

Cheshire West & Chester Council

# Draft Community Assets Framework

'To deliver a better integrated public service across the borough by creating efficient and fit for purpose community assets.'



Cheshire West  
and Chester



## Foreword

I would like everyone to have the opportunity to have access to services and provision in their communities. Community assets and what they deliver sit at the heart of this, allowing local residents to become empowered and thrive. It is important that the Council continuously identifies ways in which to deliver services more efficiently but without losing sight of supporting local residents and ensuring their needs are met. With significant reductions in the Council budget and its resources it is even more important to ensure that our resources are well managed and reflect the priorities of our communities.

The property portfolio of the Council is immensely diverse and community assets form part of this portfolio. Our community assets are hugely important to the day-to-day life of our local residents and contribute to the social fabric of our communities, whether this is activity targeting social isolation, health and wellbeing and supporting the best start in life for our children and young people.

It is therefore important that within these times of change we identify new modern ways of working and delivering provision collaboratively and thinking beyond the 'four walls' of a building, considering how best placed our community provision is delivered.

The Council's Community Assets Framework sets out the way forward for our community assets by stipulating a:

- Vision for our community assets
- Core principles
- Criteria for reviewing our assets
- And, how and what will be achieved through reviewing our assets over the next three years; 2017-2020

I believe that this framework will provide considerable support for our community assets and provision - now and in their future delivery, and ensure that they are at the heart of communities.



**Councillor Louise Gittins**  
Cabinet Member for  
Communities and Wellbeing



## 1. Introduction and Context

Cheshire West and Chester Council is committed to ensure that our communities and local residents thrive through access to support and services they need. This Community Assets Framework sets out the Council's approach for its community assets and how it works with and supports these assets both now and in the future, ensuring they are at the heart of the community.

### 1.1. What is the vision?

*'To deliver a better integrated public service across the borough by creating efficient and fit for purpose community assets.'*

The Council recognises the vital role that community assets play at the 'heart' of their local communities and the invaluable role they have in achieving the Council's corporate outcomes set out in the Council Plan . The aim of the Community Assets Framework is to set out an approach to support these outcomes: Thriving Communities, Thriving Economy and Thriving Residents through making better use of our community assets and delivery of provision.

## 1.2. The Principles

### Principle 1: Supporting Communities:

Ensuring our community assets are well managed and support the needs of our communities

### Principle 2: Regeneration:

Supporting place based regeneration to deliver the right services in the right location, based upon community need

### Principle 3: Partnership:

Working with local partners to integrate or co-locate services to provide a better offer or approach to communities, and to maximise income and opportunities

### Principle 4: Releasing:

Releasing assets that no longer provide the best value for our communities and meet Council Outcomes

### Principle 5: Transferring:

Empowering communities to influence the use of assets in their area through asset transfers

### Principle 6: Equality:

Supporting equality across the borough, ensuring our assets, where possible, are all-inclusive and accessible



### 1.3. Background

Analysis of the Council's asset portfolio in 2015 revealed that we own 580 buildings. Within our portfolio of buildings, there are a large number of these buildings that are utilised by the community and this framework focuses on our approach to the delivery of Council owned community assets.

### 1.4. What do we mean by 'community assets'?

The Council owns and manages a variety of assets across the borough. Community assets could be a building, a piece of land or provision that is utilised and beneficial to our residents to improve the quality of community life. Each asset is unique in its makeup and what it contributes to a community. This framework identifies the following as Council community assets.

#### 1.4.1. Community Centres & Community Buildings

- We own and manage a number of community centres and buildings across the borough.
- Hireable space - Monday to Sunday, 9am-10pm.
- Wide range of activities from keep fit classes to luncheon clubs, pre-school groups and youth clubs.



#### 1.4.2. Libraries

- Twenty-two public libraries, and one mobile library service, across the borough.
- Our library service offers the following, and more, supported by the national Universal offers<sup>2</sup> :
  - **Information** – supporting people to access information and services
  - **Reading** - develop, deliver and promote modern reading services within libraries for local communities
  - **Digital** – public access to the internet, 24/7 online access to library services



- **Health** – contribution towards health and wellbeing of our local communities through the offer of books on prescription, community space for a network of local hubs
- **Learning** - plan, develop and promote their role and contribution to lifelong-learning
- **Culture** – creating new opportunities for communities to engage with and enjoy art and culture in libraries

<sup>2</sup> Society of Chief Librarians:  
<http://goscl.com/universal-offers/>

### 1.4.3. Play Areas

- We are responsible for 111 outdoor play and youth areas.
- Our play areas are supported by a cross-cutting review the Wider Play Area Framework and Improvement Plan.
- Play areas support the health and wellbeing of our children and young people across the borough.

### 1.4.4. Managed Land & Greenspaces

- We manage over 1600 pieces of land – for example, but not limited to: parks, verges, village greens, allotments etc.
- Our greenspaces make a huge contribution towards the health and wellbeing of our local residents, and visitors to the borough, also offering access to cultural, leisure and heritage activities.

### 1.4.5. Public Conveniences

- We manage 24 public conveniences across the borough.
- A mixture of internal and external management and cleansing of our facilities.
- The review of public conveniences is a cross-cutting review supported by a framework<sup>3</sup> setting out the criteria for review.



<sup>3</sup>Appendix 2: Public Conveniences Framework – Criteria for review p.19

## 1.5. Why a community asset framework?

The Council is setting out to address a range of issues, including:

- Providing a clear vision of the role of the Council's involvement in supporting community assets
- Providing a transparent and consistent approach to supporting community assets across the borough and how these assets support communities and Council Outcomes
- Ensuring that the physical condition of assets are fit for purpose
- Ensuring assets are in the right location, reducing over-provision and maximising usage
- Supporting the Council's funding gap of £57m over the years 2016-2020.<sup>4</sup>  
By managing our community assets more efficiently the review will allow us to understand our budget and on-going maintenance needs.

The framework does not aim to provide a prescriptive delivery plan for our assets as the Council acknowledges that its communities and its community buildings and provision are unique; rather that it provides a method of reviewing our assets and provision to support the development and implementation of future plans.

## 2. Understanding our Community Assets

### 2.1. Reviewing our community assets

To support delivery of the framework we need to review our assets and provision and the following sets out a criteria to achieve this:

- Locality approach
- Mapping assets and provision
- Understanding the issues and needs of our communities
- Community value and the performance of our assets
- Community engagement

Through baselining – understanding our assets, including legal and planning obligations on our properties and land such as covenants - and analysing the requirements for both our assets and our communities the criteria of review is supported by a locality by locality approach.

### 2.1. The locality approach

Due to the unique character of our community assets and the communities in which they are located it is important to take a locality by locality approach to help inform and support options and models of delivery.

<sup>4</sup>Cheshire West and Chester Budget Consultation: [www.cheshirewestandchester.gov.uk/your-council/consultations-and-petitions/Budget-consultation.aspx](http://www.cheshirewestandchester.gov.uk/your-council/consultations-and-petitions/Budget-consultation.aspx)

### 2.1.1. Cheshire West and Chester Localities

Locality working focuses on involving local people, organisations and partners in shaping and delivering local services. Through this commitment of working more closely with communities and partners as a Council we aim to deliver high quality, efficient and effective public services through new and enhanced ways of working which contribute to improving the quality of life and wellbeing of our communities.

Where local people get involved in shaping and deciding what happens in their communities, not only do they get the services that they want, but it helps to create a much greater sense of community and personal responsibility.

The Council's locality working programme is split across four areas:

- Chester
- Ellesmere Port
- Rural
- Northwich and Winsford

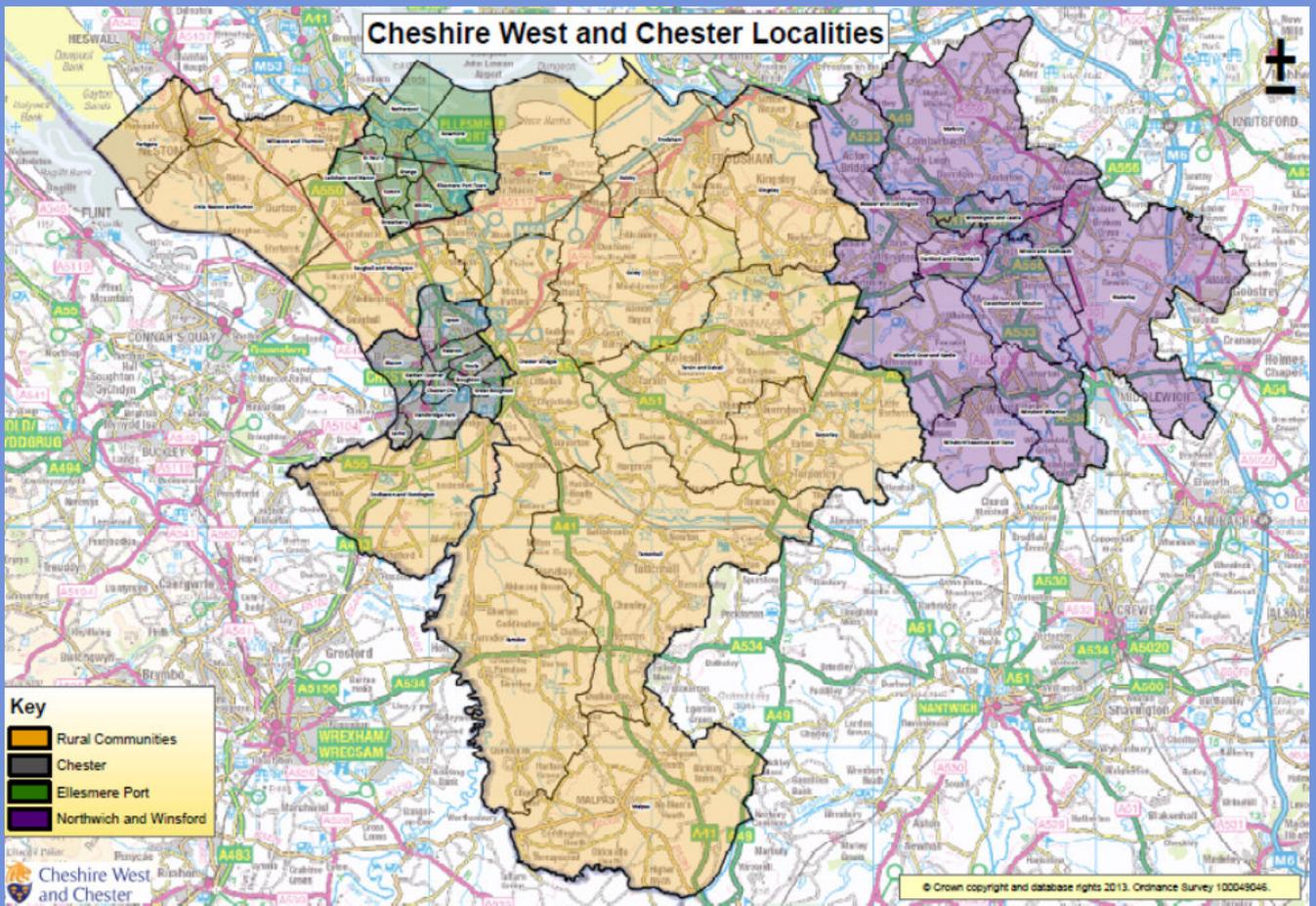


Fig. 1. Map of Cheshire West and Chester Localities

## 2.2. Mapping assets and provision

Data has been gathered to map community assets and provision across localities.

Through this research mapping can:

- act as a visual aid plotting both Council and non-Council provision in different wards and communities
- highlight clusters and gaps in provision
- indicate duplication of provision
- display the distance between provision

## 2.3. Understanding the issues and needs of our communities

Community assets have an important role in supporting the needs of communities, and tackling any issues that can be identified from demographic profiling of wards. It is therefore paramount to identify key issues such as:

- high levels of deprivation
- social isolation
- ageing populations
- low income households
- health and wellbeing
- complex dependences
- worklessness

It is key to understand how community assets address these issues and supports the aspirations of the Council to become a borough of 'Thriving Residents', 'Thriving Communities' and a 'Thriving Economy' now and in the future. This can be done through analysing our community assets in terms of community value and their performance.

## 2.4. Community value and the performance of our assets

Understanding the usage of community assets and the type of provision they offer can also influence the future delivery of our assets, combined with the understanding of how and if assets are valued by our communities.

Gathering statistical evidence can help support an understanding of community value:

- usage figures
- number of hours buildings are used
- number of activities
- types of activities
- number of participants
- who those participants are
- cost of operating the asset (including spend and maintenance)

## 2.5. Community Engagement

Community engagement is vital in understanding the value of our assets, and the needs and aspirations of our local residents. The Council will consult and engage with both those who use our assets and those communities in which the assets are located to help shape and influence opportunities for the delivery and investment of community assets.

In summary, with mapping, considering community issues and Council Outcomes, analysing datasets of what provision is available, statistical evidence around usage and finances, and qualitative data gathered from stakeholder and community engagement we can use this evidence to help shape and support options that can be aligned to the framework's principles.

### 3. Community Assets Framework Principles

Using the information gathered we will utilise the framework to create options to allow us to make decisions. Details are outlined below:

#### 3.1. Principle 1: Supporting Communities

*'Ensuring our community assets are well managed and support the needs of our communities'*  
*Ensure residents have access to the right services in the right location enabling thriving and vibrant communities, with community assets at the heart, supporting the health and wellbeing of local residents and building community capacity.*

##### How will this be achieved?

- Invest in assets to ensure they are fit for purpose and to help them achieve their full potential
- Assessment of any property and planning legal obligations and covenants on our assets that will influence any changes in delivery
- Assessment of asset conditions and its liabilities to ensure buildings, externally and internally, are up to standard
- Robust management plans to be established, and also work with those who are using our assets to maximise potential
- Raise awareness of community assets and encouraging their role in the heart of the community to increase their use
- Where possible create a network of support for those local people who use our community assets to encourage best practice, promotional activities and community engagement

##### What will be achieved?

- An improved and wider offer that our assets can provide
- Well managed assets that perform well and deliver to a high standard
- Reach out to more members of the community to meet their needs, improve health and wellbeing and allow communities to thrive
- Support and networking for those who use our assets to share best practice, skills, ideas etc
- Assets better equipped and maintained to standard so they are more efficient and fit for purpose, preventing decay and an eyesore in communities
- Maximisation of income opportunities

## Example of best practice: Frodsham Library

In 2013 the Frodsham library service transferred from a listed building on a main road on the edge of town to a co-located site with BRIO Leisure. This successful re-location and investment in this community asset has offered:

- Improved wider offer with both increased opening hours and library usage
- More efficient building and service costing us less without compromising the delivery of the service

- The building is fit for purpose in a more accessible location attracting new users and partners
- There has been improved partnership working providing a further offer to local residents



### 3.2. Principle 2: Regeneration

*'Supporting place based regeneration to deliver the right services in the right location, based upon community need.'*

*Recognising that some community assets are well placed in wider strategic regeneration schemes such as One Public Estate, town centre regeneration or smaller scale initiatives that reflect specific community needs and supports wider aspirations for our borough.*

#### How will this be achieved?

- Invest in assets to ensure they are fit for purpose and to help them achieve their full potential
- Assessment of any property and planning legal obligations and covenants on our assets that will influence any changes in delivery
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## Example of best practice: Avenue Services, Blacon

Avenue Services, set up in April 2012, is a ground-breaking social enterprise jointly owned by Cheshire West and Chester Council and Sanctuary Housing. It was created for the benefit of the residents of Blacon to ensure that local people were actively engaged in the delivery of quality local services and the management of local assets. The new organisation delivers neighbourhood services, manages local assets and enables

residents to determine priorities and effectively deliver their own services in Blacon.



### 3.3. Principle 3: Partnership

*'Working with local partners to integrate or co-locate services to provide a better offer or approach to communities, and to maximise income and opportunities.'*

By working with local partners we can provide a better offer and approach to communities by achieving improved flexible service delivery. Shared resources and facilities can result in savings, and benefit communities, for example minimising travel, and creating active and attractive multi-service assets.

#### How will this be achieved?

- Analyse the community need for integration/co-location of services through research and consultation
- Assess what services could integrate/co-locate – space, resources, accessibility - and provide support mechanisms to achieve this
- Estimate the cost benefit of co-location of services
- Provide a support network for partners that are co-located/integrated

#### What will be achieved?

- Accessible services for a wider number of people reflecting specific needs for that area
- Combining a point of contact arrangements through integration, and therefore improving access to facilities
- Cross-working of partners – improving relationships and partnership working
- Flexibility in the way services are offered and maximising the use of the building
- Efficient buildings that are fit for purpose
- A reduction in Council assets where appropriate
- Enabling services to continue to be provided locally
- Reduction of carbon emissions through less travel

### Example of best practice: Ellesmere Port Library and partners

Ellesmere Port Library is a thriving hub offering a number of services out of one building. The front of house space offers a library, café, Registration Services, Customer Services and Workzone providing an

accessible offer for a wider number of local residents. The back of house space offers office space for a number of Council teams allowing internal services to cross-work more effectively and improving relationships and partnership working. The co-location utilises under-used space, and has freed up assets and space in other buildings making better use of our resources and assets.

## 3.4. Principle 4: Releasing

*'Releasing assets that no longer provide the best value for our communities and meet Council outcomes.'*

The decision to close or sell a community asset is not taken lightly by the Council however there are a number of circumstances where this action is required:

- The service is required and maintained but delivered through a different model, and the physical asset is no longer required
- The asset no longer meets the Council's outcomes
- There are assets nearby that duplicate services on offer
- The asset is no longer structurally viable
- The asset is a considerable drain on Council resources, it is under-performing with no potential to improve
- There is no expression of interest from the community to take on the asset

### How will this be achieved?

- Assessment of conditions of the asset and its liabilities
- Assessment of any property and planning legal obligations and covenants on our assets that will influence any changes in delivery
- Community value assessment and whether there is potential to improve the asset or services it delivers
- Analyse the needs of the community and what provision is already on offer
- Assessment of commercial potential of land and/or asset

### What will be achieved?

- Resources can be channelled in to assets and communities where there is a need for provision to be met
- A contribution to efficiencies and savings, whilst ensuring the community is little affected by the release of assets
- Land/building may be offered up for alternative use – commercial, demolished and land sold for redevelopment providing income or capital receipt for the Council

### Example of best practice: Elton Library

In 2016 a service review proposed that the Elton library service, which operated a few hours a week from Elton Community Centre, could be replaced by a Mobile Library stop. Residents with restricted mobility were then able to be served by the Home Library Service, delivering books to their homes. There was extensive consultation with the community and users of the library to determine their views on the proposal. The result of the consultation was to re-provision the community with a mobile library service. By changing service delivery

the number of people accessing a library service in Elton has increased by over 15%. The change in service delivery has contributed to efficiencies and savings but has ensured that the community still has access to provision through channelling resources in to an asset that suitably meets the needs of the community.



## 3.5. Principle 5: Transferring

*'Empowering communities to influence the use of assets in their area through asset transfer'*

Through transferring assets local residents can feel empowered to influence their use in their area. Communities can access a wider range of funding and be more innovative in the services and activities they provide. This can be supported through the Community Right to Bid<sup>5</sup> scheme and Enabling Community Asset Ownership Protocol<sup>6</sup>.

### How will this be achieved?

- Transfer viable community assets owned by the Council to the community
- Ensure that the community asset is viable and sustainable prior to transfer by prioritising major maintenance work
- Only pursue asset transfer where there is a well-run and well supported community organisation
- Establish a clear asset transfer application and decision making process
- Put in place support mechanisms to allow communities to achieve their vision of taking on their community assets or provision

### What will be achieved?

- A contribution to efficiencies and savings that the Council needs to achieve
- Cooperative working between the Council and the community, and other partners
- Continuation and potential enhancement of provision and offer within the community through increased capacity, and access to funding sources that the Council are exempt
- Community empowerment to support greater local involvement in service delivery
- Use of underused buildings and land, and potentially stimulate wider regeneration
- Catalyst for increased volunteering and community cohesion

## Example of best practice: Square One/Vicars Cross Community Centre

Square One is a purpose built youth centre situated in the largely residential area of Vicars Cross. Following the return of the building to Cheshire West and Chester Council from Connexions in 2011, Great Boughton Parish Council indicated its aspiration to manage the building as a community hub for Vicars Cross. This would provide an opportunity for the Parish Council to develop and support a range of community activities locally, in so doing improving the quality of life for local residents and supporting the delivery of local services.

To support the transfer process Cheshire West and Chester Council provided help with business planning, and developed a freehold transfer agreement which has enabled the Parish Council to take over the management of the building. Following the completion of the transfer in September 2014, a part time Centre Management has been employed to support the expansion of activities.



### 3.6. Principle 6: Equality

*'Supporting equality across the borough, ensuring our assets, where possible, are all-inclusive and accessible'*

Where possible, our community assets will be all-inclusive in terms of their physical condition and the services that they provide.

#### How will this be achieved?

- Local engagement on services required to improve the ability of people to access community assets – taking in to account user experience at every stage of any new developments
- Work with Representative Bodies to understand requirements, and what would be beneficial to our communities
- Adhere to national policies such as the 1995 Disability Discrimination Act that aims to ensure that all those who are disabled have the same access to public services as those who are not disabled
- Regular inspections of our assets to ensure they meet accessibility standards through monitoring and evaluation

#### What will be achieved?

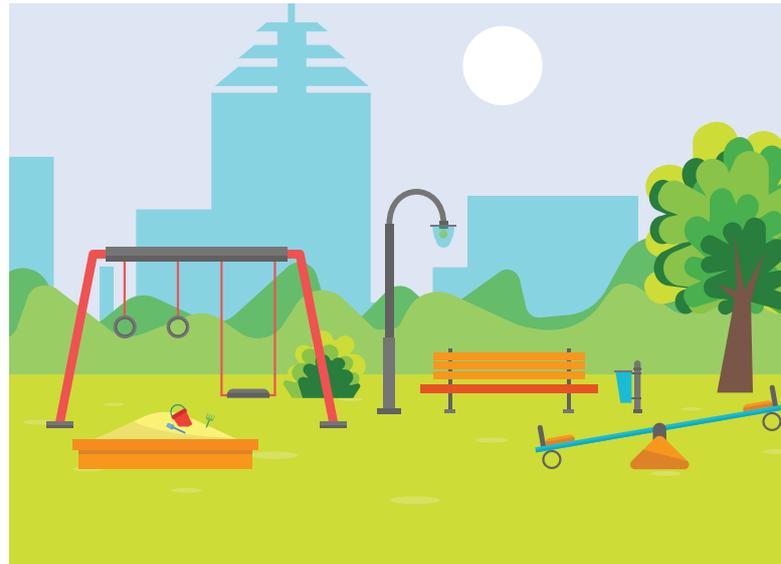
- Buildings and provision, as far as reasonably possible, will be all-inclusive and accessible and welcoming to all, improving the quality of life of our local residents
- Remove social barriers that can affect those with different needs and abilities
- Enabling all to participate in community life that community assets can support
- Improving the quality of life of our residents through opportunities of social interaction, learning, health and well-being and employment

<sup>5</sup> Community Right to Bid: <https://mycommunity.org.uk/resources/understanding-the-community-right-to-bid/>

<sup>6</sup> Appendix 3: Guiding Principles of the Enabling Community Asset Ownership Protocol p. 20-21

## Example of best practice: Ropewalk Play Area, Parkgate

In 2016 the Council owned Ropewalk Play Area, Parkgate saw a number of improvements to the site. In collaboration with Neston Town Council, Parkgate Primary School and local residents the Council enhanced the play area by acquiring additional play equipment to cater for a wider age group of children and to support inclusive equipment for disabled users. The scheme was consulted on widely and the ultimate scheme met the wishes of the local community.



## 4. Next steps

The following actions will be required to implement the framework:

Action	When
Review feedback from the draft framework consultation and update the framework where appropriate	Spring 2018
Continue to improve the information we hold about our community assets e.g. build a profile of our users and local communities, assess community value and condition of assets	Ongoing
Develop a detailed implementation plan and likely timescales to implement the framework	Spring 2018
Review our assets using the method of criteria described in the framework, and prioritise works	Spring/Summer 2018
Talk to our communities and users of our assets to understand needs and aspirations for our community assets and consult when decisions on assets are being considered	Summer 2018

### 4.1. What will success look like?

By 2020 the Council will have a portfolio of community assets that are fit for purpose, support our communities and are aligned to Council outcomes. There will be robust performance management measures for those assets that are retained and managed by the Council, with a clear vision for our assets and the ability to identify opportunities.

We will have made revenue efficiencies through identifying new and proficient ways of delivering services, whether that is via the Council or through supporting and empowering communities to manage and deliver services themselves.

## 5. Appendices

### 5.1. Appendix 1: List of Council Community Assets in scope

Locality: Chester	
Community Centres & buildings	Lache Community Centre Water Tower Garden Pavilion
Libraries	Great Boughton Hoole Lache Upton
Public Conveniences	Alexandra Park Coronation Fields Frodsham Street Grosvenor Park Overleigh Cemetery Princess Street Sandy Lane The Groves Westminster Park
Play Areas	28 council managed across the locality
Locality: Ellesmere Port	
Community Centres & buildings	Flatt Lane Community Centre Hope Farm Community Centre Little Sutton Community Centre Overpool Community Centre Stanney Grange Community Centre Thelwall Road Community Centre Westminster Community Centre Wolverham Community Centre
Libraries	Ellesmere Port Hope Farm Little Sutton
Public Conveniences	Ellesmere Port Town Centre Whitby Park
Play Areas	22 council managed across the locality

Locality: Northwich & Winsford	
Community Centres & buildings	The Dingle Recreation Centre The Edge, Cheviot Square The Marina Building New Images Wharton Community Centre
Libraries	Barnton Northwich Sandiway Weaverham Wharton Winsford
Public Conveniences	Marbury Park Northwich Town Centre Shakerley Mere Whitegate Station
Play Areas	23 council managed across the locality
Locality: Rural	
Libraries	Frodsham Helsby Malpas Neston Tarpoley Tarvin Tattenhall
Public Conveniences	Farndon Frodsham – Castle Park & Moor Lane car park Little Budworth Malpas Neston – Brook Street car park & Stanney Fields Parkgate Tarpoley Willaston – Hadlow Road Station
Play Areas	22 council managed across the locality

\*Details of managed land and greenspaces on request

NB. A number of existing and already planned consultations with regards to specific community assets will be running alongside the draft community assets framework consultation. All relevant feedback will be considered for this consultation.

## 5.2. Appendix 2: Public Conveniences Framework – Criteria for review



## 5.3. Appendix 3: Guiding Principles of the Enabling Community Asset Ownership Protocol

### Guiding Principles:

- The Council will support the transfer, acquisition and management of assets by groups, community interests and social enterprises throughout the borough of Cheshire West and Chester. The Council will adopt a pro-active approach to enable engagement with a diverse range of communities across the borough.
- The Council will adopt an approach which seeks to build upon existing community assets in the broadest sense: people, social enterprises, local businesses, skills, time and money.
- Transfer opportunities will be tested against various public interest and organisational tests, which ensure that the Councils fiduciary, planning and equalities duties are taken into consideration.
- The 'social value' of transfer will also be relevant: this being the wider value added impacts within the community, such as the creation of friendship opportunities for those who are socially isolated, which are harder quantify in financial terms. As such proposals are considered on a case by case basis.
- If below market value is agreed the Council will apply appropriate legal restrictions to the transfers to ensure that the asset remains in community benefit for the purpose agreed in perpetuity.

The protocol covers the following aspects of community management and ownership of assets:

- Interim or Meanwhile use of Assets:** short terms leasehold arrangements to stimulate interim use of disused or underused land and buildings.
- Community Asset Transfer:** long term leasehold or freehold transfer arrangement entered into by the Council with a community based organisation at market or below market value to support the social, economic and environmental wellbeing of people living and working in West Cheshire.
- The Community Right to Bid or 'assets of community' value provisions** the Localism Act 2011 placed a new duty on Councils in England and Wales to maintain a list of 'land of community value' in their area, as nominated by the local community.
- The Community Right to Reclaim Land:** under the community right to reclaim land, communities have the right to ask that underused or unused land owned by local Councils and other public bodies is sold in order to bring it back into use.

- v. **Right to Contest:** From January 2014, under the right to contest, requests can be made that land and property held by local and central government be released for better economic use.
- vi. **Community rights to compulsory purchase:** an amendment to Circular 06/04 enables Councils to respond to requests from community organisations to acquire a disused/underused asset in order to stimulate regeneration, which involves a compulsory purchase.
- vii. **Multiple Asset Transfer:** transfer of multiple assets relating to a place, service or asset type to community consortia or Special Purpose Vehicles.
- viii. **Community Right to Challenge:** local groups (including parish Councils and local authority employees) have the right to submit an expression of interest in taking over and running a local authority service.
- ix. **Community Right to Build:** this new right makes it easier for local people to initiate and deliver the small scale developments they would like to see in their area by bypassing the normal planning consent route. Local people can propose development in their area without having to go through cumbersome planning procedures. The benefit of these developments, such as profits, will be managed by the community organisation on behalf of the whole.
- x. **Neighbourhood Development Order:** town and parish Councils or neighbourhood forums now have the power to establish general planning policies for development and use of land in a neighbourhood. This can enable communities to 'permit' development where they want to see it – in full or in outline – without the need for planning applications.

## 5.4. Appendix 4: Cheshire West and Chester Council Outcomes





## Please let us know what you think

We would like to hear your views on the draft community assets framework. To let us know what you think, please complete the attached survey. The closing date for feedback is 25 February 2018.

### **Accessing Cheshire West and Chester Council information and services.**

Council information is also available in Audio, Braille, Large Print or other formats. If you would like a copy in a different format, in another language or require a BSL interpreter, please email us at: [equalities@cheshirewestandchester.gov.uk](mailto:equalities@cheshirewestandchester.gov.uk)

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**Email:** [equalities@cheshirewestandchester.gov.uk](mailto:equalities@cheshirewestandchester.gov.uk)

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