

Advisory Panel - Performance and Capacity Agenda

Date: Wednesday, 17th September, 2008
Time: 5.00 pm
Venue: Council Chamber, Municipal Buildings, Earle Street, Crewe

The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the foot of each report.

PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT

1. Apologies for Absence

2. Declarations of Interest

To provide an opportunity for Members and Officers to declare any personal and/or prejudicial interests in any item on the agenda

3. Public Speaking Time/Open Session

In accordance with Procedure Rules Nos.11 and 35 a total period of 10 minutes is allocated for members of the public to address the Committee on any matter relevant to the work of the Committee.

Individual members of the public may speak for up to 5 minutes but the Chairman will decide how the period of time allocated for public speaking will be apportioned where there are a number of speakers.

Note: In order for officers to undertake any background research it would be helpful if questions were submitted at least one working day before the meeting.

4. Minutes of Previous Meeting (Pages 1 - 4)

To approve the Minutes of the meeting held on 29 July 2008.

5. Draft Corporate Plan (Pages 5 - 80)

To consider the rationale behind the development of the Cheshire East Interim Corporate Plan 2009/10.

Report attached.

6. Governance - Update

Report to follow.

7. Cheshire and Warrington Improvement and Efficiency Partnership - Update

Report to follow.

8. Feedback from Task Groups

9. Date of Next Meeting

The next meeting is programmed to be on 4 November 2008 at 2.00 pm. Members are, however requested to consider changing the time at which it will start as a Cabinet meeting is due to be held at the same time and some Members will be involved in both.

CHESHIRE EAST COUNCIL

Minutes of a meeting of the Advisory Panel - Performance and Capacity held on Tuesday, 29th July, 2008 at Sandbach Town Hall, High Town, Sandbach.

PRESENT

Councillors Mrs E Alcock, G Barton, T Beard, P Findlow, L Gilbert, J Hammond, M Hardy, F Keegan, P Mason, J Narraway, D Stockton and Mrs D Thompson

Apologies for absence were received from Councillor B Silvester.

1 APPOINTMENT OF CHAIRMAN**RESOLVED**

That Councillor John Hammond be appointed as Chairman for the ensuing year.

2 APPOINTMENT OF VICE CHAIRMAN**RESOLVED**

Councillor Diana Thompson be appointed as Vice Chairman for the ensuing year.

3 DECLARATIONS OF INTEREST

A blanket declaration of personal interest was made by those Councillors who were existing County Councillors, Borough Councillors and Town and Parish Councillors.

4 PUBLIC QUESTION TIME/OPEN SESSION

There were no questions from the public.

5 TERMS OF REFERENCE

Consideration was given to the suggested Terms of Reference for the Panel and a guidance note on the organisation and running of the Panel meetings.

RESOLVED

That the Terms of Reference and guidance note be noted.

6 PANEL WORK PROGRAMME

The Performance and Capacity Project Plan was circulated to Members of the Panel, in order to provide some background to the discussion relating to the establishment of a Work Programme. It was noted that the document explained the various Workstreams under the Performance and Capacity Block. Project Initiation Documents had been produced for each of the Workstreams and could also be provided to Members, on request. In addition, a high level plan for each of the Workstreams had been produced. It was suggested that the Panel might wish to consider which Workstreams it would like to examine in more detail.

In considering the Work Programme, Members of the Panel raised the following issues:

Councillor Brown explained the background to the Neighbourhood Area Working Panel, which had been set up. He had requested that officers in the Performance and Capacity Block examine the Sustainable Community Strategies, Corporate Plans and Local Development Framework for all four Authorities and to identify what was common to all of them and also to identify any unique issues. At the next meeting of the Neighbourhood Area Working Panel, consideration would be given to these documents, in order to ascertain where there was an overlap. There would also be an opportunity to engage with other Members of the Council.

Reference was made to the existing Neighbourhood Forums and it was considered that these should be maintained for the duration of the Shadow Authority, as it was considered best practice to have smaller groups within smaller communities. Consideration should be given as to what structures should be in place before April 2009 and where good work was already taking place this should be promoted. It was also felt that there was a need to maintain officer commitment and that Councillors should work alongside officers.

It was commented that, within the People and Places bid, the proposals for Area Forums mirrored what the County Council was proposing, at the same time. It was considered that existing Neighbourhood Forums were currently carrying out some good work. It was also felt that consideration should be given as to how services could be delivered, involving Town and Parish Councils. It was suggested that an exercise should be carried out to establish which Town and Parish Councils wished to be involved and also relating to budget issues and that the Panel should be advising in respect of this.

In order to establish the Work Programme for the Panel it was suggested that a number of Member Sub Groups be formed.

RESOLVED

1. that the following Task Groups be formed, with the following membership:

Customer Access

Councillors Terry Beard
Diana Thompson
Martin Hardy
John Narraway
Don Stockton

Finance

Councillors Terry Beard
Martin Hardy
Paul Findlow
Peter Mason

Corporate Development

Councillors Diana Thompson
John Hammond
Terry Beard
David Brown

Parish and Town Councils

Councillors John Hammond
Diana Thompson
Paul Findlow
Gary Barton
Elise Alcock
John Narraway
Frank Keegan
Les Gilbert
Don Stockton

ICT

Councillors Gary Barton
Don Stockton
Terry Beard
Martin Hardy
John Narraway

2. the relevant Portfolio Holders should attend meetings of the Task Groups.
3. the Task Groups meet on an informal basis supported by the Workstream Leads and will not be formally minuted.
4. the Task Groups meet as soon as possible to agree priorities and Members not appointed to the Sub Group could be involved in the work of the Groups, if required.

(It was also suggested that it might be useful for Members to attend appropriate officer meetings, as observers, to keep them informed of progress.)

7 FUTURE MEETING DATES

RESOLVED

the Cheshire East Democratic Services Team draw up a schedule of meetings, based on a six weekly cycle from September 2008 and the dates for future meetings to be circulated as soon as possible, following agreement with the Chairman.

The meeting commenced at 5.00 pm and concluded at 5.55 pm

Councillor J Hammond
CHAIRMAN

This page is intentionally left blank

CHESHIRE EAST

Performance and Capacity Advisory Panel

Date of meeting: 17th September 2008
Report of: Carol Haydon
Title: Cheshire East Interim Corporate Plan 2009/10

1.0 Purpose of Report

- 1.1 To explain the rationale behind the development of the Cheshire East Interim Corporate Plan 2009/10

2.0 Decision Required

- 2.1.1 Members are requested to confirm that the rationale behind the development of the Corporate Plan is appropriate
- 2.1.2 That the draft plan continues to be developed to include the targets for 2009/10.

3.0 Financial Implications for Transition Costs

- 3.1 None, the Interim Corporate Plan has been completed by existing staff involved in the LGR Corporate Development Workstream. The objectives and priorities within the Corporate Plan will drive the budget setting process for the 2009/10 service year ensuring that the Council's key objectives and priorities are appropriately resourced

4.0 Financial Implications 2009/10 and beyond

- 4.1 .The objectives and priorities within the Corporate Plan will drive the budget setting process and the Medium Term Financial Strategy ensuring that the Council's key objectives and priorities are appropriately resourced. The objectives and priorities within the Corporate Plan will drive the MTFS and the two plans will be developed in tandem. .

5.0 Risk Assessment

- 5.1 The New Cheshire East Council must have a Corporate Plan to enable the budget setting process to commence and to reflect the required resources for the Council's identified priorities to be delivered. By setting out the Council's priorities and objectives individual services will be able to develop service delivery plans which will enable staff to understand their key priorities and

actions. This then ensures that the Council delivers on its stated objectives and key priorities.

6.0 Background and Options

6.1 The Corporate Plan 2009/10 has been developed as an interim Corporate Plan to allow Cheshire East to set the budget for 2009/10. The budget must fund the identified priorities and commitments of the Council and these must be reflected in the budget setting and planning processes. The Corporate Plan has been developed by mapping the priorities and objectives of the four organisations which will come together to form Cheshire East. These priorities have been published by each organisation and have been developed based on consultation with communities and partners. The priorities have also been taken from the new Sustainable Community Strategy which sets out the community priorities for Cheshire East and the Local Area Agreement (LAA), which is the plan, which details how the Sustainable Community Strategy will be delivered. The 35 agreed LAA priority indicators are also reflected in the Corporate Plan to ensure that the Council fulfils its part in achieving the priorities identified.

6.2 The Corporate Plan has been developed in two parts:

Section 1 is broken down into the themes that encompass the Local Area Agreement (LAA). This is because it is important to have a community focus to the plan but also because these themes also tie in well with the themes within the four existing corporate plans of the organisations coming together to create Cheshire East.

Within each LAA theme is a list of indicator(s) which have been taken from the current Sustainable Community Strategy (16 priorities in total). It was felt that this was the best approach because these priorities largely encompass the existing priorities from the four authorities but also it puts Cheshire East firmly ahead when it comes to the Comprehensive Area Assessment (CAA). As part of the CAA, the Council will have to show a real commitment to supporting the community priorities with partners. It is also acknowledged that the process in bringing together these community strategy priorities has been a more rigorous one and these community priorities do accurately reflect community needs and aspirations. These priorities also tie in with the 35 agreed LAA priority indicators.

Under this, are a number of bullet points for each theme that shows how the Council will contribute to these priorities.

There is also a list of KEY indicators within each of these themes. These are the 35 priority LAA indicators that have been identified as

part of the LAA. A longer list of indicators that support each theme is available in section 2.

The final theme relates to the Council and is not a LAA theme. This then begins to link the Council's support for the community themes and the things we will do in building an excellent authority

Section 2 contains a complete list of indicators (all 198 of the new national Indicator set NIS)) broken down into each theme and grouped into People, Places, Performance and Capacity.

The reason behind allocating the indicators to the service blocks is to begin to allocate the community themes to specific departmental responsibilities. Whilst it is recognised that each theme is very much crosscutting, it is important that the strategic and service directors begin to take ownership of particular themes, priorities and indicators. This will also make in-year and outturn reporting easier and more clearly defined and will help the Council to clarify to the Audit Commission what the Council's priorities are.

The children and young people theme is broken into the 5 outcomes articulated in 'Every Child Matters'.

The adult health and well being theme is broken into the seven outcomes articulated in 'Our Health, Our Care, Our Say' and in the White Paper 'Health, Wellbeing and Choice'.

The other themes are broken down into subsections using the people and places business case, draft organisational structures and current corporate plans.

This second section also allows the Council to set its own local performance indicators for each theme or department (if necessary). Although, Members may just want to focus on the 198 NIS.

- 6.3 The attached draft Corporate Plan will require targets to be set for attainment in 2009/10. These targets will be taken from the LAA and the Sustainable Community Strategy as appropriate. The National Indicator Set targets are currently being developed by the Performance Workstream and will be incorporated into the Corporate Plan for approval by Cabinet and Council.

7.0 Overview of Day One, Year One and Term One Issues

- 7.1 A new Corporate Plan will be developed in the summer of 2009 once the Sustainable Community Strategy and Local Area Agreement have been reviewed and agreed. At this time the Corporate Plan will be developed to be a three-year rolling plan spanning the period 2010-2013.

Embedded within and integral to the Corporate Plan, will be the Medium Term Financial Strategy (MTFS). The MTFS will also be a three-year rolling plan and will span the same period of time as the Corporate Plan providing the funding for the Council to deliver its stated objectives. The objectives and priorities within the Corporate Plan will drive the MTFS and the two plans will be developed in tandem.

The Corporate Plan will set out the Council's top priorities, bringing together the responsibilities around the Community Strategy, the Local Area Agreement, key regional and national priorities and our aim to deliver excellent services to the people and communities of Cheshire East. The Corporate Plan will be published in two parts and provide a clear statement of the Council's priorities and objectives.

- **Part 1** of the Corporate Plan will provide an overview of the Council's direction and specific improvement priorities, and how they will contribute to the Community Strategy aims. This will explain why the Council has identified these improvement priorities, the key measures of success and how the Council will focus on delivering them.
- **Part 2** of the Corporate Plan will be the Council's annual Performance Plan. It will set out the detailed performance against the Council's corporate performance measures, looking at past performance and future targets. Local key performance measures can be developed to be included in this section.

Both part 1 and part 2 of the Corporate Plan will be refreshed and updated each year to ensure that new priorities and objectives are reflected to enable the Council to be responsive to emerging issues and community views. Part 2 will explain how well the Council performed against the key measures of success and how we will target improvement for the future.

Engagement activity with staff will take place, both to raise awareness of the priorities, and to gather thoughts on outcomes and actions – including how services will contribute towards the achievement of the priorities. Key stakeholders including partners; will also be consulted.

Further mapping will take place to show how the Council's priorities fit with the emerging Comprehensive Area Assessment requirements and take account of national priorities to create Strong and Prosperous Communities.

Service Plans will be expected to detail how the Corporate Plan will be delivered – in terms of actions taken against Corporate Priorities.

8.1 Reasons for Recommendation

- 8.1 The New Cheshire East Council must have a Corporate Plan to enable the budget setting process to commence and to reflect the required resources for

the Council's identified priorities to be delivered. The Corporate Plan will facilitate the development of service delivery plans and will also ensure that employees understand the Council's priorities and their role in achieving them.

For further information:

Officer: Carol Haydon

Tel No:01625 504101

Email: c.haydon@macclesfield.gov.uk

Background Documents:

Cheshire East Sustainable Community Strategy

Documents are available for inspection at:

Westfields

Middlewich Road

Sandbach

CW11 1HZ

This page is intentionally left blank

Previous Performance

Through our values, we aspire to respond positively to change and find ways to improve the things we do.

Although Cheshire East is a new and developing authority, many of our component services have a legacy of outstanding performance from which we are able to draw experience and ensure continuous delivery of service excellence. Our legacy of high achievement provides Cheshire East with an excellent foundation of skill and experience upon which to build and sustain a flagship performance management culture.

The former Cheshire County Council, Congleton, Crewe & Nantwich and Macclesfield Borough Councils all demonstrated individual areas of performance excellence, which surpassed best ('top quartile') national standards. In addition, there are examples of universal performance excellence within Cheshire East, which we will work hard to maintain and set stretching targets to improve yet further.

Our priority is to create and sustain excellent services through which we will deliver the outcomes that matter most to our communities.

Crime in Cheshire East is low, though fear of crime remains a concern for our residents. We have drawn on a range of experience and crime reduction initiatives to achieve significant reductions in violent crime and will continue this approach to achieve and sustain a safer community for all our residents and visitors. Through effective communication of our performance, we can build on this legacy and assure our residents that Cheshire East is a safe place to live.

We will continue to meet the high expectations of our residents through professional and timely turnaround of their enquiries. The former district councils within Cheshire East demonstrated efficiency in their turnaround of Housing and Council Tax benefit claims, and Cheshire East incorporates services that have achieved top national standards. We also have experience of top quartile performance in relation to the processing of planning applications, and will work hard to sustain this culture.

In education services, we are able to take forward a legacy of excellent performance in relation to GCSE grades and Key Stage achievements, as well as low absence figures in our local schools.

Our residents have access to comprehensive kerbside recycling schemes, and we have collective experience of excellence in recycling and composting performance. The condition of our principal roads has improved considerably in recent years, outperforming top quartile in 2007/08, and the proportion of our land and highways with litter and detritus has reduced to help us to achieve a cleaner and greener environment.

We will learn from all of this experience, whilst developing new processes and systems within which to set targets for further improvements, preparing the foundations for a future in which we aspire for – and achieve – excellence.

This page is intentionally left blank

CHESHIRE EAST COUNCIL

On 1st April 2009 Cheshire East Unitary Council will become operational and will take over the responsibility for all local government service provision for the former Boroughs of Congleton, Crewe & Nantwich and Macclesfield.

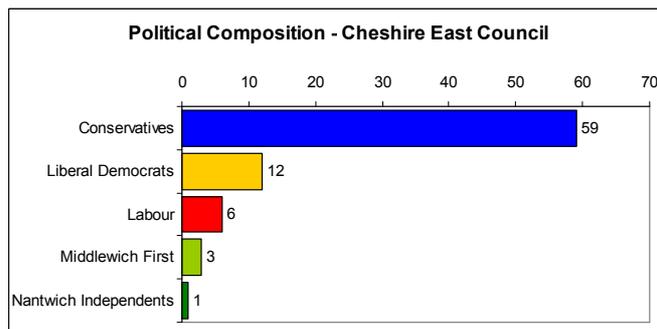
Cheshire East Council is the third largest Council in the North West of England and will have a powerful voice on the international, national and regional stage. The Council's vision is based upon a seamless approach across all public, private and voluntary sectors from the neighbourhood up to the regional level. The new authority will lead in forging strong and effective partnerships to ensure the needs and aspirations of the community are addressed at all times.

POLITICAL MANAGEMENT FRAMEWORK

There are 81 Councillors, representing the 27 wards of the new authority, who were elected to the Cheshire East Shadow Council in May 2008. Councillors were elected for four year terms and the Shadow Council will be superseded by the new Cheshire East Council on 1st April 2009.

The political composition as of May 2008 is as follows:-

Conservative	59
Liberal Democrats	12
Labour	6
Middlewich First	3
Nantwich Independents	1



Councillors are directly accountable to citizens for the running of the Council and the overriding duty of Councillors is to the whole community. They are required to agree to follow a code of conduct to ensure high standards in the way they undertake their duties. The Standards Committee trains and advises Councillors on ethical issues.

Prior to April 2009 all Councillors will meet together as 'the Shadow Council' to prepare for the assumption of local government functions and full local authority powers on 1st April 2009. Once the new authority is operational they will meet as 'the Council'. Meetings of the Council are normally open to the public. Councillors, when they meet as 'the Council' will decide the Council's overall policy framework and prepare the budget each year.

The two main areas of the Council's political structure comprise the Executive and Scrutiny.

The Council appoints the Executive (to be known as the Cabinet at Cheshire East Council) which comprises of the Leader of the Council together with 9 other Members. The Cabinet is responsible for most of the day to day decisions about how the Council is run and is required to act within the policy and budgetary framework which has been decided by the Council

Three Cabinet Advisory Panels have also been appointed to provide advice to the Cabinet:

- Advisory Panel-People
- Advisory Panel-Places
- Advisory Panel-Performance and Capacity

The Council's scrutiny arrangements ensure that Members of the Shadow Council who are not on the Executive may be involved in Executive decisions. The Shadow Council has appointed a Scrutiny Committee to oversee the Council's scrutiny function.

The Shadow Council has also appointed the following decision making bodies:

Standards Committee;
Governance and Constitution Committee; and
Joint Liaison Committee.

The political structure will be expanded further with the addition of regulatory committees (e.g. Development Control; Licensing) once the new authority is operational to enable the Council to fulfil its statutory requirements. There will also be a number of local area-based committees across Cheshire East.

Details of the Calendar of Meetings and copies of meeting papers are available on the Council's Website at cheshire-east.gov.uk

ORGANISATIONAL VALUES

Core Values

The overall aim of the authority is to have a positive impact on all sections of the community we serve. Cheshire East Council has developed a set of core values and key behaviours to underpin this aim.

Our values mean that we will:-

- **A**ct with integrity and challenge others to do the same;
- **S**upport and help others to grow, learn and develop;
- **P**ush to deliver our promises and make the right things happen;
- **I**nvolve and engage others, valuing all views and contributions;
- **R**espond positively to change and find ways to improve the things we do;
- **E**mpower colleagues, customers and communities to find solutions.

These core values will underpin the Council's vision by defining how the Council will achieve its **ASPIRATIONS**.

ASPIRE VALUES FRAMEWORK

<p>Act with integrity and challenge others to do the same</p>	<p>Support and help colleagues and customers to grow, learn and develop</p>	<p>Push to deliver our promises and make the right things happen for customers</p>
<p>We will:</p> <ul style="list-style-type: none"> • Treat everyone with dignity and respect • Speak up when others are behaving inappropriately • Respect the standards and practices that help us to operate • Be accountable for taking informed risks and difficult decisions • Separate personal feelings from professional requirements 	<p>We will:</p> <ul style="list-style-type: none"> • Take ownership of our own development • Coach and encourage others to grow and go outside of comfort zones • Take time to reflect and learn from own and others experiences • Give and seek constructive feedback • Find ways to narrow gaps and remove inequalities for others 	<p>We will:</p> <ul style="list-style-type: none"> • Take time to understand customer needs and requirements • Manage expectations and keep customers informed • Make efficient and best use of money and resources • Own problems and take responsibility for solving them • Get it right first time, balancing urgency with quality and efficiency
<p>Involve, communicate and engage with others, valuing all contributions</p>	<p>Respond positively to change and find ways to improve the services we deliver</p>	<p>Empower colleagues, customers and communities to find the right solutions</p>
<p>We will:</p> <ul style="list-style-type: none"> • Actively listen and encourage ideas • Influence others positively and constructively • Work in partnership and be prepared to compromise • Be open and honest in our communication with others • Recognise and acknowledge contributions and achievements 	<p>We will:</p> <ul style="list-style-type: none"> • Encourage creativity from everyone • Be flexible about ones job, responsibilities and ways of working • Quickly implement agreed changes • Keep abreast of new developments • Try new ideas and approaches • Take the initiative and make suggestions • Push to be better 	<p>We will:</p> <ul style="list-style-type: none"> • Bring people together • Actively share knowledge and information with others • Provide appropriate resources to enable things to happen • Remove barriers and support others in resolving issues • Develop simple and easy to use processes

This page is intentionally left blank

Building for the future

This Corporate Plan has been developed as an interim Corporate Plan to allow Cheshire East to set the budget for 2009/10. The budget must fund the identified priorities and commitments of the Council and these must be reflected in the budget setting and planning processes. The Corporate Plan has been developed by mapping the priorities and objectives of the four organisations which will come together to form Cheshire East. These priorities have been published by each organisation and have been developed based on consultation with communities and partners. The priorities have also been taken from the new Sustainable Community Strategy which sets out the community priorities for Cheshire East

How will this be done in the future?

A new Corporate Plan will be developed in the summer of 2009 once the Sustainable Community Strategy and Local Area Agreement have been reviewed and agreed. At this time the Corporate Plan will be developed to be a three-year rolling plan spanning the period 2010-2013. Embedded within and integral to the Corporate Plan, will be the Medium Term Financial Strategy (MTFS). The MTFS will also be a three-year rolling plan and will span the same period of time as the Corporate Plan providing the funding for the Council to deliver its stated objectives. The objectives and priorities within the Corporate Plan will drive the MTFS and the two plans will be developed in tandem.

The Corporate Plan will set out the Council's top priorities, bringing together the responsibilities around the Community Strategy, the Local Area Agreement, key regional and national priorities and our aim to deliver excellent services to the people and communities of Cheshire East. The Corporate Plan will be published in two parts and provide a clear statement of the Council's priorities and objectives.

- **Part 1** of the Corporate Plan will provide an overview of the Council's direction and specific improvement priorities, and how they will contribute to the Community Strategy aims. This will explain why the Council has identified these improvement priorities, the key measures of success and how the Council will focus on delivering them.
- **Part 2** of the Corporate Plan will be the Council's annual Performance Plan. It will set out the detailed performance against the Council's corporate performance measures, looking at past performance and future targets.

Both part 1 and part 2 of the Corporate Plan will be refreshed and updated each year to ensure that new priorities and objectives are reflected to enable the Council to be responsive to emerging issues and community views. Part 2 will explain how well the Council performed against the key measures of success and how we will target improvement for the future.

Engagement activity with staff will take place, both to raise awareness of the priorities, and to gather thoughts on outcomes and actions – including how services will contribute towards the achievement of the priorities. Key stakeholders including partners; will also be consulted.

Further mapping will take place to show how the Council's priorities fit with the emerging Comprehensive Area Assessment requirements and take account of national priorities to create Strong and Prosperous Communities.

Service Plans will be expected to detail how the Corporate Plan will be delivered – in terms of actions taken against Corporate Priorities.

Section 1

Our community

How will we as a Council contribute to the priorities for our communities, as agreed by ourselves and our partners?

What will be the key measures of success?

Theme

Children and Young People

In general terms, the prospects for children and young people in Cheshire East are good. The majority enjoy a good quality of life in an area seen as affluent and academic attainment continues to be higher than the national average. However, there are some children and young people for whom the future is less bright. Therefore, we will deliver education and learning, youth services and assessment, care, support and protection for all children and young people including those with disabilities or mental health issues. Our services will be integrated with other public sector agencies wherever possible and we will work to tackle issues such as child poverty, teenage conceptions, obesity and children exposed to domestic abuse. We will also ensure that children in care are given the best possible life chances and ensure that the individual needs of vulnerable children and their families are assessed and acted upon to enable all people to: be healthy; stay safe; enjoy and achieve; make a positive contribution; and achieve economic well-being.

Our community priorities are...

...Addressing the priority services for children and young people

...Tackling the adverse impact of alcohol on children and young people

How will we contribute to these priorities?

We will enable all children, young people and their families to be healthy; stay safe; enjoy and achieve; make a positive contribution; and achieve economic well-being. To achieve this we will:

- Provide an integrated approach to the planning, co-ordination and delivery of all services that affect children and young people's education, care, health and well-being, regardless of who provides them.
- Narrow the gap between those who have good life chances and those who are less likely to thrive and succeed.
- Integrate our services with other public sector agencies to tackle issues such as child poverty, teenage pregnancy, obesity, domestic abuse and drug and alcohol abuse
- Ensure that the individual needs of our most vulnerable children and young people are supported and help them to achieve their full potential.

Key measures of success

We aim to:

- Reduce the percentage of obese children in primary school (Year 6) to 16.7% in 2009/10 and 16.2% by 2011
- Increase young people's participation in positive activities, which will be measured and assessed through the young people's 'Tell Us' survey
- Reduce the number of first time entrants into the Youth Justice System
- Reduce the number of teenage pregnancies by 32%
- Reduce substance misuse by young people, which will be measured and assessed through the young people's 'Tell Us' survey
- Reduce the number of 16-18 year olds who are not in education, employment or training to 4.8% in 2009/10 and 4.1% by 2011
- Increase achievement across early years and all key stages, ensuring that progress is made between each school year and narrowing the gap between the lowest and highest achieving pupils in all educational settings (see section 2 for full list of these performance indicators)

Theme

Adult Health and Well-being

Cheshire East is a good place to live, as evidenced by the 2008 Community Survey which indicated that 93% of adults liked living in the area. Similarly, 96% of residents felt they had a 'very good' or 'quite good' quality of life. However, despite this, there are a number of significant challenges for the Council and our partners.

The number of people aged over 85 will double between 2006 and 2026, increasing the demands for formal and informal support for vulnerable people. Also, while the total working age population (16-64) is set to slightly decrease, the proportion of older workers (those over 45) will increase. It is vital, therefore, that we work, with our partners, to increase independence, reduce hospital and institutional care, improve housing for older people, tackle fuel poverty and empower all people to have a greater influence on decisions that affect them. These trends will therefore not only put pressure on the caring services but will also impact on the labour market, restricting the capacity to maintain economic growth. It will therefore be important to improve the economic well-being of those at retirement age and increase the number of adults who contribute to the local economy.

The majority of people in Cheshire East describe their health as good, whilst smoking rates, the number of people claiming disability allowance and life expectancy are good when compared to the national average. However, there are important differences between current male life expectancy between local towns in Cheshire East, ranging from 75.4 years in Middlewich to 80.7 years in Poynton. Also, the Central and eastern Cheshire PCT (which includes Vale Royal) Strategic Needs Assessment in 2008 states that 5.1% of the adult population are harmful drinkers and that levels of binge drinking are higher than the national average. Clearly, this has serious implications for the health and social care systems. We want to work with our partners to reduce the number of people who engage in hazardous levels of alcohol consumption and reduce the incidents of anti-social behaviour, violent crime and damage to property caused by alcohol.

Our community priorities are...

...Addressing the key issues surrounding our ageing population

...Tackling the adverse impact of alcohol on adults and older people

How will we contribute to these priorities?

We will develop services to empower the individual, and promote independence and choice to support well-being and the highest possible quality of life. To achieve this we will:

- Provide an integrated approach to the planning, co-ordination and delivery of all services that affect people's care, health and well-being, regardless of who provides them.
- Narrow the gap between those who have good life chances and those who are less likely to thrive and succeed by giving everyone an equal and fair opportunity to access quality, needs-driven services.
- Design services so that they can jointly meet people's needs at critical points in their lives.
- Deliver better neighbourhood-based services, and ensure that solutions to people's problems, and opportunities for their personal development, are firmly rooted in the places where they live.
- Apply a 'whole person', 'whole-life' approach which will better engage people in making positive choices about their own lives.
- Deliver services through joint commissioning and joint appointments with key partners like the PCT and police.

Key measures of success

We aim to:

- Increase the proportion of older people who achieve independence through rehabilitation and intermediate care to 79% in 2009/10 and 81% by 2011
- Increase the number of Social Care clients (adults of all ages) receiving Self-Directed Support (Direct Payments and Individual Budgets) to ??? in 2009/10 and ??? by 2011
- Increase the percentage of carers who receive a needs assessment or review and a specific carers service, advice or information to 47% in 2009/10 and 50% by 2011
- Increasing the percentage of vulnerable people achieving independent living to 68% in 2009/10 and 70% by 2011
- Ensuring that the percentage of vulnerable people who are supported to maintain independent living remains at over 98%

Theme

Stronger Communities

Although Cheshire East is largely perceived as an affluent area, pockets of deprivation do exist in north and west Crewe, east Congleton, east and south Macclesfield and north Wilmslow. It is therefore important to engage all citizens, particularly those who are hardest to reach, in influencing the decisions that will affect them and provide more opportunity to get directly involved in managing and shaping how local services are delivered in their area. Through closer partnership working and a fuller understanding of our communities needs and aspirations we want to build strong, confident and prosperous communities where people of all different backgrounds get on well and build a positive future together.

Our community priority is...

...Reducing inequalities between the most disadvantaged and successful areas of Cheshire East (also a priority within the theme of Tackling exclusion and promoting equality)

...Improving access to, and participation in, sport, leisure and culture

How will we contribute to this priority?

We will ensure that people in local communities have the power and influence to shape the places in which they live and support each other in building stronger, healthier, safer and more prosperous neighbourhoods. To do this we will:

- Improving access to sport, leisure and culture
- Giving people in local communities power and influence to shape the places in which they live
- Ensure that more people feel that they can influence decisions and more people feel that different backgrounds get on well together
- Develop the third sector
- Develop and utilise local community forums and closer relationships with Parish Councils

Key measures of success

We aim to:

- Increase the percentage of people who feel that they can influence decisions in their locality to 40% in 2009/10
- Increase adult participation in sport and active recreation to 25.2% in 2009/10 and 27.2% by 2011

Theme

Safer Communities

Cheshire east is a relatively safe place to live with recorded crime levels well below the national average. However, it is still a top concern for our residents which is why we want to work closely with the police, fire and other partners in reducing anti-social behaviour, arson, drunk and rowdy behaviour, incidents of arson and the number of young offenders entering the criminal justice system.

In addition, we will also focus effort on reducing re-offending. This is because a relatively small number of repeat offenders are responsible for a significant proportion of the crimes committed. This is closely linked to the work of Cheshire's Drugs and Alcohol Action Team in reducing drug related crime. We will also focus work on repeat victims and perpetrators of domestic abuse to increase reporting and criminal justice outcomes for the perpetrators but reduce the incidents and offer support for the victims.

We also want to ensure that there is a continued reduction on the number of killed and seriously injured children and adults on our roads and will focus resources on roads with particularly high incidence. In doing this, we also want to increase public awareness of the contributing factors that cause road traffic collisions including impairment (alcohol and drugs), distractions (mobile phones) and not wearing seatbelts.

Our community priorities are...

...Reducing anti-social behaviour, arson and criminal damage

...Reduce re-offending

...Improving road safety

...Reducing the risk of industrial and commercial emergencies

How will we contribute to these priorities?

We will, in partnership, make all of our communities' safer places to live, work and play by tackling the causes, and reducing the incidence of, crime and disorder. We will focus on re-offending, anti-social behaviour, criminal damage and road safety whilst offering support to those who have been victims of crime. To do this we will:

- Community Safety partnerships
- Reduce anti-social behaviour
- Increase customer satisfaction with the way that ourselves and the Police deal with their concern
- Partnerships with Police, Fire etc...

Key measures of success

We aim to:

- Reduce adult re-offending rates for those under probation supervision to 32.5% in 2009/10 and 25.5% by 2011 (county-wide figures)
- Reduce the assault with injury crime rate to 5.87% in 2009/10 and 5.5% by 2011
- Increase customer satisfaction with the way that we respond to local concerns about anti-social behaviour and crime
- Reduce the re-offending rate of prolific and priority offenders to 19% in 2009/10
- Reduce the percentage of repeat incidents of domestic violence to 31% in 2009/10
- Reduce the number of arson incidents to 653 in 2009/10 and 597 by 2011
- Reduce the number of people killed or seriously injured in road traffic accidents to 249 in 2009/10 and 229 by 2011

Theme

Tackling Exclusion and Promoting Equality

This is a key theme running through all that we do, together with our partners, to ensure that all people have the same equality of opportunity, quality of life and can influence what happens within their communities. Whilst most residents in Cheshire East enjoy a good standard of life, there are a number of areas that are more deprived, particularly concentrated in north and west Crewe, east Congleton, east and south Macclesfield and north of Wilmslow. In these areas, there are generally higher mortality rates, incidents of mental illness, respiratory and circulatory diseases and lower levels of educational attainment and employment.

We want to decrease the gap between the most deprived neighbourhoods and the majority of those in Cheshire East in all areas including health, housing, educational attainment and employment.

According to 2005 figures, 3% of Cheshire East residents were BME and, recently, there has been a significant influx of economic migrants who have arrived from Eastern Europe, mainly Poland. We will work together with these communities to build cohesion and ensure that all people can directly influence, manage and benefit from decisions that affect them.

Our community priority is...

...to reduce inequalities between the most disadvantages and successful areas of Cheshire East

How will we contribute to these priorities?

We will ensure that all people in Cheshire east have a good quality of life and can reach their full potential, un-restrained by where they live or their social or economic background. To do this we will:

- Re-designing the services, getting out there in the community and actually delivering those services into the community to those socially excluded
- Ensuring that everyone can share in success and no-one is disadvantaged by where they live
- Increase the number of residents who feel that they can influence decisions in their locality
- Develop area programme boards and area working
- Develop close relationships with Parish Councils in influencing decisions and delivering services
- Build close relationships with existing community groups, representing the interests of those who are often hardest to reach

Key measures of success

We aim to:

- Increasing the percentage of vulnerable people achieving independent living to 68% in 2009/10 and 70% by 2011
- Ensuring that the percentage of vulnerable people who are supported to maintain independent living remains at over 98%
- Reducing the number of working age people claiming out of work benefits in the worst performing neighbourhoods by 0.33% in 2009/10 and 0.34% by 2011
- Increasing the number of affordable homes to 344 in 2009/10
- Decreasing the number of households living in temporary accommodation to 24 by 2009/10 and 12 by 2011

Theme

Local Economy

Cheshire East currently has an employment rate of just 1.3% (January 2008), compared with 2.2% for the UK and 2.4% for the North West. In addition, economic output (GVA) per head, at £18,800, is also higher than the national average. However, these figures mask some important neighbourhood differences. Grosvenor Ward in Crewe, for example, has a much higher rate of unemployment at 5.6% and the level of unemployment is also significantly higher in some neighbourhoods of Congleton, Macclesfield and Wilmslow. The demographic profile of the area also highlights an ageing population in the 45 to 65 age group, meaning that there will be a significant number reaching retirement age in the near future. Affordable and appropriate housing is also a key issue in improving the quality of life for our residents.

Lifelong learning

Regeneration...

Tourism and the visitor economy

Inward investment

Planning, roads and transport

Our community priorities are...

...Improving access to, and availability of affordable and appropriate housing

...Reducing worklessness and improving skills

...Maintaining an efficient transport network

...Improving business and enterprise

How will we contribute to these priorities?

We will shape and maintain prosperous towns, villages and neighbourhoods, with strong social, physical and economical infrastructures, in which our residents are skilled and economically active and where businesses want to invest. To do this we will:

- Drive economic growth and sustained investment at the regional, sub-regional and local level
- Give everyone access to a decent affordable home
- Increase the number of economically active older adults, particularly within our most disadvantaged neighbourhoods:
- Reduce the number of working age people with no qualifications and increase the number of adults with Level 2 and Level 3 qualifications
- Increase the number of local employers to sign up to the skills pledge

- Reduce worklessness in Cheshire East's most disadvantaged neighbourhoods by delivering high quality partnership services
- Tackle worklessness in families where there are children
- Increase the number of new businesses, social enterprise and available land for business development
- Maintain highways so that they provide an efficient system for all modes of transportation
- Develop the public transport infrastructure
- Develop the tourism and visitor economy

Key measures of success

We aim to:

- Increase the number of new houses provided by 960 in 2009/10 and 1440 in 2011
- Increase the proportion of the working age population qualified to Level 2 or higher to 79.5% in 2009/10 and 83.2% by 2011
- Increase the proportion of the working age population qualified to Level 3 or higher to 57.9% in 2009/10 and 61% by 2011
- Decrease the percentage of principal roads where maintenance should be considered to 5% in 2009/10 and 3% by 2011
- Decrease the percentage of non-principal roads where maintenance should be considered to 8% in 2009/10 and 6% by 2011
- Increase the number of new businesses starting in the area by ?????

Theme

Environmental Sustainability

Current studies indicate that, by 2080, it is possible that the North West will experience an average increase in temperature of 4 or 5 degrees, have 40%-60% less rain in the summer and 15%-30% more rain in the winter.

CO2 per capita

As a whole county, Cheshire produces the second most waste per head when compared to all other English counties...

Increase in recycling (Government targets)

Climate change

Streetscene and public realm

Our community priorities are...

...Achieving sustainable management of waste resources

...Responding to the challenge of climate change

...Improving environmental cleanliness

How will we contribute to these priorities?

We will respond to the challenge of climate change, proactively, to reduce CO2 emissions and the production of waste in Cheshire East. We will also create and maintain an environment in which all people can live healthy, clean and green lives in communities that they can be proud of. To do this we will:

- Increase recycling and composting to 50% by 2020
- Creating and maintaining a public realm of which people are proud

Key measures of success

We aim to:

- Reduce the CO2 emissions per capita in Cheshire east to 8.68 tonnes in 2009/10 and 8.40 tonnes by 2011
- Reduce the amount of residual household waste per household to 711kg in 2009/10 and 681 by 2011

Supporting these themes:

We will build a Council that delivers high quality, responsive services; is responsive to our customers; builds effective relationships with community partners; and provides value for money

We will...

...Put customers first

...Provide value for money

...Enhance partnership working

...Develop our workforce

...Be locally responsive

How will we achieve these?

We will deliver cost-effective and high quality services and put our customers first in the way we develop, design and deliver everything we do. We will maintain strong relationships with all of our partners, develop and support our staff, manage our resources and support our Elected Members effectively to deliver better outcomes and ensure a commitment to continuous improvement. To do this we will:

- Understand needs and the individual impact of what we plan (community influencing decisions)
- Promote the principles of fairness and equity in what we do, focussed on equity of outcomes that meets individual needs, not processes
- Promote shared responsibility and ownership and be transparent and open in all our dealings
- Deploy all resources efficiently to provide the highest level of value for money aligned to outcomes
- Secure the necessary people resources with the ability to be flexible to meet changing demands and developing the necessary technical skills of staff
- Establish and develop the organisations' knowledge base to ensure it is aware of all evidence before taking decisions about the planning and commissioning of services - including customer and stakeholder needs and views

- Establish the necessary behaviours that promote a positive and inclusive work ethic and foster an environment which enables constructive and creative challenge and experimentation
- Undertake whole-council commissioning and the use of the most appropriate procurement methods to deliver outcomes in the best possible way
- Promote the potential of virtual local public service engaging key parts in planning and delivery of shared outcomes

Key measures of success

We aim to:

- Increase the average number of customer requests that are resolved
- Increase the percentage of people who feel that they have been treated fairly by the Council
- Increase the net value for money gains for the Council

This page is intentionally left blank

Section 2

Our Council

How will we measure, as a Council, how we are contributing to the priorities agreed by ourselves and our partners, for the benefit of the communities of Cheshire East?

Which Strategic Directorates will have ownership of each of the community themes?

How will we measure whether we are a high performing Council that delivers high quality services, provides value for money and uses all of our resources effectively?

People

Portfolio Holders: Councillor ???

Strategic Director: ???

Service Directors: ???

This block encompasses those services and activities which contribute directly to improving quality of life, health and well-being; developing services with people and designing them to address community and individual need; and protecting vulnerable people of all ages.

The two themes of *Children and Young People* and *Adult Health and Well-being* are cross-cutting across all of our activities but will be largely delivered through this block, within three strategic directorates. These are:

Services for children, young people and families

This service provides education and learning, youth services and assessment, care, support and protection for all children and young people including those with disabilities or mental health issues. Services will be integrated with other public sector agencies wherever possible, and delivered in partnership through a range of different agencies. The individual needs of vulnerable children and their families will be assessed through the Common Assessment Framework.

We will develop Children's Services (articulated in Every Child Matters) to enable children, young people and their families to: be healthy; stay safe; enjoy and achieve; make a positive contribution; and achieve economic well-being.

Social care and support for adults (people aged over 18 with particular needs)

This service provides assessment and care management for adults over 18 years who have particular needs due to age, disability, sensory impairment, learning disabilities, mental health and other specialised needs, together with their carers. Individual needs will be assessed through a single assessment process with other key partners and services will be integrated with other public sector agencies wherever possible.

We will develop the social care support and services (articulated in Our Health, Our Care, Our Say and in the White Paper "Health, Well Being and Choice") setting out the agenda in relation to empowering the individual, and promoting independence and choice.

Public health, including health improvement and health inequalities

This Service will be provided jointly with Our Primary Care Trust partner and comprise responsibility for the Health Equalities Strategy, Drugs, Alcohol and Sexual Health Strategies and specialised services.

We will develop health improvement services (articulated in Choosing Health) to reduce health inequalities, target national priorities and enabling people to make healthy choices in their lives.

Theme

1. Children and Young People

Our community priority is...

...To address the priority services for children and young people

How will we measure our success?

The following section includes the full set of National Indicators that will be used by ourselves, our partners and external assessors to measure how we are performing to set out our targets for the next year. This has been broken down into five categories:

1.1 Helping all children and young people to be healthy

1.2 Helping all children and young people to stay safe

1.3 Helping all children and young people to enjoy and achieve

1.4 Helping all children and young people to make a positive contribution

1.5 Helping all children and young people to achieve economic well-being

All Performance Indicators are only included once, however some may contribute to more than one objective or area for improvement.

Those indicators that have been identified as priorities for Cheshire's Local Area Agreement (LAA) 2008-11 are indicated by



Those indicators that Cheshire's LAA (2008-11) has a statutory duty to report on are indicated by 

1.1 Helping all children and young people to be healthy

Performance Measures	Baseline	Target (2009-010)	Lead partner
NI 52 Take up of school lunches To increase the percentage of pupils who eat a school lunch provided by the school or the County Council.			
NI 55 Obesity among primary school age children in Reception Year To reduce the percentage of primary school age children in Reception Year who are obese.			
NI 56 Obesity among primary school age children in Year 6 ★ To reduce the percentage of primary school age children in Year 6 who are obese.			
NI 113 Prevalence of Chlamydia in under 20 year olds To reduce the prevalence of Chlamydia - the commonest sexually transmitted infection in England. We will focus this on those who are under 20.			
NI 112 Under 18 conception rate ★ To reduce the number of conceptions of under 18 year olds, as a percentage			
NI 50 Emotional health of children To increase the percentage of children whose emotional health is good, based on responses to individual questions, drawn from the 'TellUs' Survey.			
NI 51 Effectiveness of Child and Adolescent Mental Health Services (CAMHS) To identify and ensure that the County Council and Cheshire's Primary Care Trusts are together delivering comprehensive CAMHS for the county.			

1.2 Helping all children and young people to stay safe

Performance Measures	Baseline	Target (2009-10)	Lead partner
NI 58 Emotional and behavioural health of children in care To improve the emotional and behavioural health of children and young people in care through the use of a Strengths and Difficulties Questionnaire (SDQ)			
NI 61 Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption To increase the speed that children are placed with an approved prospective adopter following the decision that they should be placed for adoption.			
NI 62 Stability of placements of looked after children: number of moves. To decrease the percentage of children looked after at 31 March with three or more placements during the year.			
NI 63 Stability of placements of looked after children: length of placement. To increase the percentage of looked after children aged under 16 (at 31 March) who live or have lived in the same placement for at least 2 years, this includes children placed for adoption.			
NI 66 Looked after children cases which were reviewed within required timescales To increase the percentage of children looked after cases which have been reviewed during the year.			
NI 67 Child protection cases which were reviewed within required timescales To increase the percentage of child protection review conferences that have taken place during the year.			
NI 68 Referrals to children's social care going on to initial assessment To assess the number of requests for services to be provided by children's social care services that go on to initial assessment.			
NI 64 Child Protection Plans lasting 2 years or more To reduce the percentage of children who have been the subject of a Child Protection Plan for 2 yrs or longer.			

NI 65	Children becoming the subject of Child Protection Plan for a second or subsequent time To reduce the number of children who have ever had a Child Protection Plan becoming the subject of a Child Protection Plan for a second or subsequent time.			
NI 69	Children who have experienced bullying To reduce the number of children who have experienced bullying.			
NI 115 	Substance misuse by young people To measure progress in reducing the proportion of young people frequently misusing substances including all illicit drugs, consumption of alcohol and volatile substances such as solvents, glue or gas.			

1.3 Helping all children and young people to enjoy and achieve

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 109	Number of Sure Start Children Centres To measure progress and achievement against the national target to deliver 2500 Sure Start Children Centres by 2008, and 3500 by 2010.			
NI 72 ★	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy To increase children's achievement in learning and development and welfare from birth to the end of the academic year in which they turn 5.			
NI 73 ★	Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold) To increase the number of pupils achieving level 4 or above in English and Maths, taken by 11 year olds at the end of Key Stage 2.			
NI 74 ★	Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold) To increase the number of pupils achieving level 5 or above in English and Maths, taken by 14 year olds at the end of Key Stage 3.			
NI 75 ★	Achievement of 5 or more A* to C grades at GCSE or equivalent including English and Maths (Threshold) To increase the number of pupils achieving 5 or more A* to C grades GCSE (General Certificate of Secondary Education), or equivalent, taken by 16 year olds at the end of compulsory secondary education.			
NI 79	Achievement of a Level 2 qualification by the age of 19 To increase the number of young people attaining level 2 qualifications at the age of 19, providing an important platform for employability, further learning and adulthood.			
NI 80	Achievement of a Level 3 qualification by the age of 19 To increase the number of young people attaining level 3 qualifications at the age of 19.			
NI 83 ★	Achievement at Level 5 or above in Science at Key Stage 3 To increase the proportion of young people achieving at least Level 5 in science at the end of Key Stage 3.			

NI 84	Achievement of 2 or more A*- C grades in Science GCSEs or equivalent To increase the proportion of young people gaining two or more science GCSEs at grades A*-C.			
NI 85	Post-16 participation in physical sciences (A Level Physics, Chemistry and Maths) To increase the number of A level entries in physics, chemistry and mathematics, while maintaining the number of young people taking biology A level.			
NI 86	Secondary schools judged as having good or outstanding standards of behaviour To provide a general indicator of standards of behaviour in secondary schools as a result of a school inspection.			
NI 89	Number of schools in special measures To decrease the number of schools judged by Ofsted (Office for Standards in Education) to be failing.			
NI 93 ☆	Progression by 2 levels in English between Key Stage 1 and Key Stage 2 To increase the number of pupils making 2 levels progress in English between Key Stage 1 and Key Stage 2.			
NI 94 ☆	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 To increase the number of pupils making 2 levels progress in Maths between Key Stage 1 and Key Stage 2.			
NI 95 ☆	Progression by 2 levels in English between Key Stage 2 and Key Stage 3 To increase the number of pupils making 2 levels progress in English between Key Stage 2 and Key Stage 3.			
NI 96 ☆	Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3 To increase the number of pupils making 2 levels progress in Maths between Key Stage 2 and Key Stage 3.			
NI 97 ☆	Progression by 2 levels in English between Key Stage 3 and Key Stage 4 To increase the number of pupils making 2 levels progress in English between Key Stage 3 and Key Stage 4.			
NI 98 ☆	Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4 To increase the number of pupils making 2 levels progress in Maths between Key Stage 3 and Key Stage 4.			

NI 76	Reduction in the number of schools where fewer than 65% of pupils achieve level 4 or above in both English and Maths at Key Stage 2 To increase the number of schools where at least 65% of pupils achieve level 4 or above in English and Maths, taken by 11 year olds at the end of Key Stage 2.			
NI 77	Reduction in the number of schools where fewer than 50% of pupils achieve level 5 or above in both English and Maths at Key Stage 3 To increase the number of schools where at least 50% of pupils achieve level 5 or above in English and Maths, taken by 14 year olds at the end of Key Stage 3.			
NI 78	Reduction in the number of schools where fewer than 30% of pupils achieve 5 or more A* to C grades at GCSE and equivalent including English and Maths To increase the number of schools where at least 30% of pupils achieve 5 or more A* to C grades at GCSE (General Certificate of Secondary Education), or equivalent, taken by 16 year olds at the end of compulsory secondary education.			
NI 81	Inequality gap in the achievement of a Level 3 qualification by the age of 19 To close the gap between the achievement of a Level 3 qualification by the age of 19 by those who are eligible for free school meals and those that aren't.			
NI 82	Inequality gap in the achievement of a Level 2 qualification by the age of 19 To close the gap between the achievement of a Level 2 qualification by the age of 19 by those who are eligible for free school meals and those that aren't.			
NI 92 ☆	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest To close the gap between the lowest achieving children in Early Years and the rest to ensure that all children, regardless of background, are able to reach their potential.			
NI 99 ☆	Children in care reaching level 4 in English at Key Stage 2 To increase the number of looked after children, who have been in care for at least 1 year, who achieve at least level 4 in English at Key Stage 2. This is expressed as a percentage of the total number of looked after children in the same school year.			
NI 100 ☆	Children in care reaching level 4 in Maths at Key Stage 2 To increase the number of looked after children, who have been in care for at least 1 year, who achieve at least level 4 in Maths at Key Stage 2. This is expressed as a percentage of the total number of looked after children in the same school year.			
NI 101 ☆	Children in care achieving 5 A* C GCSEs or equivalent at Key Stage 4 (including English and Maths) To increase the number of looked after children, who have been in care for at least 1 year, who achieve at least 5 A* to C grades at GCSE (General Certificate of Secondary Education), or equivalent, (including English and Maths). This is expressed as a percentage of the total number of looked after children in the same school year.			

NI 102	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 To narrow the gap in achievement between children from disadvantaged backgrounds and their peers by improving the performance of pupils eligible for free school meals at Key Stages 2 and 4.			
NI 104	The Special Educational Needs (SEN)/non SEN gap achieving Key Stage 2 English and Maths threshold To improve the attainment of children with Special Educational Needs (SEN) at Key Stage 2 in English and Maths when compared to pupils who have not been identified as having special educational needs.			
NI 105	The Special Educational Needs (SEN)/non SEN gap achieving 5 A* C GCSE or equivalent (including English and Maths) To improve the attainment of children with Special Educational Needs (SEN) achieving 5 A* to C GCSEs, or equivalent, (including English and Maths) when compared to pupils who have not been identified as having special educational needs.			
NI 106	Young people from low income backgrounds progressing to higher education To increase the proportion of young people from low income backgrounds progressing to higher education.			
NI 107	Key Stage 2 attainment for Black and minority ethnic groups To increase the percentage of Black and minority ethnic groups who achieve Level 4+ in English and Maths at Key Stage 2.			
NI 108	Key Stage 4 attainment for Black and minority ethnic groups To increase the percentage of Black and minority ethnic groups who achieve 5 A* - C grades at GCSE.			
NI 87 ★	Secondary school persistent absence rate To reduce the percentage of persistent absentee secondary pupils (those missing 20% or more of the school year).			
NI 114	Rate of permanent exclusions from school To reduce the percentage of pupils who are permanently excluded from school in the year.			

1.4 Helping all children and young people to make a positive contribution

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 110 ★	Young people's participation in positive activities To support the increased participation of young people in a wide range of sporting, cultural and recreational activities and experiences, including opportunities for volunteering.			
NI 88	Number of extended schools To progress and support the development of extended schools to provide services such as parenting and family support, swift and easy referral to specialist services and community use of facilities when needed.			
NI 43	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody To reduce the number of young people (10 to 17 year olds) sentenced to custody when compared with all those receiving a conviction in court (total of first-tier disposal, community service, and custodial sentence).			
NI 45	Young offenders' engagement in suitable education, training and employment To increase the proportion of young offenders who are actively engaged in education, training or employment. Active engagement is counted as at least 25 hours, (16 hours for those above statutory school age), of Education, Training and Employment (ETE) in the last full working week of the disposal.			
NI 111 ★	First time entrants to the Youth Justice System aged 10-17 To reduce the number of first-time entrants to the youth justice system, aged 10 to 17.			

1.5 Helping all children and young people to achieve economic well-being

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 91	Participation of 17 year-olds in education or training To increase the participation of 17 year olds, focussing on education and training as opposed to employment.			
NI 117 ★	16 to 18 year olds who are not in education, training or employment (NEET) To reduce the number of non-participants in education, employment or training after compulsory education. This aims to reduce later unemployment, low income, depression, involvement in crime and poor mental health.			
NI 148	Care leavers in employment, education or training To increase the number of young people, aged 19, who were looked after under any legal status who are in employment, education or training, on either a full or part-time basis.			
NI 90	Take up of 14-19 Learning Diplomas To make improvements in offering and promoting Diplomas to young people.			

Theme

2. Adult Health and Well-being

Our community priorities are...

...Addressing the key issues surrounding our ageing population

...Tackling the adverse impact of alcohol for adults and older people

How will we measure our success?

The following section includes the full set of National Indicators that will be used by ourselves, our partners and external assessors to measure how we are performing to set out our targets for the next year. This has been broken down into seven categories:

2.1 Promoting and facilitating the health and emotional well-being of adults and older people

2.2 Promoting independence and support people to live a fulfilled life, making the most of their capacity and potential

2.3 Ensuring that adults and older people are encouraged to participate fully in their community and that their contribution is valued equally with other people

2.4 Ensuring that adults and older people, and their carers, have access to choice and control of good quality services which are responsive to individual needs and preferences

2.5 Ensuring that those in need of social care have equal access to services without hindrance from discrimination or prejudice; people feel safe and are safeguarded from harm

2.6 Ensuring that adults and older people are not disadvantaged financially and have access to economic opportunity and appropriate resources to achieve this

2.7 Providing confidential and secure services which respects the individual and preserves people's dignity

All Performance Indicators are only included once, however some may contribute to more than one objective or area for improvement.

Those indicators that have been identified as priorities for Cheshire's Local Area Agreement (LAA) 2008-11 are indicated by ★

Those indicators that Cheshire's LAA (2008-11) has a statutory duty to report on are indicated by ☆

2.1 Promoting and facilitating the health and emotional well-being of adults and older people

Performance Measures	Baseline	Target (2009-10)	Lead partner
NI 39 Alcohol-harm related hospital admission rates Reducing the percentage of alcohol related admissions per 100,000 of the population, when compared to the previous year.			
NI 40 Drug users in effective treatment An increase in the number of successful discharges of drug users in treatment. Expressed as the percentage difference from the previous year.			
NI 119 Self- reported measure of people’s overall health and wellbeing Increasing the number of people who believe that they have good overall health and wellbeing. This information is collected through a Place Survey.			
NI 120 All-age, all cause mortality rate To increase the average life expectancy and reduce health inequalities.			
NI 121 Mortality rate from all circulatory diseases at ages under 75 To reduce mortality rates from circulatory diseases per 100,000 population aged under 75.			
NI 122 Mortality rate from all cancers at ages under 75 To reduce mortality rates from cancer per 100,000 population under 75.			
NI 123 16+ current smoking rate prevalence Increasing the number of people who give up smoking, per 100,000 of the over 16 population. ★			
NI 126 Early access for women to maternity services To increase the percentage of women receiving maternity services by 12 completed weeks of pregnancy.			
NI 137 Healthy life expectancy at age 65 Increasing the healthy life expectancy of people aged 65, assessed using a self-reported health assessment within a Place Survey of residents. ★			

2.2 Promoting independence and support people to live a fulfilled life, making the most of their capacity and potential

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 124	<p>People with a long term condition supported to be independent and in control of their condition</p> <p>Increasing the percentage of people with a long-term condition who feel that they are supported by people providing health and social care services to be independent and in control of their condition. This will be sourced from the Healthcare Commission Primary Care Trust patient survey.</p>			
NI 125 ★	<p>Achieving independence for older people through rehabilitation/intermediate care</p> <p>Increasing the percentage of older people who are at home, in extra care housing or an adult placement scheme within three months of being discharged from hospital.</p>			
NI 136	<p>People supported to live independently through social services (all ages)</p> <p>Increasing the number of adults and older people that are assisted directly, through social services, to live independently. Measured per 1,000 of the population.</p>			
NI 139	<p>The extent to which older people receive the support they need to live independently at home</p> <p>To increase the extent to which older people feel that they receive the support and services they need to live independently at home. Assessed through a Place Survey.</p>			
NI 141	<p>Percentage of vulnerable people achieving independent living</p> <p>Increasing the percentage of service users who have moved on from supported accommodation in a planned way, as a percentage of total service users who have left the service.</p>			
Ni 142	<p>Percentage of vulnerable people who are supported to maintain independent living</p> <p>To increase the percentage of service users who have established or are maintaining independent living, as a percentage of the total number of service users who had been in receipt of Supporting People services.</p>			

2.3 Ensuring that adults and older people are encouraged to participate fully in their community and that their contribution is valued equally with other people

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 3	Civic participation in the local area Increasing the number of residents who participate in civic activities. This is based on residents own views and is assessed by a place Survey.			
NI 4 ★	% of people who feel they can influence decisions in their locality Increasing the percentage of people who feel that they can influence decisions in their area. This is assessed by a Place Survey.			
NI 138	Satisfaction of people over 65 with both home and neighbourhood Increasing the number of people, over 65, who are satisfied with both home and neighbourhood. This is assessed by a Place Survey.			

2.4 Ensuring that adults and older people, and their carers, have access to choice and control of good quality services which are responsive to individual needs and preferences

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 130	Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets) Increasing the number of adults, older people and carers receiving social care through a Direct Payment (and/or an individual budget). Measured per 100,000 of the population aged 18 or over.			
NI 131	Delayed transfers of care from hospitals Reducing the rate of delayed transfers of care from all NHS hospitals per 100,000 of the population aged 18+.			
NI 132	Timeliness of social care assessment Increasing the percentage of clients whose social care assessment was completed within 28 days as a proportion of all clients who received an assessment.			
NI 133	Timeliness of social care packages Increasing the percentage of clients who receive social care packages within 28 days of their assessment as a proportion of all clients who received an assessment.			

NI 134	The number of emergency bed days per head of weighted population Reducing the number of emergency bed days per head of population in order to measure the improved pro-active care of patients, particularly those with chronic conditions.			
NI 135 ★	Carers receiving needs assessment or review and a specific carer's service, or advice and information Increasing the number of carers whose needs were assessed or reviewed by the Council in the year who received a specific carer's service or advice and information. This is expressed as a percentage of all people receiving a community based service in the same year.			
NI 145	Adults with learning disabilities in settled accommodation Increasing the percentage of adults with learning disabilities, who are known to the Council, who live in settled accommodation.			
NI 149	Adults in contact with secondary mental health services in settled accommodation Increasing the percentage of adults in contact with secondary mental health services (SMHS) who live in settled accommodation.			

2.5 Ensuring that those in need of social care have equal access to services without hindrance from discrimination or prejudice; people feel safe and are safeguarded from harm

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 183	Impact of local authority regulatory services on the fair trading environment Decreasing the number of incidences of unfair trading to determine the impact of Council activities to ensure a fair trading environment.			

2.6 Ensuring that adults and older people are not disadvantaged financially and have access to economic opportunity and appropriate resources to achieve this

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 146	Adults with learning disabilities in employment Increasing the percentage of adults (18-69) with learning disabilities, that are known to the Council, who are in employment.			
NI 150	Adults in contact with secondary mental health services in employment Increasing the percentage of adults (aged 18-69) in contact with secondary mental health services (SMHS) who are in employment.			

2.7 Providing confidential and secure services which respects the individual and preserves people's dignity

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 127	Self-reported experience of social care users To increase user satisfaction, assessed by a survey of social care users.			
NI 128	User reported measure of respect and dignity in their treatment To increase the number of services users who feel that the care they receive does not diminish their dignity or affect their modesty.			
NI 129	End of life care – access to appropriate care enabling people to be able to choose to die at home The percentage of all deaths that occur at home.			

Places

Portfolio Holders: Councillor ???

Strategic Director: ???

Service Directors: ???

This block encompasses those services and activities which contribute directly to place shaping by promoting economic growth, improving essential infrastructure, sustaining environmental quality and securing community safety.

The five themes of *Stronger Communities*, *Safer Communities*, *Tackling Exclusion and Promoting Equality*, *Local Economy* and *Environmental Sustainability* are cross-cutting across all of our activities but will be largely delivered through this block, within four strategic directorates. These are:

Place Making

The services within this operational directorate bring together all those functions which contribute to the development of place. This provides an opportunity to integrate housing, transport, planning and economic regeneration to ensure that investment delivers improvements in the physical environment and promote prosperity and growth. The joining up of services which are currently split between two tiers will provide greater clarity to the public, avoid unnecessary duplication and enable the creation of multi-disciplinary teams to develop comprehensive strategy, oversee complex developments and deliver major regeneration projects.

Place Management

As well as securing continued prosperity through investment and development, it is essential that places continue to be cared for through effective and accountable long-term management and maintenance. At the neighbourhood level, community safety, traffic management and environmental quality are the most important issues for residents of Cheshire East. The drive for improved local community safety and environmental outcomes will involve local people, individually and collectively, in shaping local neighbourhoods and services. This will be achieved by building on a neighbourhood management approach to multi-agency service delivery.

Place Marketing

The quality and distinctiveness of Cheshire East, and the way in which it is promoted and used will increasingly be used to secure sustained investment and, therefore, help drive economic prosperity. This strategic directorate will bring together those functions which promote places to businesses, visitors, investors and residents and create a high quality experience for all.

Culture

Services within this strategic directorate include the provision of leisure, sports, play facilities and the libraries, museums and archive services. It includes responsibility for the arts, adult education and life-long learning.

Theme

3. Stronger Communities

Our community priority is...

...Reducing inequalities between the most disadvantaged and successful areas of Cheshire East (also a priority for the theme of tackling exclusion and promoting equality)

...Improving access to, and participation in, sport, culture and leisure

How will we measure our success?

The following section includes the full set of National Indicators that will be used by ourselves, our partners and external assessors to measure how we are performing to set out our targets for the next year. This has been broken down into five categories:

3.1 Sport, leisure and culture

3.2 Developing the third sector

3.3 Community cohesion and empowerment

All Performance Indicators are only included once, however some may contribute to more than one objective or area for improvement.

Those indicators that have been identified as priorities for Cheshire's Local Area Agreement (LAA) 2008-11 are indicated by



Those indicators that Cheshire's LAA (2008-11) has a statutory duty to report on are indicated by 

3.1 Sport, leisure and cultural services

Performance Measures	Baseline	Target (2009-10)	Lead partner
NI 8 ★ Adult participation in sport Increasing the percentage of the adult (aged 16+) population who participate in sport for at least 30 minutes, 3 or more times per week.			
NI 9 Use of public libraries Increasing the percentage of the adult (aged 16 plus) population who say they have used their public library service during the previous 12 months.			
NI 10 Visits to museums and galleries Increasing the percentage of adults (aged 16+) who say they have attended a museum or art gallery in the local area at least once in the preceding 12 months.			
NI 11 Engagement in the Arts Increasing the percentage of the adult (aged 16 plus) population that have either attended an arts event or participated in arts activity at least three times in the past 12 months.			

3.2 Developing the Third Sector

Performance Measures	Baseline	Target (2009-10)	Lead partner
NI 7 Environment for a thriving third sector Increasing the percentage of third sector organisations giving a high rating of the local environment for a thriving third sector. This is assessed every two years using a survey sent to third sector organisations.			

3.3 Community cohesion and empowerment

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 1	<p>% of people who believe people from different backgrounds get on well together in their local area Increasing the percentage of people who believe people from different backgrounds get on well, as assessed by a Place Survey of residents.</p>			
NI 2	<p>% of people who feel that they belong to their neighbourhood Increasing the percentage of people who feel that they belong to their neighbourhood, as assessed by a Place Survey of residents.</p>			
NI 5	<p>Overall/general satisfaction with local area Increasing the overall satisfaction of residents with their local area. This is assessed by a Place Survey.</p>			
NI 6	<p>Participation in regular volunteering Increasing the participation in formal volunteering. This is defined as giving unpaid help through groups, clubs or organisations which support social, environmental, cultural or sporting objectives. This is assessed through a Place Survey of residents.</p>			

Theme

4. Safer Communities

Our community priorities are...

...Reducing anti-social behaviour, arson and criminal damage

...Reducing re-offending

...Tackling the adverse impact of alcohol

...Reducing the risk of industrial and commercial emergencies

How will we measure our success?

The following section includes the full set of National Indicators that will be used by ourselves, our partners and external assessors to measure how we are performing to set out our targets for the next year. This has been broken down into five categories:

4.1 Crime, anti-social behaviour and fear of crime

4.2 Adult and youth re-offending

4.3 Domestic violence

4.4 Road safety

4.5 Industrial, commercial and other major emergencies

All Performance Indicators are only included once, however some may contribute to more than one objective or area for improvement.

Those indicators that have been identified as priorities for Cheshire's Local Area Agreement (LAA) 2008-11 are indicated by



Those indicators that Cheshire's LAA (2008-11) has a statutory duty to report on are indicated by 

4.1 Crime, anti-social behaviour and fear of crime

Performance Measures	Baseline	Target (2009-10)	Lead partner
NI 15 Serious violent crime rate Reducing the number of most serious violent crimes per 1,000 of the population			
NI 16 Serious acquisitive crime rate Reducing the number of serious acquisitive crimes per 1,000 of the population			
NI 17 Perceptions of anti social behaviour Reducing the perceptions of anti-social behaviour. This information will be collected from residents through a Place Survey.			
NI 20 Assault with injury crime rate ★ Reducing the number of Actual Bodily Harm (assault with injury) crimes per 1,000 of the population			
NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and police ★ Increasing the overall satisfaction of residents with the way that Police and the Council deal with their concerns about anti-social behaviour. This is assessed by a Place Survey.			
NI 22 Perceptions of parents taking responsibility for the behaviour of their children in the area Increasing the number of people who feel that parents take responsibility for the behaviour of their children in their area. This is assessed via a Place Survey of residents.			
NI 23 Perceptions that people in the area treat one another with respect and consideration Increasing the number of people who feel that people treat each other with respect and consideration in their area. This is assessed by a Place Survey of residents.			
NI 24 Satisfaction with the way the police and local council dealt with anti-social behaviour To increase satisfaction with the overall service provided by police/local agencies/local councils in dealing with anti-social behaviour.			
NI 25 Satisfaction of different groups with the way that the police and local council dealt with anti-social behaviour To increase satisfaction of BME and white respondents with the overall service provided by police/local agencies/local councils in dealing with anti-social behaviour.			

NI 26 Specialist support to victims of a serious sexual offence To increase the provision of support services to victims			
NI 27 Understanding of local concerns about anti social behaviour and crime by the local council and police Increasing the overall satisfaction of residents with the way that Police and the Council understand their concerns about anti-social behaviour. This is assessed by a Place Survey.			
NI 28 Knife crime rate Decreasing the number of serious violent knife crimes per 1,000 population			
NI 29 Gun crime rate Decreasing the number of gun crimes per 1,000 population			
NI 33 Arson incidents Decreasing the number of deliberate primary and secondary fires per 10,000 population			
NI 38 Drug related (Class A) offending rate Decreasing the drug related offending rate			
NI 41 Perceptions of drunk or rowdy behaviour as a problem Reducing the perceptions of drunk or rowdy problem behaviour in communities through licensing decisions, local alcohol strategies and awareness campaigns. This information will be collected from residents through a Place Survey.			
NI 42 Perceptions of drug use or drug dealing as a problem Reducing the perceptions of drug use and drug dealing in local communities through enforcement action in partnership with the Crime and Disorder Reduction Partnerships (CDRPs) and Drug Action Teams (DATs).			
NI 49 Number of primary fires and related fatalities and non-fatal casualties (excluding precautionary checks) Reducing the number of primary fires, fatalities and non-fatal casualties per 100,000 population.			

4.2 Adult and youth re-offending

<i>Performance Measures</i>	Baseline	Target (2009-10)	Lead partner
NI 18 ★ Adult re-offending rates for those under probation supervision Reducing the percentage of adult offenders (aged 18 and over) on the probation caseload who are proven to have re-offended within three months, compared with the predicted re-offending rate.			
NI 19 Rate of proven re-offending by young offenders Reducing the percentage of young offenders (under 18) who re-offend within 12 months.			
NI 30 ★ Re-offending rate of prolific and priority offenders Reducing the number of convictions recorded against Prolific and other Priority Offenders (PPO).			

4.3 Domestic violence

<i>Performance Measures</i>	Baseline	Target (2009-10)	Lead partner
NI 32 ★ Repeat incidents of domestic violence Reducing the percentage of repeat victimisation for those domestic violence cases being managed by Multi-Agency Risk Assessment Conferencing (MARAC)			
NI 34 Domestic violence murder Reducing the number of domestic homicide offences per 1,000 of the population			

4.4 Road safety

<i>Performance Measures</i>	Baseline	Target (2009-10)	Lead partner
NI 47 ★ People killed or seriously injured in road traffic accidents Reducing the number of people killed and seriously injured (KSI) on the roads, contributing to the national casualty reduction target of 40% by 2010, compared with the average for 1994-1998.			
NI 48 Children killed or seriously injured in road traffic accidents Reducing the number of children killed and seriously injured (KSI) on the roads, including those that are not the authority's direct responsibility.			

4.5 Industrial, commercial and other major emergencies

<i>Performance Measures</i>	Baseline	Target (2009-10)	Lead partner
NI 37 Awareness of civil protection arrangements in the local area Increasing awareness of the civil protection arrangements in the area, by measuring how informed citizens feel about what they should do in the event of a large-scale emergency.			
NI 35 Building resilience to violent extremism Ensuring progress in preventing violent extremism. Assessed against a Government Framework on a scale of 1 to 5.			
NI 36 Protection against terrorist attack Decreasing vulnerability against potential terrorist attacks, assessed on a five point scale by local Counter-Terrorism Security Advisors (CTSAs).			

Theme

5. Tackling exclusion and promoting equality

Our community priority is...

...Reducing inequalities between the most disadvantaged and successful areas of Cheshire East

How will we measure our success?

The following section includes the full set of National Indicators that will be used by ourselves, our partners and external assessors to measure how we are performing to set out our targets for the next year. This has been broken down into two categories:

- 5.1 Reducing inequalities between the most disadvantaged and successful areas of Cheshire East
- 5.2 Hard to reach groups

5.1 Reducing inequalities between the most disadvantaged and successful areas of Cheshire East

<i>Performance Measures</i>	Baseline	Target (2009-10)	Lead partner
NI 13 Migrants' English language skills and knowledge Increasing the percentage of non-English speaking third country nationals applying for and successfully completing ESOL courses (English for Speakers of Other Languages).			
NI 44 Ethnic composition of offenders on Youth Justice System disposals Reducing the proportion of each Black and Minority Ethnic (BME) group of young people on youth justice disposals as a proportion of each BME group. This is expressed as a percentage.			
NI 116 Proportion of children in poverty Reducing the proportion of dependent children who live in households where the income is below 60% of the contemporary national median.			
NI 140 Fair treatment by local services Increasing the perceptions amongst residents that they have been treated fairly by the Council. This is a critical component of removing inequalities of process, and will be assessed through a Place Survey.			

5.2 Hard to reach groups

<i>Performance Measures</i>	Baseline	Target (2009-10)	Lead partner

Theme

6. Local Economy

Our community priorities are...

- ...Improving access to, and availability of, affordable and appropriate housing*
- ...Reducing worklessness and improved skills*
- ...Maintaining an efficient transport network*
- ...Improving business and enterprise*

How will we measure our success?

The following section includes the full set of National Indicators that will be used by ourselves, our partners and external assessors to measure how we are performing to set out our targets for the next year. This has been broken down into six categories:

- 6.1 Planning and transport infrastructure*
- 6.2 Strategic housing and housing benefit*
- 6.3 Reducing worklessness, improving skills and promoting lifelong learning*
- 6.4 Economic regeneration*
- 6.5 Tourism and visitor economy*
- 6.6 Countryside, conservation and heritage sites*
- 6.7 Rural economy and prosperity*

6.1 Planning and transport infrastructure

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 157	<p>Processing of planning applications as measured against targets for 'major', 'minor' and 'other' application types</p> <p>Increasing the percentage of planning applications dealt with in a timely manner. This is 13 weeks for major applications and eight weeks for minor and other applications.</p>			
NI 167	<p>Congestion – Average journey time per mile during the morning peak</p> <p>Decreasing the average journey time per mile during the morning peak on major routes.</p>			
NI 168 ★	<p>Principal roads where maintenance should be considered</p> <p>Decreasing the percentage of the principal road network where maintenance should be considered.</p>			
NI 169 ★	<p>Non-principal roads where maintenance should be considered</p> <p>Decreasing the percentage of the B-road and C-road network where maintenance should be considered.</p>			
NI 170	<p>Previously developed land that has been vacant or derelict for more than 5 years</p> <p>To decrease the proportion of developed land that is vacant or derelict for more than 5 years.</p>			
NI 175	<p>Access to services and facilities by public transport, walking and cycling</p> <p>Increasing the percentage of journeys to and from services and facilities using non-private modes of transport.</p>			
NI 176	<p>Working age people with access to employment by public transport (and other specified modes)</p> <p>Increasing the percentage of people of working age (aged 16 to 74 years) living within the catchment area of a location (as defined by the Department for Transport) with access to jobs by public transport and/or walking.</p>			
NI 177	<p>Local bus and light rail passenger journeys originating in the authority area</p> <p>Increasing the total number of local bus passenger journeys each year.</p>			

NI 178	Bus services – running on time Increasing the percentage of non-frequent bus services running on time and decreasing the waiting time of frequent services (number of minutes).			
NI 198	Children travelling to school – mode of travel usually used This indicator measures the proportion of school aged children, in full time education, travelling to school by the mode of travel that they usually use.			

6.2 Strategic housing and housing benefit

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 12	Refused and deferred Houses in Multiple Occupation (HMOs) licence applications leading to immigration enforcement activity			
NI 143	Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence Increasing the percentage of offenders under probation supervision who are living in either permanent independent housing, a bail/probation hostel or supported housing.			
NI 160	Local authority tenants' satisfaction with landlord services To increase the percentage of local authority/ALMO tenants who are 'very satisfied' or 'fairly satisfied' with the overall service provided by their landlord			
NI 155	Number of affordable homes delivered (gross) To increase the supply of social rent housing and intermediate housing			
NI 156	Number of households living in temporary accommodation To decrease the number of households living in temporary accommodation provided under the homelessness legislation.			
NI 158	% of non-decent council homes To decrease the number of non-decent council homes as a percentage of the total council house stock			

NI 159	Supply of ready to develop housing sites To increase the number of net additional dwellings provided as a percentage of the planned housing provision			
NI 180	The number of changes of circumstances which affect customers' Housing Benefit / Council Tax Benefit entitlement within the year To increase the number of changes of circumstance that are identified and processes, per 1,000 caseload			
NI 181	Time taken to process Housing Benefit / Council Tax Benefit new claims and change events To decrease the length of time taken to process new claims and change events			

6.3 Reducing worklessness, improving skills and promoting lifelong learning

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 144	Offenders under probation supervision in employment at the end of their order or licence To increase the percentage of offenders under probation supervision in employment.			
NI 151	Overall employment rate (working age) Increasing the proportion of the working age population (16-59 females and 16-64 males) who are in employment			
NI 152	Working age people on out of work benefits To decrease the percentage of the working age population who are claiming out of work benefits			
NI 153 ★	Working age people claiming out of work benefits in the worst performing neighbourhoods Reducing the number of working age people claiming out of work benefits in those neighbourhoods where there is an out of work claim rate of 25% or more.			
NI 161	Learners achieving a Level 1 qualification in Literacy Increasing the number of learners achieving a Level 1 qualification in literacy, from 2008/09 to 2010/11.			

NI 162	Learners achieving an Entry Level 3 qualification in Numeracy Increasing the number of learners achieving an Entry Level 3 qualification in numeracy, from 2008/09 to 2010/11.			
NI 163 ★	Working age population qualified to at least Level 2 or higher Increasing the percentage of working age (19years to retirement age) population qualified to at least level 2 or higher.			
NI 164 ★	Working age population qualified to at least Level 3 or higher Increasing the percentage of working age (19 years to retirement age) population qualified to at least level 3 or higher.			
NI 165	Working age population qualified to at least Level 4 or higher Increasing the percentage of working age (19 years to retirement age) population qualified to at least level 4 or higher.			
NI 166	Average earnings of employees in the area Increasing the average weekly earnings of full-time employees.			
NI 173	Flows on to incapacity benefits from employment To decrease the percentage of people who move directly from employment to incapacity benefits			
NI 174	Skills gaps in the current workforce reported by employers To decrease the percentage of employers who report having any skills gaps in their existing workforce. Assessed via the National Employer Skills Survey (NESS)			

6.4 Economic regeneration

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 171	New business generation rate To increase the number of business registrations per 10,000 resident population aged 16 and above			
NI 172	Percentage of small businesses in an area showing employment growth To increase the percentage of small registered businesses showing year-on-year employment growth			

6.5 Tourism and visitor economy

Performance Measures		Baseline	Target (2000-10)	Lead partner

6.6 Countryside, conservation and heritage sites

Performance Measures		Baseline	Target (2000-10)	Lead partner

6.7 Rural economy and prosperity

Performance Measures		Baseline	Target (2009-10)	Lead partner

Theme

7. Environmental Sustainability

Our community priorities are...

...Achieving sustainable management of waste resources

...Responding to the challenge of climate change

...Environmental cleanliness

How will we measure our success?

The following section includes the full set of National Indicators that will be used by ourselves, our partners and external assessors to measure how we are performing to set out our targets for the next year. This has been broken down into five categories:

7.1 Waste management – minimisation, recycling, collection, treatment, disposal and education

7.2 Climate change

7.3 Environmental protection and enforcement

7.4 Streetscene

7.5 Parks and open spaces

7.1 Waste management – minimisation, recycling, collection, treatment, disposal and education

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 191 ★	Residual household waste per head Reducing the average number of kilograms of household waste per household.			
NI 192 ★	Household waste recycled and composted Increasing the percentage of waste that has been sent for reuse, recycling, composting or anaerobic digestion.			
NI 193	Municipal waste landfilled Reducing the percentage of municipal waste which is sent to landfill.			

7.2 Climate change

Performance Measures		Baseline	Target (2000-10)	Lead partner
NI 185	CO₂ reduction for Local Authority operations Reduction in the percentage of CO ₂ emissions from the Council's operations, assessed against a 2008/09 baseline.			
NI 186 ★	Per capita reduction in CO₂ emissions in the LA area Reduction in the percentage of per capita CO ₂ emissions across the sectors of housing, road transport and businesses. This is assessed against a 2005 baseline.			
NI 187	Tackling fuel poverty The percentage of people receiving income based benefits living in homes with a low energy efficiency rating			
NI 188	Planning to adapt to climate change Increase the level of performance (on a scale of 1 to 5) in the preparedness of the Council to manage risks to service delivery, the public, local communities, local infrastructure, businesses and the natural environment from a changing climate.			

NI 194	Level of air quality – reduction in NO_x and primary PM₁₀ emissions through local authority's estate and operations To reduce the percentage of oxides of nitrogen (NO _x) emissions and particles emitted into the atmosphere (PM ₁₀) from the Council's operations.			
---------------	---	--	--	--

7.3 Environmental protection and enforcement

<i>Performance Measures</i>		Baseline	Target (2009-10)	Lead partner
NI 184	Food establishments in the area which are broadly compliant with food hygiene law To increase the percentage of food establishments within the local authority area which are 'broadly compliant' with food law			
NI 189	Flood and coastal erosion risk management To increase the percentage of agreed actions to implement long term flood and coastal erosion risk management plans that are being undertaken satisfactorily			
NI 190	Achievement in meeting standards for the control system for animal health To increase the degree to which the standards of performance agreed in the Animal Health and Welfare Framework Agreement are being met			
NI 197	Improved local biodiversity – active management of local sites Increasing the proportion of local sites where active conservation management has taken place up to five years prior to the reporting date. This means maintaining, restoring or enhancing biodiversity on that site.			

7.4 Streetscene

Performance Measures		Baseline	Target (2009-10)	Lead partner
NI 195	Improved street and environmental cleanliness To decrease the percentage of relevant land and highways that is assessed as having deposits of litter, detritus, graffiti and fly-posting that fall below an acceptable level			
NI 196	Improved street and environmental cleanliness – fly tipping To decrease the number of incidents of fly tipping and an increase in enforcement action			

7.5 Parks and open spaces

Performance Measures		Baseline	Target (2009-10)	Lead partner

Performance and Capacity

Portfolio Holders: Councillor ???

Strategic Directors: ???

Service Directors: ???

The performance and capacity of our Council will not just be measured by the size of the budget or the number of staff. Fundamentally, it will be measured by the way in which we work with our partners and key stakeholders (including communities and neighbourhoods), to deliver the priorities set out in the sustainable community strategy. We will be customer driven, providing services for:

- Residents and other users whose immediate contact and service delivery needs will be met by corporate customer services staff working through a range of neighbourhood based contact centres and other access channels such as telephone and internet.
- People and Place Directorates who require capacity and support from services such as HR, finance and project management to function efficiently and effectively.
- Leader and Members who require information and advice to set the strategic direction of the council to meet community needs and monitor performance.

To deliver the community themes that have been identified in this Corporate Plan we will *build a Council that provides excellent services, is responsive to our customers, works closely with our partners and provides value for money*. Corporately, this will be largely delivered and measured through the Performance and Capacity block, within three service directorates. These are:

Resources

To ensure that services are delivered in a cost-effective way, providing value for money we will need to manage our financial resources and assets effectively. We will also provide the democratic and corporate support services necessary to ensure the council operates effectively, always within its authority and to the highest ethical standards and will support our Councillors to be locally responsive to community needs.

Customer Services

We will ensure that we focus our services on the customer and create a single view of the Council where effective communication ensures that our communities understand what is done, how and why. Contact with all will be simple and easy, reflecting how people live their lives, now and in the future. Our corporate and service planning will be intelligence led with impact and needs assessments carried out on all activities. We will create capacity to use both qualitative and quantitative research and consultation to continually test our plans against needs and our outcomes against satisfaction. We will do this in our own right but also through our partnership working.

We will also ensure continuity of service and engagement to ensure that no one is excluded due to failure to coordinate planning, or information and data and our business process support and ICT development will provide better and more efficient ways of doing things.

Partnerships and Programmes

Through our partnership framework we will deliver our Local Area Agreement and deliver services together with the voluntary and community sector and Parish Councils, focussing on the priorities identified in the Sustainable Community Strategy. Working with partner colleagues and organisations we will create economies of scale and we will not be constrained by historical administrative boundaries.

Our performance and audit teams will ensure that a culture of continuous performance improvement exists throughout the organisation and that there is effective challenge to delivering results in a more effective way with due regard to risk management and business continuity.

Theme

8. We will build a Council that delivers high quality, responsive services; is responsive to our customers; build effective relationships with community partners; and provides value for money

How will we measure our success?

The following section includes the full set of National Indicators that will be used by ourselves, our partners and external assessors to measure how we are performing to set out our targets for the next year. This has been broken down into three categories:

- 8.1 Putting customers first*
- 8.2 Providing value for money*
- 8.3 Enhancing partnership working*
- 8.4 Developing our workforce*
- 8.5 Being locally responsive*

8.1 Putting customers first

<i>Performance Measures</i>		Baseline	Target (2009-10)	Lead partner
NI 14	Avoidable contact : The average number of customer contacts per resolved request Increasing the average number of customer contacts with the Council that are resolved as a proportion of the total number of customer contacts.			
NI 182	Satisfaction of businesses with local authority regulation services Increasing the percentage of satisfied customers with regulatory services. This is based on a monthly survey to relevant local businesses.			

8.2 Providing value for money

<i>Performance Measures</i>		Baseline	Target (2009-10)	Lead partner
NI 179	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year Increasing the total net value of ongoing cash-releasing value for money gains			

8.3 Enhancing partnership working

<i>Performance Measures</i>		Baseline	Target (2009-10)	Lead partner

8.4 Developing our workforce

<i>Performance Measures</i>		Baseline	Target (2009-10)	Lead partner

8.5 Being locally responsive

<i>Performance Measures</i>	Baseline	Target (2009-10)	Lead partner

This page is intentionally left blank