



DEVELOPING A HEALTH AND WELLBEING STRATEGY / REFRESHING THE SUSTAINABLE COMMUNITY STRATEGY FOR CHESHIRE WEST AND CHESTER

LIVING WELL TOGETHER



LIVING WELL TOGETHER

INTRODUCTION

Our wellbeing is affected by a wide range of influences outside of what happens in our health and social care services. The social, economic and environmental fabric of our community helps to determine our sense of wellbeing.

Consequently the benefits of improving health are social and environmental, as well as economic. Creating a sustainable future is entirely compatible with activities to improve wellbeing.

For this reason the first Health and Wellbeing Strategy has been produced jointly by our Local Strategic Partnership: West Cheshire Together as part of its refresh of the sustainable community strategy and by our new shadow Health and Wellbeing Board for Cheshire West and Chester.

We are not starting from scratch but have reviewed what local people have said is important in the latest community survey (to be updated) and intelligence from the Joint Strategic Needs Assessment and other sources. We have used the existing sustainable community strategy and worked as a partnership to consider those key challenges that together we will need to address to make a real difference to the wellbeing of our communities over the next five years. A summary of key intelligence that has been used to develop this strategy is available on the West Cheshire Together website at

OUR VISION FOR ALL OUR FUTURES

As part of the development of the Sustainable Community Strategy during 2009/10 we developed the following vision statement:

By 2026 West Cheshire will be even more prosperous and attractive: a really great place to live, work, learn and visit. The borough will play a full role in the region and beyond, fulfilling our changing responsibilities and enabling our residents to benefit from the opportunities in the twenty first century.

In addition, our shadow Health and Wellbeing Board has agreed its core vision as:

To enable everyone to lead a healthy life and increase the sense of wellbeing within our communities

The shadow board recognises that the wellbeing of some of our more disadvantaged communities is not as good as others and so will seek to improve the health of these communities fastest.

OUR WELLBEING FRAMEWORK

The huge synergies between the vision for 2026 set out in the Sustainable Community Strategy and the six key policy objectives recommended in Sir Michael Marmot's recent review of health inequalities have been used to identify eight strategic priorities. These are:

- Give every child the best start in life;
- Enable all to feel safe and secure and maximise their capabilities and have control over their lives;
- Have a thriving and strong economy and create quality work and learning opportunities for all
- Support all to have a healthy standard of living and strengthen ill health prevention;
- Create sustainable places and communities;
- Enable older people to lead healthier and fulfilling lives;
- Create a strong sense of civic pride in our area; and
- Have sustainable health and social care services that are delivered at the right place and the right time.

OUR PRIORITIES

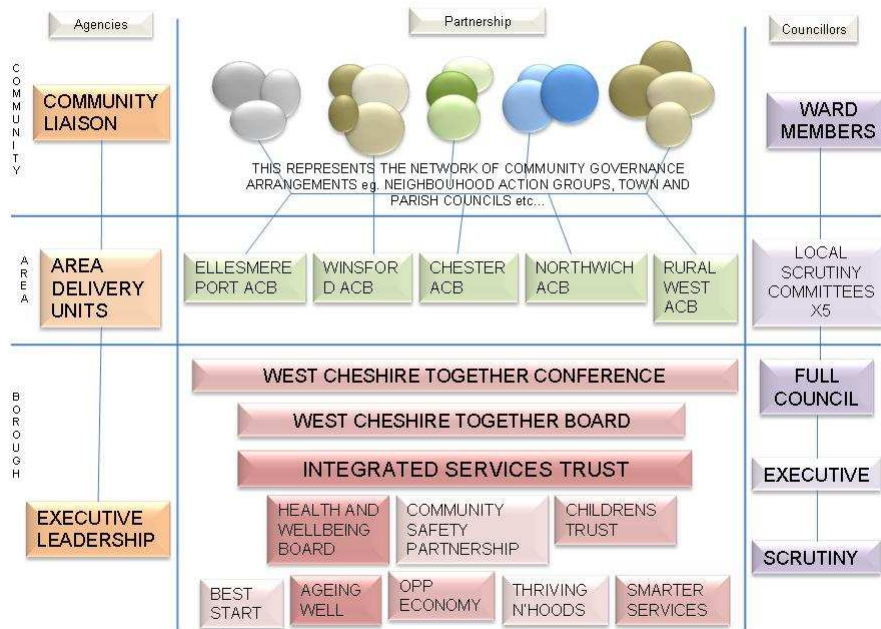
Look to the future

We recognise that there are a number of emerging issues which we need to be aware of when developing future plans and strategies. These have been described as 'time bombs' which are likely to have a significant impact on the delivery of service in years to come. They include:

- Increasing fuel costs: conservative estimates suggest a 50% increase in our fuel costs by 2017. This will have a major impact on sustainable transport and fuel poverty issues.
- The ageing population: the changing age profile of our communities will have an increasing impact on service and support requirements, and also the importance of voluntary and community sectors role with this age group.
- Our changing lifestyle behaviours will impact on our future wellbeing and the consequences will be felt by services and the whole community.
- The present financial climate will be having an impact on our mental wellbeing and in general will mean that many services will have to consider how they can deliver their offers in a more sustainable way.
- Technology is always changing and this will change what and how we deliver services in the future.
- The impact of tuition fees: on the number of students entering higher education and the impact on the financial security of graduates' longer term.

Our Partnership Framework

Our partnership structure is evolving in response to changing priorities and responsibilities. The structure we are moving towards is presented below:



Giving every child the best start in life

Giving every child the best start in life is important to reducing inequalities through the rest of their life course. This means supporting the child and family to have early positive health experiences but also in their journey through the educational system. Investing in early years is crucial to breaking the cycle of inequalities and reducing the gap between the least and most advantaged. Poverty is probably the most important issue determining of the life chances of children. Family life and parenting style is also a key factor affecting children's health and wellbeing.

We estimate that locally around 16% of children grow up in poverty. Children are living in poverty across the borough but there are particular areas with high rates of child poverty such as West Winsford and parts of Ellesmere Port and Chester. There is a gap in educational and health outcomes for children from more disadvantaged backgrounds and their peers.

What is already happening?

Services for children and young people in West Cheshire have been reviewed and restructured recently to ensure that vital emphasis is placed on early help for the Borough's vulnerable children and their families. It will provide additional support for the area's education system, and particularly children in care and fostering. This recognises the fact that the number of children in care is increasing and that outcomes for looked after children still lag behind those of their peers. Preventative work is being prioritised with the aim of avoiding the necessity for more intensive

intervention later. This recognises the importance of working with whole families to address childhood deprivation.

At the centre of the new service are 20 Children's Centres across the Borough which act as hubs, providing a wide range of supportive services including social care, health and voluntary sector provision. This will ensure that children and families experience a 'no wrong door' access to services with the right people, in the right place doing the right things, in a timely, child and family centred manner.

We have identified the following set of key strategic challenges for this priority.

Key challenges

Reduce the number of children living in poverty

Identified through the JSNA

Reduce the gap in health and educational outcomes for children and young people

Identified through the JSNA

Invest in early years

Identified through the Children's Trust & Marmot Review of Health Inequalities

Support the most vulnerable children and young people particularly children in care and children with disabilities in the borough

Identified through the Children's Trust

Your comments

Do you agree with the strategic priority - *Giving every child the best start in life?*

Do you agree with the four key challenges identified?

Enabling all to feel safe and maximise their capabilities and have control over their lives

Feeling Good

We all like to feel good about ourselves and the lives we lead. Our mental wellbeing affects everything we do. We know that positive mental wellbeing leads to a more flourishing and fulfilling life at home, school, work and in the community we live. It is central to individual and community resilience, our ability to function well, be productive, healthy and cope with adversity and change. We also know that those who volunteer in their community generally have better mental health. Locally most people enjoy moderate or relatively high mental wellbeing with only 11% of people having relatively low mental wellbeing.

Feeling safe

West Cheshire is a relatively safe place to live and visit but the area still experiences anti-social behaviour and criminal behaviour which can affect some communities. Our surveys show that the majority of people felt safe in their local area during the day but almost a quarter – a sizeable minority - felt unsafe after dark. Crime and disorder issues such as anti-social behaviour and domestic violence are a particular concern. A sizeable proportion of these issues are related to alcohol. Hospital admission rates due to alcohol are high and rising – although not all of these will be a result of violence but due to the long-term effects drinking harmfully or hazardedly can have on our health.

What is already happening?

A wide range of diverse initiatives are already in place to support mental wellbeing of our residents and enable them to feel safe in their communities. Awareness of the importance of mental health has been promoted through initiatives such as '5 Ways to Wellbeing', and is taken forward through a range of local projects encouraging active communities, particularly volunteering. Similarly, locality working to reduce the fear of crime and anti-social behaviour is in place, promoting the fact that West Cheshire is a relatively safe and place to live and visit. This is reinforced by initiatives such as the alcohol exclusion zone aiming to tackle alcohol related crime in and around the Chester area. In terms of the more vulnerable sections of our communities, such as those who have experienced discrimination and hate crime, we are working to raise awareness of the means to address these issues.

We have identified the following set of key strategic challenges for this priority.

Key challenges

Promote positive wellbeing which can have high social and economic benefits

Identified through the JSNA

Reduce domestic abuse

Identified through the Community Safety Partnership Strategic Assessment

Reduce anti-social behaviour

Identified through the Community Safety Partnership Strategic Assessment

Reduce alcohol related harm

Identified through the JSNA and the Community Safety Partnership Strategic Assessment

Reduce reoffending

Identified through the Community Safety Partnership Strategic Assessment

Your comments

Do you agree with the strategic priority - *Enabling all to feel safe and maximise their capabilities and have control over their lives?*

Do you agree with the five key challenges identified?

Having a thriving and strong economy and create quality work and learning opportunities for all

Without a thriving local economy the area will experience a widening of inequalities. Being without work, particularly for a long period of time, is rarely good for our wellbeing, but while 'good work' is linked to positive health outcomes, jobs that are insecure, low-paid and that fail to protect employees from stress and danger can make people ill. A real challenge is getting the balance right in terms of supporting those people who are newly unemployed, harnessing their enthusiasm and drive to move quickly back to employment, with the even more intensive needs of the long term unemployed who are at risk of becoming even more marginalised from the world of work.

Economic performance has been reasonably strong remaining above the UK average, but if current trends continue growth will fall below this during the next decade. Historically our economy has experienced relatively low levels of unemployment but the effect of the recession has had an impact. Overall Cheshire West and Chester has a highly skilled workforce but 12% of our residents have no qualifications – a similar proportion to the national picture.

What is already happening?

The economic geography of West Cheshire is complicated as it sits between the urban centres of the Liverpool and Manchester, with links to both and also with Chester as a particular focal point for employment. In recognition of the need to strengthen the economic performance across the area, four Regeneration Boards covering Chester, Rural and Market Towns, the Weaver Valley and Ellesmere Port have been set up to drive forward the regeneration

and transformation of key settlements and areas within the borough. A new Local Enterprise Partnership covering Cheshire and Warrington has also been established to set the strategy for delivering private sector led economic growth across the sub region.

A key priority has been restructuring the West Cheshire economy to ensure a resilient and sustainable base is laid for the future. We have also sought to focus new business development in the most accessible locations and support the development of new communication technologies. Similarly we have been working to raise aspirations and participation in skills and training throughout West Cheshire, with a particular focus on target areas and priority groups.

We have sought to recognise and value the unique cultural and recreational opportunities in West Cheshire and their contribution to our visitor economy, including working towards Chester receiving European Capital of Culture status in 2017.

We have also recognise the contribution of the third sector (ie voluntary, community, faith and other not-for-profit groups and organisations) to economic health and wellbeing through the provision of training, jobs and volunteering opportunities.

We have identified the following set of key strategic challenges for this priority.

Key challenges

Develop the adult workforce skill set to suit the needs of the business community with a particular focus on priority areas and groups, and promote the benefits of apprenticeships

Identified through the Cheshire & Warrington's Framework for business growth

Support business growth especially low carbon economy

Identified through Cheshire & Warrington's Framework for business growth

Improve connectivity and infrastructure

Identified through Cheshire & Warrington's Framework for business growth

Your comments

Do you agree with the strategic priority - *Having a thriving and strong economy and create quality work and learning opportunities for all?*

Do you agree with the three key challenges identified?

Support all to have a healthy standard of living and strengthen ill-health prevention

Poverty and low living standards are powerful determinants of ill health and health inequalities. The prevalence of ill-health and early deaths are higher in more deprived communities. The relationship between poverty and ill-health is complex and not solely related to poorer lifestyles but higher levels of smoking, unhealthy weight and drinking do contribute.

Inequalities are widening locally. The gap in life expectancy is 6.3 years in men and 4.3 years in women between those living in the nationally most deprived 40% of areas and the rest of the population. Although life expectancy has been improving in the most deprived 40% of areas – the rate of improvement has not been as fast as in the rest of the population particularly amongst men. The improvement has not been slowest in the most deprived areas but in the second most deprived quintile of population. Coronary heart disease accounts for the largest share of the gap and our analysis shows that differences in lifestyle behaviour are driving this inequality gap.

What is already happening?

We have sought to tackle the underlying causes of ill health through improving educational attainment, housing, getting people into jobs and creating a safe and healthy environment. Significant progress has been made over the last few years in improving the effectiveness and reach of our local smoking cessation services particularly in our more deprived communities where smoking rates are highest. Developments are now underway to improve the way NHS services respond to patients who drink hazardously or

harmfully. A number of well-being initiatives aimed at promoting healthy eating and physical activity, largely facilitated by the community, voluntary and faith sectors, are running in our localities, for example, the Talking Food Taking Action project in Ellesmere Port, the Grozone project in Northwich and the Dig It Community Garden project in Winsford.

Key challenges

Improve life expectancy across the population but at a faster rate in the most deprived sections of our community

Identified through the Joint Strategic Needs Assessment

Encourage people to adopt healthy lifestyles across the borough but particularly amongst men in our more deprived areas

Identified through the Joint Strategic Needs Assessment

Reduce the impact of poverty and deprivation

Identified through the Marmot Review of Health Inequalities

Your comments

Do you agree with the strategic priority - *Support all to have a healthy standard of living and strengthen ill-health prevention?*

Do you agree with the three key challenges identified?

Create sustainable places and communities

The move towards creating sustainable communities and places could bring significant advantages to communities in terms of well-being and social cohesiveness. This involves supporting action by local groups to take action collectively and encourage individuals to alter their behaviour. We should be working towards a situation in which our communities have most of their needs provided locally, with local people involved in developing the way in which they are delivered. This also involves encouraging improved health and wellbeing through increased walking and cycling, improved air quality, an increase in the proportions of energy and food produced and consumed locally, and a reduction in waste and increased recycling. We also need to ensure that our built environment and infrastructure is accessible and resilient to the impacts of climate change.

We have a particular challenge around the affordability of housing, tackling poor housing conditions, and the supply of housing to meet the needs of our vulnerable residents, particularly those in isolated rural communities.

What is already happening?

Significant progress has been made by local organisations and communities working together to reduce their carbon footprint. The pioneering community of Ashton Hayes who set their ambition to start the journey towards carbon neutrality in 2007 have led the way for others in the borough. Issues of fuel poverty are being addressed through the Affordable Warmth Strategy which uses a targeted approach based on geographical evidence from the Private Sector Stock Condition Survey in order to tackle the areas

in the greatest fuel poverty and within these geographic areas groups of people are targeted to ensure we reach the most vulnerable people first. One such project is the green doctor project in Winsford.

The development of Local Transport Plan and Local Development Framework for West Cheshire have been influenced by priorities around sustainability, and have led to the development of various programmes to provide and encourage the use of low (no) carbon forms of transport, considering use of alternative fuels and “Plugged in Places” project, walking, cycling and public transport. This includes the promotion of workplace, school and residential travel plans to minimise the impact of essential journeys.

Various initiatives are underway to enhance our access to green spaces recognising the health, recreational, educational and biodiversity opportunities of a well connected high quality natural environment. It is planned to create a Countess of Chester Health Park Country Park on under-used land between the hospital and Blacon in Chester to improve public access to green space and encourage community volunteering, environmental improvements and health and wellbeing initiatives.

We have used high level awareness campaigns and support activity to embed sustainable behaviour in our activities: this includes encouraging everyone to minimise waste and recycle both household and non household waste, promoting the importance of sourcing and recycling, and taking action to reduce the use of non-recyclable products.

There has been a substantial reduction in the resources available for housing in recent times, particularly affordable housing, and we are looking for more innovative approaches to secure more

provision. We are also increasingly aware of the number of non-decent houses occupied by vulnerable households across West Cheshire.

We have identified the following set of key strategic challenges for this priority.

Key challenges

Encourage and facilitate low carbon forms of transport

Identified through the Marmot Review of Health Inequalities

Promote energy efficiency within properties

Identified through Cheshire West and Chester Affordable Warmth Strategy

Enhance and promote our access to green spaces

Identified through the Cheshire West and Chester Open Space Audit and Assessment of Need and The Marmot Review of Health Inequalities

Reduce serious injury and deaths on our roads

Identified through the JSNA

Increase the supply of affordable housing and better meet the housing needs of the most vulnerable residents

Identified through the Cheshire West and Chester Strategic Housing Market Assessment

Your comments

Do you agree with the strategic priority - *Create sustainable places and communities?*

Do you agree with the five key challenges identified?

Enabling older people to lead healthy and fulfilling lives

Our 'bulge' age group are presently in their late 50s and 60s. We need to ensure that longer life expectancy is matched by longer, healthy quality of life. Older people are arguably more diverse than any other age group and they are defying stereotypes. Most 'older people' are not living in poor health and are in general at least as healthy if not more than previous generations.

We have a higher proportion of people aged 45+, particularly 55-64 years compared nationally. Around 18% of the population are over 65 years a slightly higher proportion than nationally. We are expecting sustained increases in our older population. Our survey showed that people aged 55 to 64 and 65 and over were more likely than other age groups to have chosen 'health services,' 'public transport,' 'road and pavement repairs' and 'cultural facilities' as being important factors in making somewhere a good place to live.

The Hidden Power Report 2010 revealed that around 32% of the 56,000 volunteers in West Cheshire are over 65.

What is already happening?

Some steps are being made to raise awareness of and plan for increasing numbers of older people. This includes establishing a 'voice' for older people through things such as the older Peoples Network and local groups such as Vintage Blacon. Services, such as those provided in extra care housing developments which provide a safe and sociable environment which will promote independent and active lifestyles for older people and will be a focal point for the local community, are being developed. Nevertheless

the full impact of the dramatic increase predicted in terms of health and social care services, third sector organisations and carers is perhaps not fully appreciated.

Efforts are being made to provide older people with the information and opportunity to exercise control over the services they receive and live independently: initiatives such as 'telecare' and 'healthcare' are beginning to be rolled out. There is also growing recognition of the skills, experiences and energy older people can offer to their communities. Projects such as 'Grozone', and other intergenerational projects aim to harness and make best use of this resource.

We have identified the following set of key strategic challenges for this priority.

Key challenges

Maximise the economic wellbeing of older adults

Identified through Ageing Well in West Cheshire - A Strategic Plan

Encourage older people to stay fit and healthy

Identified through Ageing Well in West Cheshire - A Strategic Plan

Recognise the skills, abilities and energy which older people can offer their community

Identified through Ageing Well in West Cheshire - A Strategic Plan

Your comments

Do you agree with the strategic priority - *Enabling older people to lead healthy and fulfilling lives?*

Do you agree with the three key challenges identified?

Create a strong sense of civic pride in our area

A sense of belonging within local groups and social networks is good for the wellbeing of all our communities. The different elements of this priority include supporting local peoples involvement in decisions about their local area; developing the range and contribution of local volunteering opportunities and supporting local people into these roles; and working to ensure that all sections of our communities, including those who are disadvantaged or discriminated against through race, gender, transgender, disability, age, sexual orientation, religion or belief, feel a sense of belonging and are able to participate actively in their communities. This can be a particular challenge in rural areas where vulnerable sections of the community can become isolated. More generally, our sense of civic pride is influenced by having access to high quality cultural, sport and recreational opportunities.

What is already happening?

Our partnerships activity across West Cheshire has sought to take forward the principles of the 'Big Society' and support all our communities by working with them to meet their needs and aspirations. This is being taken further through the pilot programme in Ellesmere Port, a pioneering approach to delivering services involving local partners working together to tailor services around local needs and aspirations. Top down, bureaucratic local government is being reduced and instead communities are being empowered to shape how services are provided to them. There are also other success stories such as the Blacon Community Trust / Sustainable Blacon 'Big Society Award' from Government in November 2011. Plans are in place to roll out this approach to other areas, using a variety of local delivery structures aligned to

the Area Partnership Boards, and involving a wide variety of local groups, particularly local (town and parish) councils which play an important role in helping the voice of local people to be heard. A key principle is to find out how our communities want to be engaged and improving the channels of communication so that they know they have made a difference.

Key to this is building and developing the role of the third sector (ie voluntary, community, faith and other not-for-profit organisations). Every community is strengthened by the third sector: it works across communities and with vulnerable and disadvantaged groups, providing support and helping to shape and provide services to meet local needs. The third sector is at the heart of our effort to improve engagement with residents and communities to better respond to local needs. The Third Sector Assembly actively represents the interests of this diverse group.

An important element of this theme is also access to culture and recreational opportunities, as this is an important element of the quality of life of residents. Whilst the area has a good cultural offer and tourism base and some good quality leisure facilities, we may not have embraced and celebrated this opportunity as much as we should.

We have identified the following set of key strategic challenges for this priority.

Key strategic issues

Increase the proportion of people who are volunteering and participating in community life

Identified through Altogether Better: Cheshire West and Chester Council Plan 2011-15

Increase the proportion of people who feel that they can contribute to decision making within their local area

Identified through Altogether Better: Cheshire West and Chester Council Plan 2011-15

Increase the number of visits to, and satisfaction with, libraries, museums, galleries, archives, sport and leisure facilities

Identified through Altogether Better: Cheshire West and Chester Council Plan 2011-15

Have a healthy and vibrant third sector, actively engaged in partnership working and delivering services which met local needs

Identified through Altogether Better: Cheshire West and Chester Council Plan 2011-15

Increase in the number of residents who feel people from different backgrounds get on

Identified through Altogether Better: Cheshire West and Chester Council Plan 2011-15

Your comments

Do you agree with the strategic priority - *Create a strong sense of civic pride in our area?*

Do you agree with the five key challenges identified?

Having sustainable health and social care services that are delivered at the right place and the right time

Demand for care services is increasing due to the ageing population, the changing expectations of the public and as new treatments and drugs are developed. Changing lifestyle behaviours such as smoking, increasing weight and drinking are also changing the need for care services.

The balance between the impact of these influences varies according to the health problem and the service however overall we have calculated that only around a third of the increase in emergency hospital admissions since 2004/05 is the result of demographic change. Care at the end of life makes up a significant proportion of demand for health and social care. Most of us would like a choice in how we are cared for and would prefer to die at home. Locally 39% of people died at home whilst 52% died in hospital in 2010.

The future financial climate will mean that services will need to become more efficient – that is produce better outcomes within their resources and commissioning organisations will have to prioritise how resources are used to improve health and care services. Local people have emphasised that they expect high quality and safe services and are keen to have more support and information to enable them to lead longer healthier lives. They wanted health and social care to work together to deliver more integrated services with clearer straightforward information about the full range of options available and to have a simple route in to services that is easy for people to access. Our older residents have said that their wish to retain independence and choice should be a key priority.

What is already happening?

Many of our services are recognising the importance of promoting healthy lifestyles and training their staff to offer appropriate brief interventions.

Over the last few years there have been a number of developments in terms of cancer screening programmes such as the introduction of bowel cancer screening and age-extension for the breast screening programme. General practices are case finding patients with hypertension – a significant but silent risk factor for heart disease.

The provision of our community health services was transferred in 2011 from the Primary Care Trusts to other NHS Trusts – a mental health trust and acute trusts. Significant developments in terms of facilities are planned where it is hoped more integrated community-based services will operate. We have established a Joint Commissioning Board to ensure relevant health and social care services are jointly planned.

We have identified the following set of key strategic challenges for this priority.

Key challenges

Plan for the ageing population

Identified through the JSNA

Encourage healthy lifestyles and support people to manage their conditions

Identified through the JSNA

Increase early detection of ill-health

Identified through the JSNA

Develop more integrated care across health and social care and between physical, mental & community health providers

Identified by services and through public engagement

Ensure services are of high quality and customer focussed

Identified by services and through public engagement

Ensure resources are spent wisely – offering best value for money for the whole population

Identified by services and through public engagement

Your comments

Do you agree with the strategic priority - *Having sustainable health and social care services that are delivered at the right place and the right time?*

Do you agree with the six key challenges identified?

OUR APPROACH

Our approach to these challenges

The joint agenda for improvement and change we have identified in this Strategy is bold, significant and ambitious. It is without question beyond the capability of any one organisation to deliver, and will require many years of focused effort if we are to make progress towards our shared vision.

Our approach to improve the wellbeing of our communities is to focus on tackling the **root causes** as well as dealing with the symptoms of poor wellbeing. It is to put communities at the heart of what we are trying to achieve and maximise the benefits of many of the **assets** we share in West Cheshire to give everyone a sense of wellbeing.

DRAFT

We can illustrate this approach in the following way:

Root Causes	Symptoms
Childhood poverty Parenting	Short-term & long term educational and health outcomes – poorer ‘life chances’ for children
Job opportunities & workforce skill set	Unemployment in key groups affecting mental & other aspects of wellbeing
Low energy efficient homes and rising fuel costs	Fuel poverty & excess winter deaths
Connectivity of public space and services	More congestion & car journeys. Fewer journeys by foot or cycle. People being less physically active. Some people experience difficulties in accessing key services.
Lack of suitable housing	People in need of affordable homes or more suitable homes
‘Obesogenic’ ¹ environment & social norms	Unhealthy lifestyles
Alcohol-related behaviour, relationship breakdowns	People being affected by crime & disorder and physical and mental ill-health

Assets	Benefits
Natural environment, green & open spaces	Physical & mental wellbeing, production of local food
Capacity & abilities of people living in our neighbourhoods	Community resilience & sense of wellbeing
Cultural heritage and vibrant cultural & leisure sector	Physical & mental wellbeing
Vibrant third sector	Community wellbeing
Effective public services	Right support, right place for those residents in need

¹ The obesogenic environment describes all the possible influences that our environment presents which encourage overweight and obesity in individuals and populations.
http://books.google.co.uk/books/about/Obesogenic_Environments.html?id=7ibykbITCpsC

The importance of partnership: our experience to date

Over the past 10-15 years partnership working has become a central feature of public services. Partnership and collaboration is now integral to the way these services set and seek to achieve their ambitions. During this time across West Cheshire there are a wide range of examples of how partnership work has enabled work to address challenging issues. Specific advantages include:

- Partnership is an important means of **building capacity** by reducing duplication of activity and bringing together the resources and expertise of a number of organisations, making them go further;
- Through partnership we can **tackle issues and deliver outcomes** which are beyond the remit of any one organisation to address;
- Through partnership we can bring together a range of perspectives, shedding fresh light on issues, **challenging views and encouraging innovation**.

Taking Partnership working to the next level

We recognise that we need to view these challenges differently – looking at their root causes and interconnectedness in order to affect real change, turning the tide of decline for the most intractable problems and areas.

We need to consider how many of the outcomes are dependent on each other, many of these outcomes are connected to each other across the differing life courses of our communities.

We need to build on our experience of partnership working not only in delivering more efficient and effective joined up services to individuals but to enhance the way we use our assets to tackle the wider determinants of wellbeing of our whole community.

The diagram on page 18 helps to demonstrate the approach and the interconnectedness of outcomes across the life course of a 'village of 100' residents in west Cheshire.

Tackling root causes to make a difference to our lives in our "Village of 100"

