style="list-style-type: none"> • Growth Partnership Development Boards; • Business Improvement Districts; • Storyhouse Theatre; • Clinical Commissioning Groups; • GPs; • Community health and acute health providers; • Brio Leisure; • Active Cheshire;

<ul style="list-style-type: none"> • Archives; • Total Environment / Mersey Forest 	<ul style="list-style-type: none"> • The Public; • Voluntary and Community Sector providers; • Town and Parish Councils; • University of Chester; FE colleges • Cheshire Dance; Action Transport Theatre; Theatre in the Quarter
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By 2020 we are planning to spend £12.7 million a year on this priority, we will also invest £29.7 million into capital schemes that support this priority.

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:

Phase 1 of Brightlife social prescribing is now in place across Malpas, Winsford and Chester.	Physical Activity & Growth Strategy agreed around the Eat Well Be Active Framework.	Format of Health & Wellbeing Board meetings reviewed and membership extended.
Storyhouse cultural theatre, cinema and library open and at the heart of increasing use of libraries across the borough.	Range of strategies developed – Playing Pitches; ROWIP; Play; Dementia; Falls Prevention; Chester Heritage & Visual Arts.	Natural Health Services project is underway an annual evaluation in place on the 5 evidence-based activities in green spaces.
Major investment in Winsford Lifestyle Centre.	New Integrated Wellbeing contract from April 2018.	Investment in Neston Leisure Centre.
Restructure of Public Health Team from 2018 following review.	Targeted actions to raise the breastfeeding rate within the Best Beginnings project.	Health Improvement Strategy for 2018-22 launched following consultation and approval.

The Cultural Strategy has identified a place-based approach that is aligned to the four regeneration and locality priority areas across the authority: Chester, Ellesmere Port, Mid-Cheshire and Rural Area and Market Towns, as well as cultural delivery across the borough delivered in partnership with Marketing Cheshire and the Cheshire Voluntary Arts Network, as well as other professional arts organisations.

How will we measure our impact on the outcome:

KPI	Measure	Baseline	2018/19 Target	2019/20 Target
KPI	Reduce the proportion of adults who are classified as overweight or obese (excess weight in adults)	64.6%	61.2%	58%

KPI	Reduce the number of adults who are self-reported smokers (smoking prevalence in adults, ONS Survey)	19.4%	13.0%	13.0%
-	Admission episodes for alcohol related conditions per 100,000 population (PHOF narrow definition)	566	529	606
-	Increase the proportion of adults achieving at least 150 minutes of physical activity per week (Active People Survey)	-	66.0%	69.2%
-	Reduce the life expectancy gap between the most deprived and most affluent areas of the borough (Men)	9.9	9.4	9.2
-	Reduce the life expectancy gap between the most deprived and most affluent areas of the borough (Women)	8.3	7.8	7.6
-	Percentage of people who achieve their weight management goal at 12 weeks	-	-	Baselined for one year due to introduction of new service
-	Smoking cessation successful conversion rate % of Service, measured at 4 weeks, to be comparable to NICE Guidance	-	-	10%
-	Increase the proportion of successful completions of treatment for alcohol-using clients	-	44	44
-	Increase physical activity levels, reported via numbers of visitors to Brio Leisure	1,552,200	2,424,763	2,424,763
KPI	Increase the number of people who engage with libraries	1,315,345	1,447,475	1,476,424
-	Increase the number of volunteers engaged through libraries	188	217	226
KPI	Increase the number of people who engage with museums	103,493	130,873	140,000
-	Increase the number of volunteers engaged through museums	51	65	70
-	Increase the number of people who engage with archives	1,443,172	1,649,617	1,690,857
-	Increase the number of volunteers engaged through archives (reported as number of hours, not individuals)	2,748	2,937	3,000

-	Resident satisfaction with borough Culture and Leisure facilities. Result based on various questions in Residents Survey, result is average score out of 10.	-	-	7.3
-	Improve mental health outcomes through the use of green spaces for health improvement activities (as measured by the Natural Health Service)	To be set by year end 2017/18	8	8
-	Improve physical health outcomes through the use of green spaces for health improvement activities (as measured by Natural Health Service)	To be set by year end 2017/18	30	30
-	Increase the number of visitors to the borough	31.05 Million	31.2 Million	36.62 Million

How will we deliver our outcome:

Strategic Theme	Key Initiatives
1. Work within local communities to tackle health inequalities	<ul style="list-style-type: none"> • Ensure health and wellbeing considerations are embedded into the development planning and spatial planning process. • Support concerted action to raise breastfeeding rates, tackle childhood obesity and integrate health visiting services with early year's services including further developing initiatives like Daily Mile (where children in school are encouraged to be active) and Eat Well and Be Active campaign. • Work innovatively with partner agencies to meet priorities set out in the Physical Activity Growth Strategy • Commission a new Integrated Wellness Service that tackles unhealthy lifestyles, particularly in more deprived areas, with strong links to leisure and other community services. • To commission an improved and seamless service for adult health and wellbeing, possibly moving to a single referral and pathway for adults receiving preventative services for sexual health, substance misuse, health and well-being, weight management and health checks. • Support initiatives that tackle health related worklessness and in work progression. • Support the Brightlife initiative to tackle social isolation. • Implement the Dementia and Falls Prevention Strategies • Invest in training that enables the workforce to signpost residents to community activities and assistance that support

	their health and wellbeing and the 'Making Every Contact Count' initiative.	
What are the key actions that need to take place to deliver this Initiative?	Action Deadline	Action Owner
A.6.1.1 - Ensure commitment to Brightlife pilot areas through improved referral sources, community connector role and effectively commissioning and evaluating local initiatives. Explore next steps beyond committed funding.	April 2019	Director of Commissioning People
A.6.1.2 - Implement the actions supporting each priority area within the Eat Well Be Active Framework.	March 2019	Director of Public Health
A.6.1.3 - Implement the priority actions within the Physical Activity Growth Strategy with key partners	March 2020	Director of Public Health
A.6.1.5 – Implement and agree common joint commissioning strategy and approach with health partners.	December 2018	Director of Commissioning People
A.6.1.6 - In line with NHS Transformation Plan, work collaboratively to ensure improvements in mental health services and support.	March 2020	Director – Public Health
A.6.1.7 - Secure funding to ensure service resources are targeted at mental health needs.	March 2020	Director – Public Health
A.6.1.8 – Implement the actions from the agreed Dementia Strategy	March 2020	Director – Public Health
A.6.1.9 – Implement the actions set out in the agreed Falls Prevention Strategy	March 2020	Director – Public Health

Strategic Theme	Key Initiatives
2. Ensure the leisure and cultural offer is of a high quality, is affordable, and contributes to the wellbeing of communities	<ul style="list-style-type: none"> • Increase the number of volunteers working across museums, heritage and the arts and to ensure local residents have greater influence over the direction of these services • Strengthen our continued partnership with Brio leisure by ensuring that their proposed investment plan will create further opportunities for people of all ages and abilities to be physically active • Ensure the Tourist Information Service provides a comprehensive service and embraces digital technology to reach a wider audience in a way that more people prefer to access their information

	<ul style="list-style-type: none"> • Work with partners to identify and secure additional funding opportunities to create new, more exciting ways to engage communities and improve leisure and cultural services. • Respond to cultural services consultation feedback and transform the way we engage with residents and visitors, develop a package of services and products that tell the key stories of the Borough and interprets and presents them in a way which is meaningful and exciting to our key audiences (a good example of this is Lion Salt Works). This includes working with Partners to develop events & festivals that celebrate the culture of the borough and engage all areas of the community. • Transform the cultural offer through the new “Storyhouse Cultural Centre”, which will provide world class live performance and lifelong learning and improve quality of place and residents’ health and wellbeing as well as increasing number of visitors to the borough. 	
What are the key actions that need to take place to deliver this Initiative?	Action Deadline	Action Owners
A.6.2.1- Continue to implement new Cultural service following review and redesign.	March 2019	Cultural Services Manager
A.6.2.2 - New investment package to deliver refurbishment across the Brio estate over the next 3 years	April 2019	Director of Place Strategy and Director of Commissioning Places and Commercial Management
A.6.2.3 – Implementation of actions agreed within Culture Strategy Area Plans	March 2019	Cultural Services Manager
A.6.2.4 – Development of new Archive project in line with vision.	December 2018	Director of Places Strategy
A.6.2.5 – Explore the feasibility of implementing the recommendations of the All Party Parliamentary Group on Arts, Health and Wellbeing, produce an action plan for their implementation in 18-19, and deliver the recommendations in 2019-2020.	March 2020	Director of Public Health

Strategic Theme	Key Initiatives
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3. Ensure the public health function is well positioned to drive the Health and Wellbeing Strategy	<ul style="list-style-type: none"> • Ensure Public Health priorities are embedded into the Council Plan and Outcomes Plan. • Explore the potential for further collaboration of Public Health functions across the Cheshire and Warrington sub-region. • Ensure the public health structure is fit for purpose and well embedded with Council-wide activities. • Support the coordination of the Health and Wellbeing Board giving clear direction on a work programme which includes the wider determinants of health and wellbeing. • Embed Public Health outcomes into locality plans at District Committee level. • Ensure low level prevention is built into all future specifications for commissioned services across the NHS, including within the ‘Making Every Contact Count’ initiative, children’s service and adult’s services. • Ensure the insight and intelligence capacity within Public Health is supporting the Councils agenda to be more outcome focused. • Review key Public Health contracts to ensure they are contributing to the outcomes in the Health and Wellbeing Strategy. 	
What are the key actions that need to take place to deliver this Initiative?	Action Deadline	Action Owners
A.6.3.1 – Implement the actions contained within the Health & Wellbeing Strategy launched in 2018.	March 2020	Director of Public Health
A.6.3.2 - Explore potential for further collaboration of public health functions across the sub region	Ongoing	Director of Public Health
A.6.3.3 - Ensure all future commissioned services include low level prevention and ‘Making Every Contact Count.’	Ongoing	Director of Commissioning People

Strategic Theme	Key Initiatives
4. Develop the use of our greenspaces to encourage more people to seek enjoyment from open spaces	<ul style="list-style-type: none"> • Review and update the Play Strategy, the Playing Pitch Strategy and the Rights of Way Improvement Plan (ROWIP). • Develop a measure of natural capital and an assessment of the benefits that our greenspaces provide to our communities. • Encourage more activities in parks and open spaces that contribute to physical and mental health and wellbeing and physical literacy in children through play. • Continue to work with partners to create easily accessible and well promoted routes along public rights of way such as the Sandstone Trail, Bishop Bennet Way, St Werburgh’s Way and the canal towpath network. • Empower local communities to take more ownership of parks through Friends Groups such as the Friends of Whitby Park.

	<ul style="list-style-type: none"> • Encourage communities to make better use of spaces within a short walking distance from their homes by encouraging a range of opportunities such as fitness trails and green gyms. • Work with sports clubs and National Governing Bodies such as the FA to improve maintenance, management and sustainability of playing pitches. • Roll out the Natural Health service programme to improve resident's health and wellbeing through engagement with Greenspaces. 	
What are the key actions that need to take place to deliver this Initiative?	Action Deadline	Action Owners
A.6.4.1 - Implement the key priorities from ROWIP and Play Strategy, including accessibility to open spaces, long distance routes and physical literacy in children.	April 2020	Senior Manager, Leisure & Green Spaces / Environmental Client Manager
A.6.4.2 - Empower local communities through a range of strategies involving community and voluntary groups within local initiatives.	Ongoing	Environmental Client Manager
A.6.4.3 - Engagement with sports clubs and National governing bodies to improve playing pitches in conjunction with roll out of Playing Pitches Strategy	Ongoing	Senior Manager, Leisure & Green Spaces
A.6.4.4 - Continue to roll out and evaluate the success of Natural Health Services	April 2019	Senior Manager, Leisure & Green Spaces
A.6.4.5 – Develop a measure of natural capital and an assessment of the benefits that our greenspaces provide to our communities.	April 2019	Director, The Mersey Forest.

Risks

Risk	Mitigation	Owner
Risk that behaviour change is not realised through enabling activity	Marketing, Public, Partner and Political Engagement	Director of Public Health
Organisational resistance to public health restructuring	Workforce / HR Capacity support to establish Public Health restructure.	Director of Public Health
Risk that legislative / budgetary issues prevent formal integration of commissioning functions	Legal support in establishing integrated commissioning function	Director of Commissioning People
Lack of residents buy-in to	Involvement with residents	Director of Place Strategy /

new proposals, especially those involving asset rationalisation	throughout the project to ensure they are aware of the project and emerging proposals	Director of Places Operations
Lack of investment required for full development of museum/culture offer	Identification of investment needed to create a high quality offer, funding sources to be identified	Director of Place Strategy / Director of Places Operations

Interdependencies

Programme / Project / Activity	Describe the dependency
Brio Leisure Contract Management	Management of this contract ensures that Brio deliver on their obligations
Adult Social Care activities and proposals including Vivo review	Failure in preventative interventions will impact Adult Social Care with more people needing support. Potential for expansion of Vivo services in support of key outcomes. The Vivo review also has a link with the cultural services review/assets review as Vivo are looking for community space to deliver sessional model.
Good quality and affordable housing that meets the needs of our diverse communities	Ensuring quality and affordable housing to support the regeneration of areas – providing the right tenure of housing in the right locations sits alongside providing employment opportunities and creating a healthy vibrant place to live. Improve housing related support for vulnerable residents
Cleanest, safest and most sustainable neighbourhoods in the country	Ensuring that we support local communities to be more involved in the upkeep and future direction of their area
Our resources are well managed and reflect the outcomes our residents want us to achieve.	Improve our approach to community engagement and empowerment
People are well educated, skilled and earn a decent living	Support individuals with complex needs back into employment
Older people and vulnerable adults are supported to lead fulfilled and independent lives	Prevention - Work 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 Recovery - Scale-up our prevention and recovery services across the Borough to reduce the demand for intensive social care and health services