

Cabinet

Agenda

Date: Monday, 14th June, 2010
Time: 2.00 pm
Venue: Committee Suite 1,2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

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.

In order for an informed answer to be given, where a member of the public wishes to ask a question of a Cabinet Member three clear working days notice must be given and the question must be submitted in writing. It is not required to give notice of the intention to make use of public speaking provision but, as a matter of courtesy, a period of 24 hours notice is encouraged.

Please contact Cherry Foreman on 01270 686463
E-Mail: cherry.foreman@cheshireeast.gov.uk with any apologies or requests for further information or to give notice of a question to be asked by a member of the public

4. **Minutes of Previous meeting** (Pages 1 - 4)

To approve as a correct record the minutes of the meeting held on 18 May 2010.

5. **Key Decision 43 Cheshire and Warrington Local Investment Plan** (Pages 5 - 76)

To consider the draft Housing Local Investment Plan prior to its submission to the Homes and Communities Agency.

6. **Affordable Housing** (Pages 77 - 88)

To consider options for the delivery of affordable housing in Cheshire East.

7. **Sustainable Community Strategy** (Pages 89 - 128)

To receive an update on the development of the draft Sustainable Community Strategy for consultation, and to approve it for consultation.

8. **Corporate Plan** (Pages 129 - 164)

To receive an update on the development of the Corporate Plan, and to approve it for consultation.

9. **2009/2010 Performance Report** (Pages 165 - 264)

To note the assessment of the Councils performance in its first year, and to consider issues raised in relation to underperformance against targets and how these will be addressed.

10. **Appointments to Outside Organisations** (Pages 265 - 272)

To approve changes to representation on a number of the Category 1 outside organisations, and specific requests in respect of Cheshire Peaks and Plains Housing Trust and the Cheshire Police Appointments Joint Committee.

11. **Exclusion of the Press and Public**

The reports relating to the remaining items on the agenda have been withheld from public circulation and deposit pursuant to Section 100(B)(2) of the Local Government Act 1972 on the grounds that the matters may be determined with the press and public excluded.

The Committee may decide that the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information.

PART 2 – MATTERS TO BE CONSIDERED WITHOUT THE PUBLIC AND PRESS PRESENT

12. **Managing Workforce Change** (Pages 273 - 278)

To consider the report of the Head of Human Resources and Organisational Development.

This page is intentionally left blank

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Cabinet**
held on Tuesday, 18th May, 2010 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor W Fitzgerald (Chairman)
Councillor R Domleo (Vice-Chairman)

Councillors Rachel Bailey, D Brown, F Keegan, A Knowles, P Mason and R Menlove.

Councillors in attendance:
Councillors Rhoda Bailey, D Brickhill, L Smetham, D Stockton, A Thwaite and G Walton.

Officers in attendance:
Chief Executive, Borough Treasurer and Head of Assets, Head of HR and Organisational Development, Legal Services Manager, Strategic Director People, Strategic Director Places and Waste PFI Project Director.

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors H Gaddum and J Macrae.

2 DECLARATIONS OF INTEREST

Councillor R Menlove declared a personal and prejudicial interest in agenda item 8 (Key Decision 38 Waste PFI Contract Affordability Ceiling) by virtue of being Chairman of the Tatton Conservative Association and of his association with the Tatton MP, George Osborne, Honorary Life President of CHAIN).

3 PUBLIC SPEAKING TIME/OPEN SESSION

There were no questions from members of the public.

4 MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 20 April, 2010 were approved as a correct record.

5 THE PLEDGE TO CHESHIRE EAST CARED FOR CHILDREN

Consideration was given to adopting the Pledge recommended by the Children in Care Council as the Pledge to Cheshire East Cared for Children.

All local authorities were required to make such a pledge and the Cheshire East Children in Care Council had considered what they would wish to be included in it; the Corporate Parenting Board had considered the recommendations at its meeting on 31 March 2010 and recommended its adoption.

RESOLVED

For the reasons set out in the report: -

That the Pledge recommended by the Children in Care Council be adopted as the Pledge to Children who are cared for by Cheshire East Council.

6 EXCLUSION OF THE PRESS AND PUBLIC

That the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1, 2 and 3 of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information.

7 MANAGING WORKFORCE CHANGE

Consideration was given to the report of the Head of Human Resources and Organisational Development.

RESOLVED

For the reasons set out in the report: -

1. That Cabinet supports the decision of the Chief Executive to release the employees, whose roles were listed as 1 and 2 on Appendix A of the report, under the arrangements agreed in relation to voluntary severance provisions for employees in the Council.
2. That the details of the employee, listed as number 3 on Appendix A of the report, be noted in that following a management decision regarding this service, there was an urgent need to consider this employee's request for voluntary severance. As a result the Executive Member for Resources agreed to release this employee under the terms of his delegated powers.

8 KEY DECISION 38 WASTE TREATMENT PFI CONTRACT AFFORDABILITY CEILING

Councillor R Menlove had declared a personal and prejudicial interest in this item.

Consideration was given to the report of the Waste PFI Project Director. Cabinet was informed that at its meeting the previous day the Environment and Prosperity Scrutiny Committee had considered the report, approved its recommendations, and added a further recommendation in respect of WREN funding.

RESOLVED

For the reasons set out in the report: -

That Council be recommended to approve the recommendations contained in the report, with the additional recommendation of the Environment and Prosperity Scrutiny Committee.

The meeting commenced at 2.00 pm and concluded at 3.00 pm

W Fitzgerald (Chairman)

This page is intentionally left blank

CHESHIRE EAST COUNCIL

REPORT TO: CABINET

Date of Meeting: 1 June 2010
Report of: Strategic Director - Places
Subject/Title: Cheshire and Warrington Local Investment Plan
Portfolio Holder: Cllr Jamie Macrae

1.0 Report Summary

- 1.1 The Leaders of Cheshire and Warrington's three Local Authorities have agreed an ambitious growth strategy for the sub-region – ***Unleashing the Potential***.
- 1.2 Through the new Cheshire and Warrington Enterprise Commission, the sub-region is now developing a comprehensive long-term strategy to achieve these aims – bringing together its plans for economic development, skills, housing, transport and planning infrastructure, together with a single co-ordinated shorter-term investment plan.
- 1.3 This report presents the draft Housing Local Investment Plan for endorsement which will form the 'first chapter' of this integrated planning process and focuses on housing investment over the next four years with a particular focus on the next twelve months.

2.0 Decision Requested

- 2.1 That the Local Investment Plan is endorsed for early submission to the Homes and Communities Agency.
- 2.2 That the Local Investment Plan is further developed to include all economic, housing and transport priorities to deliver the *Unleashing the Potential* sub-regional strategy.

3.0 Wards Affected

- 3.1 All Wards

4.0 Local Ward Members

- 4.1 All Local Ward Members

**5.0 Policy Implications including - Climate change
- Health**

- 5.1 There are a number of Commissions at a sub-regional level addressing major policy implications such as health inequalities and climate change. It is anticipated that the Enterprise Commission will liaise with all Commissions to ensure the priorities contained in the Investment Plan align with key policies.

6.0 Financial Implications 2010/11 and beyond (Authorised by the Borough Treasurer)

- 6.1 The Investment Plan sets out the specific priorities for housing investment over the period 2010/11 – 2013/14. The total public investment proposed over the four years is £316m, of which £203m relates to programmes funded through the Homes and Communities Agency. Detailed within the plan is the investment which each of the three local authorities has made in order to deliver their targets in relation to decent homes, affordable housing and extra care housing.
- 6.2 The financial implications for Cheshire East relate to the investment required to deliver decent homes and affordable housing. Within the Investment Plan the Private Sector programme for 2010/11 has been included. This equates to £2.1m of which Cheshire East contributes £773,000. This is already within the approved capital programme. An assumption has been made that this level of funding will be continued – in terms of both Council and Government financing - although it is also pointed out that the level of funding falls short of the amount needed to achieve major reductions in the number of non-decent homes.
- 6.3 It is envisaged that the Investment Plan will evolve over the coming year and be reviewed after 12 months. It is also worth noting that the new Government is reviewing its spending plans and that any effects of this will need to be reflected in due course.

7.0 Legal Implications (Authorised by the Borough Solicitor)

- 7.1 The Local Investment Agreement will be prepared by the HCA following submission of the agreed Local Investment Plan and is a non-legally binding Memorandum of Understanding which will set out what has been agreed between local partners and stakeholders.
- 7.2 A Memorandum of Understanding (MOU) here is intended to give certainty and clarity to all parties regarding their respective roles and responsibilities in delivering the agreed investment priorities for an area, without giving formal commitments. The MOU implies moral obligations on all the parties, and once signed may reduce bargaining power to amend terms. Care should be taken that formal commitments are not given within the document and that it is submitted to legal for prior approval. No clause within the Local Investment Agreement will prevent either party in exercising their legal functions.

8.0 Risk Management

- 8.1 The Investment Plan has been developed on a sub regional basis in line with recommendations from the HCA. Failure to adopt the plan by Cheshire East will impact on the 'Single Conversation' and our ability to bring forward investment from the HCA.

9.0 Background and Options

- 9.1 The aim of the sub-regional growth strategy is to contribute significantly to regional growth by accommodating significant increases in population, housing, jobs and GVA which will be achieved by sustainable development of existing settlements across the area. By 2030, the sub-region has the potential to increase annual GVA by at least £10 billion to some £30 billion, to increase its population by 100,000 or more (to a total population of around 1 million) and its employment levels by at least 22,000.
- 9.2 Through the new Cheshire & Warrington Enterprise Commission, the sub-region is now developing a comprehensive long-term strategy to achieve these aims – bringing together its plans for economic development, skills, housing, transport and planning infrastructure, together with a single co-ordinated shorter-term investment plan. The strategy and investment plan will address both the 'top down' drivers of national and regional strategy with the 'bottom up' elements of sustainable community strategies, local development frameworks and local transport plans.
- 9.3 This Homes & Communities Local Investment Plan is the 'first chapter' of this integrated planning process, and focuses on housing investment over the next four years – the first stage of Cheshire & Warrington's ambitions for sustainable growth.
- 9.4 The growth for economic development and for new housing provision is focussed on five locations which align the economic, housing and regeneration priorities and include, Chester/Ellesmere Port and Deeside Hub, Warrington, Crewe, Macclesfield and the Weaver Towns of Northwich, Winsford and Middlewich.
- 9.5 The Local Investment Plan details the interventions which will enable us to:
- Increase the provision of all forms of housing – to meet the RSS targets plus the Growth Point additions.
 - Increase the provision of affordable housing - with a target of achieving 1183 additional homes per year by 2013/14.
 - Make the most effective use of land in public ownership – to support housing delivery and regeneration work, and to deliver sustainable communities.
 - Enable the development in key locations – This comprises investment in master planning, infrastructure and site pre-development works, focussed on each of the five priority locations.
 - Deliver decent homes across all sectors.
 - Meet the needs of all sections of the community – focus on the needs of our growing numbers of older people, homelessness and Gypsies and Travellers.

9.7 The total public investment proposed in these programmes over the four years is £316m, of which £203m relates to programmes funded through the HCA. This investment comprising of:

- Affordable Housing, including empty homes: £135m
- PFI extra care capital payments: £33m
- Growth support £25m
- Support for people and communities, with HCA programmes for Homeless and Gypsies and Travellers: £10m

9.8 In order to deliver the programme a level of investment will be required by the three unitary authorities. Cheshire East currently has a programme of £2.1m to fund Disabled Facilities Grants, Private Sector assistance and affordable homes. This level of funding will need to be retained in order to meet the targets set within the Investment Plan.

9.9 To progress the Investment Plan, it is to be submitted to each LA Cabinet and then to the Cheshire and Warrington Enterprise Commission for their consideration prior to being finalised. Endorsement will also be sought from each Local Strategic Partnership.

10.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

Name: Karen Carsberg

Designation: Strategic

Housing Manager

Tel No: 01270 686654

Email: Karen.carsberg@cheshireeast.gov.uk

Cheshire and Warrington

Homes and Communities Local Investment Plan



**Final draft for approval
May2010**



Homes &
Communities
Agency



Submission draft May 2010

Main contacts for queries:

Alison Amesbury

Housing Strategy and Enabling Manager
Cheshire West and Chester Council
alison.amesbury@cheshirewestandchester.gov.uk

Karen Carsberg

Strategic Housing Manager
Cheshire East Council
Karen.Carsberg@cheshireeast.gov.uk

David Cowley

Head of Housing Services
Warrington Borough Council
dcowley@warrington.gov.uk

Note about the status of this document

This document is a draft for approval by each of the partners' organisations. Please note that the investment figures proposed are provisional at this stage, and are subject to further discussion with the HCA and to the availability of funding.

There has been consultation with stakeholders across the three Local Authorities about the content of this document and this version now takes account of comments received.

Date of Issue May 2010

Prepared with assistance from
arc⁴ Ltd

T: 0161 228 1689

M: 07714099608

Email: david.cumberland@arc4.co.uk

Website: www.arc4.co.uk

TABLE OF CONTENTS

1. EXECUTIVE SUMMARY	5
Introduction.....	5
Purpose and status of the LIP.....	5
The Vision, Aims and Spatial Framework.....	6
The proposed interventions.....	7
Delivering the Plan	8
Governance	8
2. INTRODUCTION: PURPOSE AND DEVELOPMENT OF THE PLAN.....	11
3. STRATEGIC CONTEXT	12
Objectives and Vision for Cheshire and Warrington.....	12
The sub-region's economic vision and role	12
The needs for Housing Growth and Development in a vibrant sub-region	16
Affordable housing needs	17
Spatial framework.....	17
Cheshire and Warrington Housing and Community Strategies	20
Housing Strategies	20
4. PROPOSED INTERVENTIONS	22
Maximising outcomes for new provision and regeneration.....	22
Housing Growth	23
Market housing	24
Affordable housing provision	25
Affordable housing targets for 2011/12-2013/14.....	27
Rural housing.....	29
Partnerships for affordable housing delivery	30
Land in public ownership	30
LA land	30
HCA land and Public Land Initiative.....	31
Enabling the development of key sites: Place based programmes	31
Delivering decent homes	37
Social housing decency	37
Ellesmere Port.....	37

Submission draft May 2010

Warrington	38
Private housing decency	39
Empty Homes	40
Private rented sector.....	40
Private sector housing funding.....	40
Meeting needs for all sections of the community	41
Investing for older people's needs	41
Other priority groups with special housing needs.....	42
Supporting People.....	43
Gypsies and Travellers.....	43
Maximising employment and community development opportunities.....	44
5. DELIVERING THE INVESTMENT PLANS.....	45
Investment delivery plans	45
Change and flexibility in HCA programmes	46
Governance arrangements	47
Proposed work-streams.....	48
Performance Monitoring and Review	48
APPENDIX A. AFFORDABLE HOUSING COMPLETIONS 2008/9-2010/11	50
APPENDIX B. POTENTIAL 2010/11 AFFORDABLE HOUSING STARTS/ALLOCATIONS	51
Chester West and Chester	51
Cheshire East.....	53
Warrington	55
APPENDIX C PROVISIONAL AFFORDABLE HOUSING SCHEMES 2011/12 ONWARDS	57
Cheshire West and Chester.....	57
Cheshire East.....	60
Warrington.....	63
APPENDIX D. PRIVATE SECTOR HOUSING PROGRAMMES.....	64
APPENDIX E. FULL INVESTMENT SCHEDULE	66
Summary of proposed investment streams 2010/11 -2013/14: Cheshire and Warrington Totals.....	66

Cheshire and Warrington: Local Investment Plan March 2009

1. Executive Summary

Introduction

- 1.1 The Leaders of Cheshire & Warrington's three local authorities have agreed an ambitious growth strategy for the sub-region – ***Unleashing the Potential***.
- 1.2 The aim is to contribute significantly to regional growth by accommodating significant increases in population, housing, jobs and GVA which will be achieved by sustainable development of existing settlements across the area. By 2030, the sub-region has the potential to increase annual GVA by at least £10 billion to some £30 billion to increase its population by 100,000 or more (to a total population of around 1 million) and its employment levels by at least 22,000.
- 1.3 Through the new Cheshire & Warrington Enterprise Commission, the sub-region is now developing a comprehensive long-term strategy to achieve these aims – bringing together its plans for economic development, skills, housing, transport and planning infrastructure, together with a single co-ordinated shorter-term investment plan. The strategy and investment plan will address both the 'top down' drivers of national and regional strategy with the 'bottom up' elements of sustainable community strategies, local development frameworks and local transport plans.
- 1.4 This Homes & Communities Local Investment Plan is the 'first chapter' of this integrated planning process, and focuses on investment in housing and the development of communities over the next four years – the first stage of Cheshire & Warrington's ambitions for sustainable growth.

Purpose and status of the LIP

- 1.5 This Local Investment Plan for Cheshire and Warrington has been prepared in line with recent advice from the Homes and Communities Agency (HCA). It explains the overall longer-term strategic context for investment in developing the economic base, expanding and strengthening communities and meeting the growing housing needs in the sub-region.
- 1.6 Within this overall context, it sets out our medium-term approach and specific priorities for homes and communities investment over the period 2010/11 - 2013/14. The total public investment proposed in these programmes over the four years is £316m, of which £203m relates to programmes funded through the HCA. The largest part of the HCA investment relates to the provision of affordable housing, but the Plan includes the requirements for infrastructure and pre-development site investment to support growth, for improvement of existing housing stock and the sustainability of existing communities.
- 1.7 The Plan will be going forward for adoption by the Cheshire & Warrington Enterprise Commission. It has been developed by the three Unitary Authorities

Submission draft May 2010

of Cheshire East, Cheshire West and Chester, and Warrington. We have worked closely with the Cheshire and Warrington Enterprise Commission¹ (CWEC) so it is aligned with the economic development plan “Unleashing the Potential”. We have consulted with the Cheshire and Warrington Housing Alliance and other stakeholders.

- 1.8 The HCA guidance is that, following discussion of the investment options, the priority investment proposals in the LIP will form the basis for a Local Investment Agreement between the Sub-region and the HCA initially for 2010/11 and subsequently for 2011/12-2013/14.

The Vision, Aims and Spatial Framework

- 1.9 Cheshire and Warrington’s (C&W) economic performance already outstrips every other sub-region in the North West by a significant margin. As well as supporting its own very successful economy, the population of C&W also makes a strong contribution to the success of the wider city regions of Manchester and Liverpool. It is now ready to significantly accelerate growth in population, jobs and productivity in order to help the Northwest boost its competitive position in a changed post-recession economy.
- 1.10 The 20 year vision is for Cheshire and Warrington to remain an outstanding place to live and work, with an exceptional quality of place and quality of people. The growth strategy for C&W is based on clear aims and objectives. The key priorities are:
- Accommodating significant growth in population, housing, jobs and GVA;
 - Enhancing enterprise;
 - Improving accessibility between the places where people live and where they work;
 - Meeting the challenge of demographic change and improving the quality of life and wellbeing of all citizens, as part of the transition to a lower carbon economy.
- 1.11 Economic growth will be built on existing strengths in science and the knowledge economy, with a focus on research and development and key sectors such as pharmaceuticals, chemicals, advanced manufacturing, financial and business services, digital and creative, ICT, environmental, energy and nuclear industries. In addition, other sectors such as health and related activities will be important, especially in relation to employment generation.
- 1.12 This sets the context for investment in homes and communities through the Local Investment Plan. We aim to:

¹ Cheshire & Warrington Enterprise Commission (CWEC) is the Sub Regional Partnership for economic development in Cheshire and Warrington. Working in partnership with leaders from the public and private sectors, CWEC’s remit is to develop strategies and action plans that will improve the economy of the sub region. Its recent creation is part of a restructuring of the sub regional architecture by the three local authorities, as it also takes on additional responsibilities for a wider economic development role.

Submission draft May 2010

- Cater for significant growth in population and households arising from economic and demographic growth, through increased suitable affordable and market housing provision;
 - Create quality places that can accommodate this growth and aim to match the location of housing and jobs;
 - Improve the quality and sustainability of existing communities and their housing.
- 1.13 The challenge of accommodating the projected growth in sustainable communities, with an adequate supply of affordable housing, is the greatest priority for this Local Investment Plan. We therefore have growth point proposals, with substantial requirements for improvements to infrastructure and practical assistance for bringing difficult brownfield sites into use.
- 1.14 The growth is focussed on existing urban settlements which align the economic, housing and regeneration priorities. These are places where there is already some suitable infrastructure and where it will strengthen rather than pressurise existing communities. We look for this growth to strengthen the urban fabric, the services and facilities available for the population as a whole. The locations, described in more detail in Section 3, are
- Growth areas of regional significance
 - Warrington
 - Crewe
 - Chester and Deeside Hub
 - Ellesmere Port
 - Sub-regional locations to meet local needs,
 - Sustainable market towns with particular potential in the “Weaver Towns” of Northwich, Winsford and Middlewich,
 - The key centres of North East Cheshire, especially Macclesfield.
- 1.15 The proposals are substantially built on the Housing Strategies developed by the Cheshire Housing Alliance and Warrington BC. The proposals take full account of the priorities established by Cheshire and Warrington in their Sustainable Community Strategies and the subsequent LAA targets.

The proposed interventions

- 1.16 The Plan details interventions for each of the following:-
1. Increasing overall housing provision, to meet the RSS targets plus the Growth Point additions.
 2. Programmes for affordable housing provision, with a target of achieving 1183 additional affordable homes per year by 2013/14. This will be through a combination of planning gain (S106 provision), effective use of public land and other assets, and vital HCA support. The Plan aims to maximise the outputs from the HCA programme by using it as leverage and asking providers to work to challenging unit cost targets, whilst recognising the cost implication of rising sustainability standards.
 3. Making the most effective use of land in public ownership to support housing delivery and regeneration work, and to deliver sustainable communities.

Submission draft May 2010

4. Enabling the development in key locations – place based programmes – focussed on each of the priority locations described above. This comprises investment in master planning, infrastructure and site pre-development works, at present limited to the growth point locations.
5. Delivering decent homes across all sectors. We have an outstanding agenda to achieve and sustain decent homes in the social sector in Ellesmere Port and in Warrington. There is also a continuing challenge to improve the quality and energy efficiency of private sector homes with nearly 45,000 non-decent private homes occupied by vulnerable households.
6. Meeting needs for all sections of the community, including the housing and support needs of the rapidly-growing numbers of older people. This includes the extra care housing PFI and Dept of Health schemes in Cheshire and similar conversion and new-build programmes in Warrington. We also aim to meet the needs of other vulnerable and excluded groups, including the homeless (incl. the Places of Change programme) and Gypsies and Travellers. These investments are underpinned by the vital Supporting People programme and complemented by initiatives to maximise employment and training opportunities.

Delivering the Plan

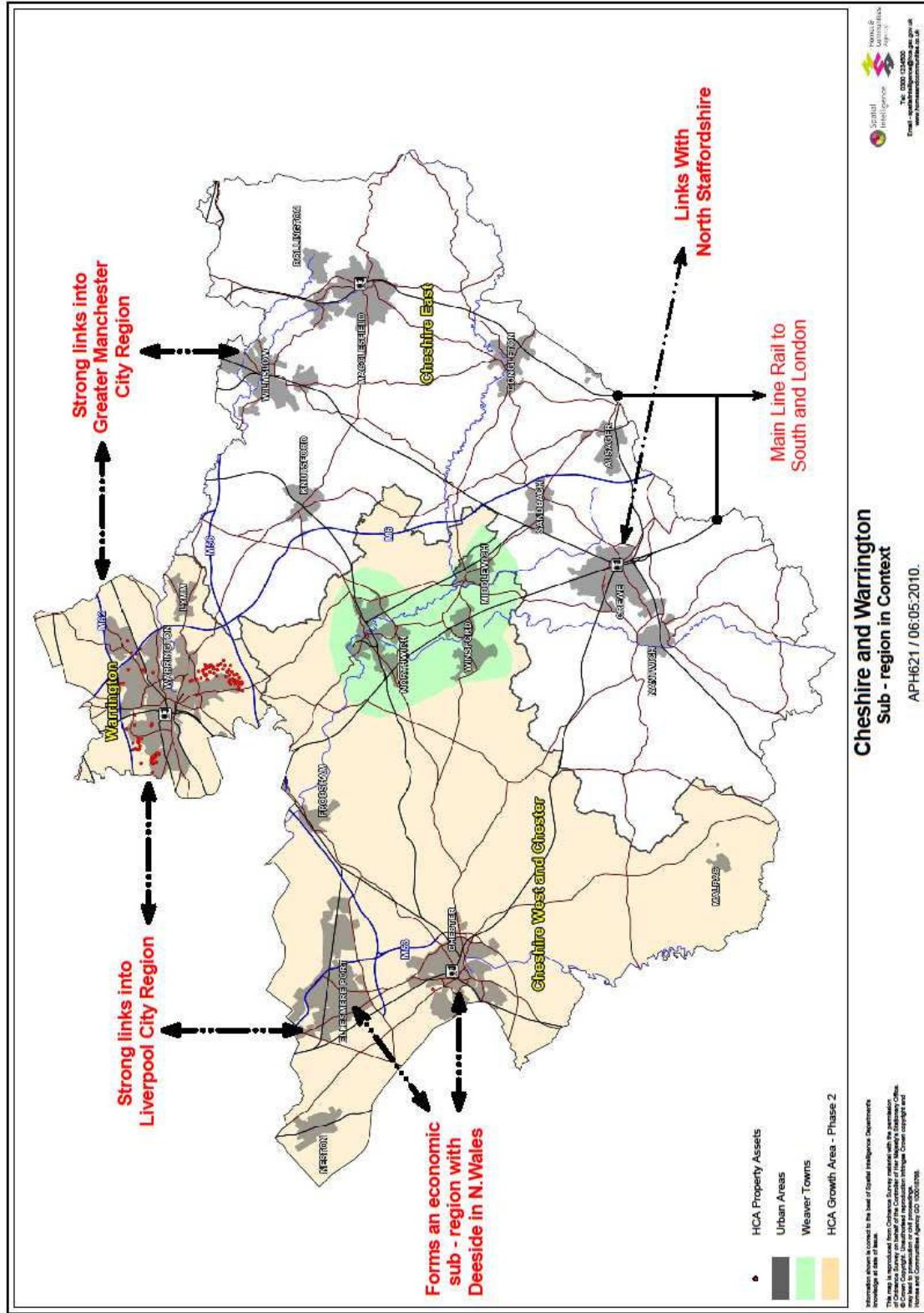
- 1.17 The overall Plan proposes a HCA programme of £203m over the next four years, as detailed in Appendix E, comprising the following
 - Affordable Housing, including empty homes: £135m
 - PFI extra care Capital payments: £33m
 - Growth support: £25m.
 - Support for people and communities, with HCA programmes for Homeless and G&T: £10m
- 1.18 As part of the delivery arrangements, we are seeking greater devolution of responsibility for the delivery of certain programmes. In particular, it would be helpful to locally manage the programme and to switch resources within the NAHP, and in particular to deal for example with the rural housing programme or intermediate housing allocations. We will be working with our partner HA's over the coming months to help ensure that the right capacity, skills and resources are in place (for all partners) to respond to the challenges ahead.

Governance

- 1.19 This Local Investment Plan is to be submitted to each LA Cabinet, or Executive Member, and then to the Enterprise Commission for their consideration prior to being finalised. We anticipate it will, as part of this process, also be considered with a view to endorsement, by each of the Local Strategic Partnerships.
- 1.20 We anticipate the Commission will establish an executive group to oversee the implementation and monitoring of the delivery of the LIP, with the authority to manage the programme, where necessary across the boundaries of the 3 LAs. The overall programme will be subject to consultation with our partners and its progress will be regularly reviewed by the Cheshire and Warrington Housing

Submission draft May 2010

Alliance. This will introduce external challenge to the programme alongside the accountability to the three Councils.



2. Introduction: Purpose and development of the Plan

- 2.1 This draft Plan has been prepared, taking account of recent advice from the Homes and Communities Agency²:
- As part of the Single Conversation with the HCA, with the NWDA about the investment priorities for the Cheshire and Warrington Sub-region;
 - To do this by firstly describing the overall strategic context for investment in developing the economic base, expanding and strengthening communities and meeting the growing housing needs in the sub-region;
 - To set out and explain the specific priorities for investment in the regeneration of place, in housing and sustainable communities over the period 2010/11 - 2013/14 within the longer term strategic context. To provide a comprehensive view, these investment priorities include programmes for consideration both by the HCA and other investment funding routes.
- 2.2 The draft Plan aims to be comprehensive in its coverage also to respond to the findings of the “Total Place” pilots, which highlight the potential benefits of taking a cross-programme view of priorities and maximising the synergy of integrating related capital and revenue programmes.
- 2.3 The draft Plan has been developed by the three Unitary Authorities of Cheshire East, Cheshire West and Chester, and Warrington. The Context map on the previous page shows the sub-region and highlights our close relationship with adjacent City Regions.
- 2.4 We have worked closely with the Cheshire and Warrington Enterprise Commission (CWEC) in order to ensure that the housing and community priorities are fully aligned with the economic development plan “Investing in Success”. This draft Local Investment Plan (LIP) will be going forward for adoption by the Cheshire & Warrington Enterprise Commission.
- 2.5 We have also consulted with key stakeholders, including the Cheshire and Warrington Housing Alliance, which represents most of the major housing providers in Cheshire. It has played a major role in developing the Cheshire sub-regional Housing Strategy, which is one of the main building blocks for this LIP.

² Single Conversation: Further information – Local Investment Plan. HCA January 2010 ref HCA 0057

3. Strategic Context

Objectives and Vision for Cheshire and Warrington

- 3.1 This section sets the context for the Local investment Plan. We place a strong emphasis on integrating the Investment Plan with the economic strategy. But at the same time are very conscious of the fundamental importance of good housing for the health of our communities and the impact of new and existing housing development on our environment including climate change, flood risks, congestion, etc. We aim to maximise these wider community benefits alongside helping to deliver a successful economy.
- 3.2 We therefore firstly set out the driving economic vision, and then map out the relationship of this Investment to other local, sub-regional and regional policies. Crucially this includes the Sustainable Community Strategies that guide the overall priorities for each LA area, and the Local Development Frameworks that will set the complementary spatial planning priorities.

The sub-region's economic vision and role

- 3.3 An integrated Strategy for Cheshire and Warrington is being developed by C&W Enterprise Commission: "Unleashing the Potential" – it is a 20 year Vision for this engine room of the Northwest. This Strategy is developed within the regional framework of the Economic and Spatial Strategies, and it will inform the preparation of the new integrated single NW regional strategy RS 2010.
- 3.4 Cheshire & Warrington as a sub region makes two major contributions to the region:
 1. Its businesses generate over 16% of the Northwest's economic output;
 2. Its people make up a significant proportion of the 'knowledge economy' workforce which drives the city regions of Greater Manchester and Liverpool. There is a significant level of commuting between the sub-region and the adjacent City Regions.
- 3.5 The strengths on which these economic benefits are built, and which contribute to the region's international competitiveness, are:
 - a population which is more highly skilled and more entrepreneurial than the regional average;
 - a generally attractive living environment with homes which cater not only for local needs but also meet the aspirations of workers across the city regions of Greater Manchester and Liverpool;
 - a range of high-productivity and technologically advanced large businesses in key sectors such as pharmaceuticals, chemicals, automotive, financial services, energy and nuclear and creative industries;
 - a dynamic population of small businesses and start-ups, including many in new technologies and services;
 - a geographical location which provides strong links to regional, national and international markets, with particularly good connections to London and the South East.
- 3.6 However these strengths are balanced by a number of threats and problems:
 - an economy in parts of the sub-region which is now growing more slowly than other parts of the region;

Submission draft May 2010

- parts of the sub-region which have high levels of deprivation, poorer educational attainment and low levels of enterprise;
- poor connectivity between the places where people live and where they work, especially by public transport;
- high levels of CO2 emissions;
- a large stock of brownfield land following earlier decline of manufacturing, and the impact of the current recession on key sectors, especially automotive and banking;
- poor perceptions and image of certain places in the sub-region, notably Ellesmere Port and, to an extent, Crewe.

- 3.7 In order to capitalise on these strengths and address weaknesses, the strategy for Cheshire & Warrington has four **key objectives**:

“Unleashing the Potential”

Overall objectives for Cheshire and Warrington

1. accommodating significant growth in population, housing , jobs and GVA;
2. enhancing enterprise;
3. improving accessibility between the places where people live and where they work;
4. meeting the challenge of demographic change and improving the quality of life and wellbeing of all citizens as part of the transition to a lower carbon economy

- 3.8 Cheshire and Warrington’s (C&W) economic performance already outstrips every other sub-region in the North West by a significant margin. As well as supporting its own very successful economy, the population of C&W also makes a strong contribution to the success of the wider city regions of Manchester and Liverpool. It is now ready to significantly accelerate growth in population, jobs and productivity in order to help the Northwest boost its competitive position in a changed post-recession economy.
- 3.9 This sets the core **context for investment in homes and communities through the Local Investment Plan**. We need to:
- Cater for growth in population and households arising from economic and demographic growth, through increased suitable affordable and market housing provision;
 - Create quality places that can accommodate this growth and aim to match the location of housing and jobs;
 - Improve the quality and sustainability of existing communities and their housing.
- 3.10 The relationships of this Local Investment Plan are illustrated in the following diagram. This shows how it links to the regional strategies, the sub-regional economic strategy, and to the key local authority strategy documents that we refer in the next sections.

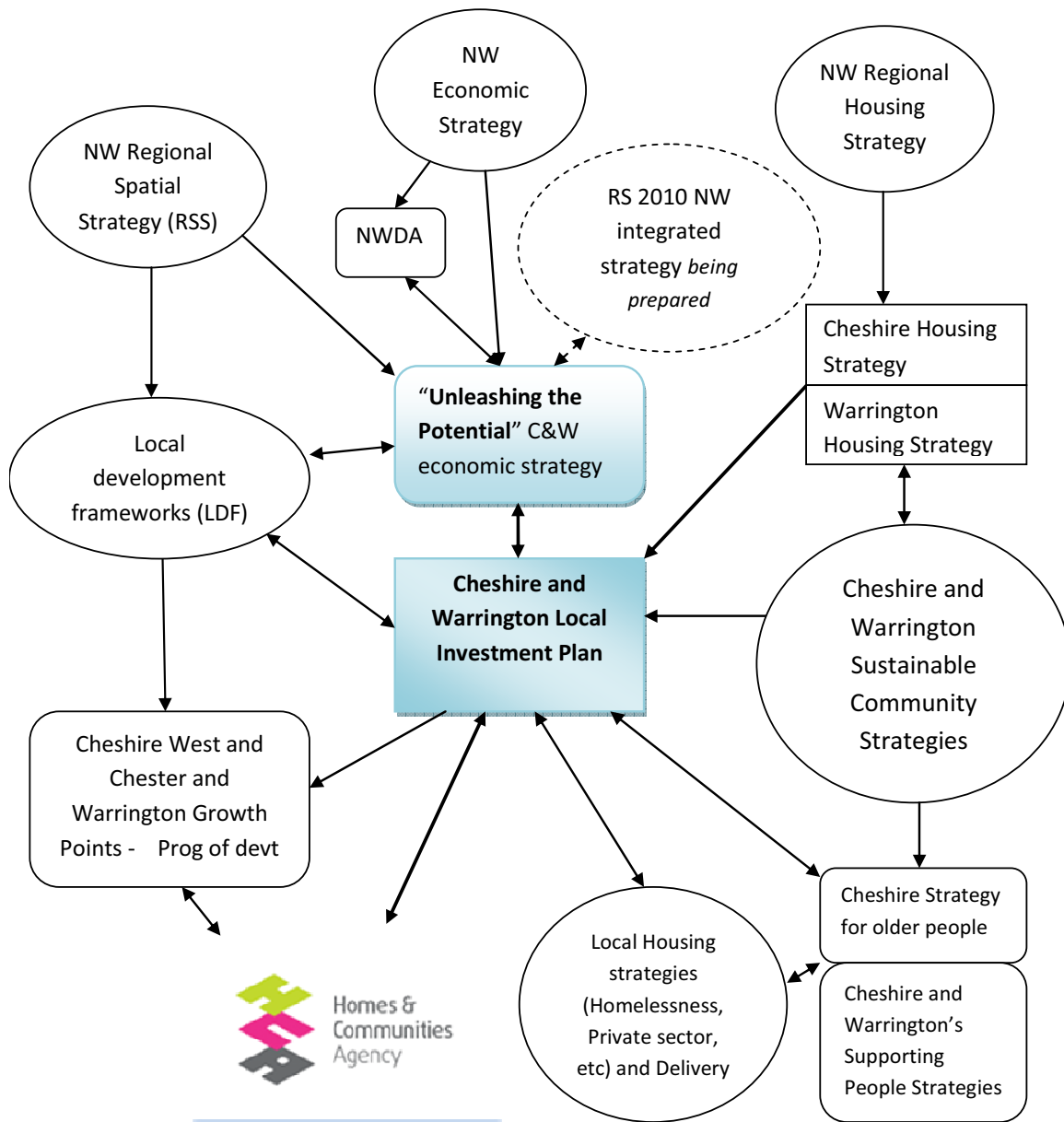
Submission draft May 2010



Submission draft May 2010

Diagram:

How the Strategies and Plans fit together for Cheshire and Warrington



This shows the position at May 2010.

Prepared by *arc4.co.uk*

The needs for Housing Growth and Development in a vibrant sub-region

- 3.11 The challenge to meet the housing needs for a growing population and greater growth in household numbers, and to do this in attractive and sustainable communities that will support economic growth, is the first priority. The targets for net additional homes in the Regional Spatial Strategy are already an increase from previous building rates (other than in Warrington). But as can be seen from the table below, they may well not match the growth in the number of households predicted in the most recent CLG household forecasts.
- 3.12 The table shows the RSS targets for new provision would consistently fall short of the projected household growth, with the cumulative shortfall being 24,000 households by 2021.
- 3.13 This shortfall in planned supply to meet our own projected needs is the essential reason why we need to make provision for a further growth in the supply of quality housing through Growth Point proposals. We need to be able to provide sufficient homes to meet the needs of existing communities and to sustain the workforce necessary for a growing economy. Our "Investing in Success" strategy for the sub-region is likely to further increase the pressures of growth, and the household projections do not allow for this – they are based only on past trends of migration.
- 3.14 If the sub-region constrains the supply of housing so that it falls short of our local needs, the effect would be to push up prices relative to elsewhere. This is likely to deter the economic investment that the sub-region needs to be encouraging for the benefit of the region and country as a whole. The sub-regional targets for additional housing therefore aim in the longer-term, to exceed the building rates set in the RSS. We recognise that the recession has set back growth, but are confident that it will return. Cheshire and Warrington is attractive to private sector developers and is likely to be first choice for investment as economic conditions improve.

Table 1. CLG Household projections compared to RSS targets

	projected household numbers - thousands				
	2006	2011	2016	2021	2026
Warrington UA	81	85	89	93	97
Cheshire East	154	160	168	177	185
Cheshire West and Chester	138	144	153	160	166
Total C&W	373	389	410	430	448
Projected hhd growth from 2006		16	37	57	75
Compare RSS target provision		14.33	28.67	43	n/a
Shortfall cumulative		-2	-10	-24	n/a

[2006-based household projections to 2031 for England and the regions were published on 11 March 2009.](#)

Source: CLG Household projections 2009 and NW RSS.

Submission draft May 2010

- 3.15 These predictions of strong demand for additional housing are supported by the findings from our Strategic Housing Market Assessments (SHMAs). The SHMA for Cheshire West and Chester estimated annual demand for market housing to be 3,980 greater than the supply and the net annual need for additional affordable housing to be 1192. The SHMA for Cheshire East also identifies a strong demand for market housing and a net annual need for additional affordable housing of 1,243. These aggregate figures greatly exceed the RSS targets for additional housing of 1,317 for Cheshire West and Chester, and 1150 per year for Cheshire East. They indicate that potential demand is being substantially constrained by the limited supply and by the price of housing³.

Affordable housing needs

- 3.16 The assessments of affordable housing needs in each area are shown in the table below. This highlights one of the most pressing requirements for the sub-region, to be able to adequately house the growing population and to provide the necessary working population.

Table 2. Affordable housing requirements

	Est Annual net requirement	Source
Cheshire West and Chester	1192	SHMA 2009
Cheshire East	1243	Provisional SHMA 2010
Warrington	171-419	SHMA 2007 and update 2009 (see note)
Total	2606-2854	

See footnote⁴ re Warrington estimate

Spatial framework

- 3.17 We have to meet these housing needs in a way that will be as sustainable as possible. This means taking account of the match between housing and employment growth, providing new housing in locations where there is suitable infrastructure and where it will strengthen rather than pressurise existing communities. We look for growth to strengthen the urban fabric, the services and facilities available for the population as a whole.

³ The predictions are also consistent with those produced as part of the evidence base for "Unleashing the Potential". This shows a projected increase of 71,000 in the number of dwellings required 2010-2030. This is around 3,550 per year, similar to the 3750 per year household growth in the CLG projections.

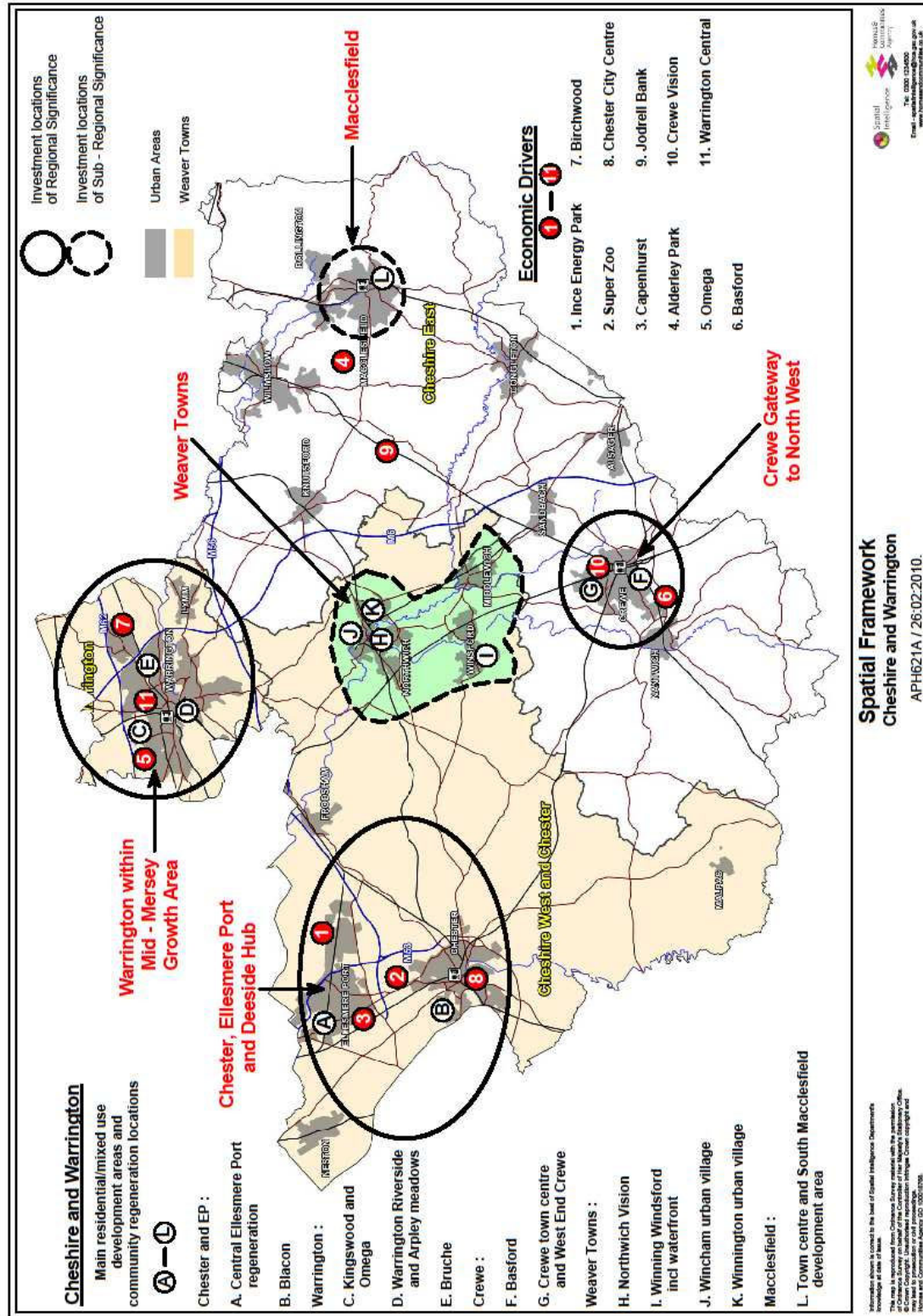
⁴ The November 2007 SHMA for Warrington identified a shortfall of 419 affordable homes per annum across the Borough for the period 2008 to 2013. The Council commissioned an updated study in 2009 and this identified an annual shortfall of 171 affordable homes over the next 5 years. Whilst house price reductions have improved affordability there is concern about a household's ability to access the housing market with the increase in deposits required by financial institutions. It, therefore, seems appropriate to estimate that the annual shortfall for affordable housing lies within the range of the two studies which is between 171 and 419.

Submission draft May 2010

- 3.18 It is important to re-use brownfield land wherever possible and we have RSS targets for at least 80% of new development to be on brownfield land (except the former Crewe and Nantwich district where the target is at least 60%). Overall, the key driver is to achieve equitable and sustainable economic growth whilst reducing carbon emissions.
- 3.19 Based on these principles, the strategic economic planning work “Unleashing the Potential” has determined that the primary focus for investment of regional significance will be on the transformation of existing key urban settlements
- **Warrington** – Warrington has the capacity for significant expansion as a business and commercial centre through regeneration of its central area, phased urban extensions at Omega, and growth in other important sites. Its central location in the emerging Atlantic Gateway and its key positioning on both the strategic road and rail networks provides the basis for it to form a more important role in the region’s strategic hierarchy than hitherto as a regional driver of economic growth;
 - **Crewe** - Following the development of a comprehensive strategic visioning for Crewe, there is agreement that the town needs to significantly increase its economic productivity, and is well positioned to do so in terms of unique strategic connections and major development sites. To facilitate this, there is a clear emerging ambition to have ‘super-charged’ growth in Crewe – in the order of 25% growth in jobs and population – to fulfil its wider potential.
 - **Ellesmere Port** - The Atlantic Gateway programme raises the potential opportunity of Ellesmere Port as a residential and employment Growth Point effectively serving as Chester’s development zone involving the re-use of the significant stock of brownfield land released as a result of the decline of previous industrial uses, in accordance with the emerging Vision and Economic Development Framework.

Other sub-regional priorities are:

- **North East Cheshire** – Macclesfield and North East Cheshire are the focus of the region’s most productive businesses and entrepreneurial people, built on a dynamic symbiotic relationship with the economy of Greater Manchester. To maintain its competitiveness, targeted growth and collaboration with key employers (while maintaining its key heritage and landscape assets) will enable it to maintain its contribution to competitiveness and its role as an important economic driver.
 - **Sustainable Market towns** – the market towns and larger villages are an important component of economic growth in C&W and service centres for the rural and agricultural communities, as well as supporting food and drink industries. They also provide attractive residential locations particularly for managers, professionals, and knowledge workers, and a high quality of place. The ‘Weaver Towns’ of Northwich, Winsford and Middlewich have particular potential for economic and quality housing growth, linked to improved public transport accessibility and there are deliverable opportunities for substantial development in these towns linked to the West Cheshire Growth Point Programme.
- 3.20 The principles of this spatial framework are shown in the map below, highlighting the areas that are the main focus for investment and identifying key locations.



Cheshire and Warrington Housing and Community Strategies

- 3.21 The Investment Plan is not just about addressing the need for growth through new housing provision. There are major issues about the quality and sustainability of existing communities and their housing. The extent of these needs and our approach to tackling them has been studied and developed through the Housing Strategies.
- 3.22 These housing strategies are developed to complement the Sustainable Community Strategies (SCS) of each LA area, and the key targets developed from the SCS are set out in Local Area Agreements (LAAs) for each Authority. The targets for the two Cheshire Unitary Authorities were originally set by the former County in 2008. There are 6 targets across Cheshire and Warrington that are most relevant to this Plan and they are shown in the box. This conveys a clear message about the local priorities for this Plan as developed through the Local Strategic Partnerships.

The most relevant LAA targets across Warrington and Cheshire

NI 141/2 No. of vulnerable people achieving independent living and supported to maintain it.

NI153 Working age people claiming out of work benefits in the worst performing neighbourhoods

NI154 Net additional homes provided

NI155 Number of affordable homes delivered (gross)

NI156 Reduction in no of Households in Temporary Accommodation

NI186 Per capita reduction in CO2 emissions in the LA area

NI 187 Reduction of % of household in fuel poverty

Housing Strategies

- 3.23 This Local Investment Plan also draws heavily on the Housing Strategies developed for Cheshire and Warrington. These were prepared by the Cheshire Housing Alliance⁵ and Warrington BC⁶ respectively and provide a full review of the housing circumstances and priorities across the sub-region.
- 3.24 The strategic objectives and priorities set out in these strategies are shown in the box below. The first 3 objectives complement the aims for delivering growth and achieving sustainable communities, and provide a framework for this Local Investment Plan.

⁵ Cheshire Sub-regional Housing Strategy. Cheshire Housing Alliance, June 2009.

⁶ Warrington Housing Strategy 2008-2013. Warrington BC 2008.

Housing **Strategy Objectives for Cheshire and Warrington**

1. Increase supply of all housing to support economic growth in balanced markets
2. Increase supply of affordable housing to support growth, regeneration and meet needs
3. Make best use of existing housing, provide decent homes and ensure equality of access
4. Help independent living and meet housing needs of most vulnerable
5. Work with communities and partners to improve social and economic well-being

4. Proposed interventions

- 4.1 This part of the plan sets out the programmes that we propose in order to take forward these objectives. They build on the achievements to date and they focus on the central aims of delivering growth and creating sustainable communities in a difficult economic context. We therefore firstly set out the principles that shape our approach and then describe them in some detail:
- The growth context;
 - Programmes for affordable housing provision;
 - Effective use of land in public ownership;
 - Enabling the development in key locations – place based programmes;
 - Delivering decent homes;
 - Meeting needs for all sections of the Community.
- 4.2 It is still work in progress - partly because the Local Investment Plan is a new format and partly because two of the three Local Authorities are newly created Unitaries and their strategic approaches are still being developed. It is also important to note that the Local Development Frameworks are being prepared in each area, and key issues about local spatial priorities are subject to consultation. This constrains the timetable that we can adopt for certain locations.

Maximising outcomes for new provision and regeneration

- 4.3 The first priority issue is increasing appropriate housing supply, especially to step up numbers following the recession. The provision has to include a substantial proportion of affordable housing. In our approach to this, our principles are that:-
- We will maximise the contribution of private sector developers through partnerships to take forward major schemes and to deliver affordable housing as planning gain. This will of course depend upon the housing market recovering further but we are anticipating the markets in this sub-region will be relatively strong and we should be well-placed to take advantage of an up-turn;
 - But in the immediate future we will maximise the efforts to stimulate housing delivery in the face of the recession, to maintain capacity in the construction sector, to sustain jobs and to achieve completion of the homes needed. We are pleased that several KickStart schemes are planned for the sub-region and hope that further such opportunities may occur. We are responding to developers who wish to change the mix of proposed schemes, or to amend planning conditions so that it will be feasible for development to proceed;

Submission draft May 2010

- We will stimulate and enable private investment in key areas of development and regeneration to achieve balanced growth and quality places. We recognise it will be essential for the public sector to tackle the barriers and to promote models of integrated economic and housing growth. We will need the support of the HCA and others to facilitate the early development of major strategic sites that can play an important role in meeting housing targets;
 - We will make strategic use of the land assets owned by the public sector to facilitate development and provision of affordable housing;
 - We are working to widen and strengthen the range of partners for social housing provision, including the schemes for Council House building in Warrington, and strengthening of HA partnership arrangements across all the sub-region;
 - Our future proposals, with partners, will seek the support of HCA funding to complement affordable housing provided through planning gain. This will include increasing the level of affordable housing provision on specific schemes, or improving the tenure mix on planning gain sites, and by taking forward developments where planning gain will not deliver, such as small rural housing schemes and for groups requiring specialist housing.
- 4.4 These approaches will build on initiatives and programmes already in progress. We are, however, reviewing the mix and balance of the affordable housing programmes to maximise the value for money that can be achieved from public expenditure through the HCA or other public sector bodies. We recognise that public funds will be very tight and must be used as effectively as possible. We aim for this to reduce the grant requirement per dwelling whilst still aiming to meet the cross-section of needs.
- 4.5 We are determined that new provision needs to be balanced by making the best use of existing housing, and by regeneration in disadvantaged areas. So alongside the growth proposals we are targeting regeneration investment towards empty homes and the pockets of deprivation that occur across the sub-region. Several deprived areas sit alongside growth areas and support for renewal will be encouraged as well as new affordable and market housing provision.
- 4.6 We still have to meet the challenge to bring a section of the social housing stock up to the “decent homes” standard and to continue improving conditions in parts of the private sector. Our essential duty is to assist many residents to access decent housing to meet their (often urgent) housing needs and the existing stock, both social and private, will have the major role.
- 4.7 The scale and proposed funding for the interventions required are now set out in more detail.

Housing Growth

- 4.8 The Councils in Cheshire West and Warrington responded positively to the government’s invitation in 2007 to submit proposals for growth points. We were keenly aware of the pressures for growth and wished to access the support and funding available for the much needed detailed planning, infrastructure and pre-development works. We were therefore pleased that the proposals were

Submission draft May 2010

accepted and to benefit from initial allocations, although so far these are a small fraction of the investment needed.

4.9 The agreed specific Growth Point proposals were accepted for:

Cheshire West and Chester

- An additional 2,700 homes between 2007/08 and 2016/17 – 300 per year (on top of the requirement for 11,853 homes set out in the Regional Spatial Strategy, an increase of 23%);
- Ensuring that 30-40% of these homes are delivered as affordable housing.

Mid- Mersey, including Warrington

- Up to 650 new homes per year in Warrington to 2016/2017, giving a 71% increase on the 380 p.a. RSS target;
- Also 30-40% affordable housing provision;
- Warrington working closely with St Helens and Halton, as well as Cheshire, to deliver these plans.

4.10 **Cheshire East** does not have similar growth point status, but faces similar pressures of growth, in an area where capacity and opportunities are limited. There is a parallel need, therefore, for a long-term strategic approach to development planning, the provision of infrastructure and tackling of barriers to sustainable development.

4.11 The proposals for these growth points have been described in the Programmes of Development. These identify the sites that are expected to be able to deliver this growth together with the infrastructure and other preliminary investments required to unlock this growth potential in a sustainable way. Further work to detail the priorities and development programmes has been continuing to align these with our emerging spatial policies and to inform our investment priorities. These plans will also ensure that we plan for sustainable development including

- Working to provide that Code 4 is achieved as soon as practical
- New provision where there is suitable infrastructure
- Steering devt to areas with lowest risk of flooding (PPS 25)
- Integrating with proposals to improve public transport provision and reduce CO2 emissions.

4.12 The main site priorities are detailed further below.

Market housing

4.13 There continues to be strong underlying demand for market housing across Cheshire and Warrington. The evidence of the SHMAs confirms that demand is expected to continue to outstrip levels of new provision and the first driver for most new housing provision will therefore be market demand. We will work flexibly with house builders to respond to this demand so there is a supply of new market housing to meet the needs of our growing economy and population.

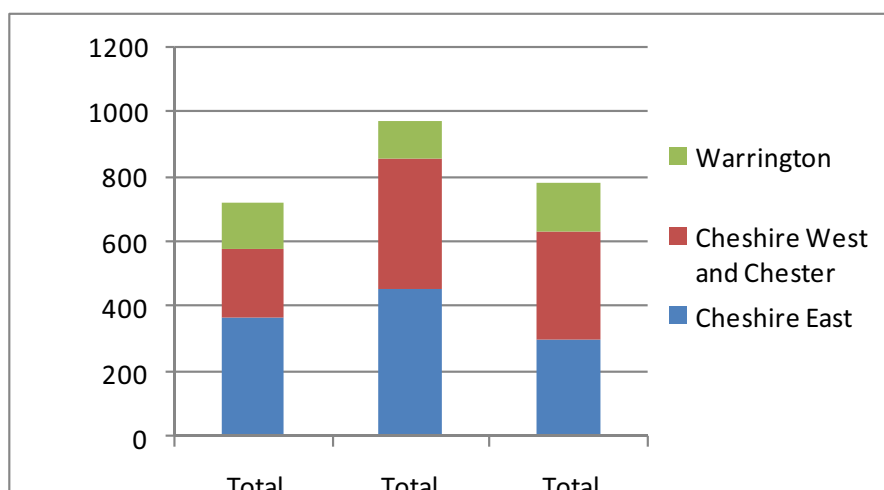
Submission draft May 2010

- 4.14 Our planning policies will seeks to achieve a balance of market housing provision that will reasonably meet future needs, in terms of the mix of property types, sizes and design. A particularly important issue will be to provide new market housing that will meet the needs of our rapidly growing numbers of older households as part of the overall mix of new provision.

Affordable housing provision

- 4.15 Within this overall framework it is important to establish clear targets for affordable housing delivery. Each LA has been strengthening its evidence base through SHMA's and Economic Viability work to ensure that it has robust policies, including ones to ensure delivery of affordable housing through planning gain. Each LA has:
- Targets of 30-40% affordable provision either in saved policies or being considered for the emerging LDF
 - Set targets for significant levels of "Intermediate housing" provision that will form an important part of the overall requirement.
- 4.16 We have made good progress over recent years in driving up the overall numbers of affordable housing completions. A substantial pipeline of affordable housing is being delivered, with 721 completions in 2008/9, projected to increase to 972 in 2009/10 and numbers falling to 779 in 2010/11. There are substantial NAHP programmes in progress with major complementary outputs from planning gain, PFI and LA funding/assets. The overall figures have, especially in 2009/10 of course, benefited from the welcome HCA investment to keep development going during the recession.

Table 3. Affordable Housing Completions 2008/9-2010/11



Source: Figures from LA scheme monitoring records.

Submission draft May 2010

- 4.17 A detailed breakdown of these figures is given in Appendix A, showing the tenure split and rural housing delivery. The mix of funding being achieved is shown in the analysis below for the projected 2009/10 completions. This shows that, even in the recession, we are still achieving 10% of completions from planning gain. The PFI programmes and LA funding make a valuable contribution to the overall outputs. The average grant input for NAHP-funded affordable dwellings is approximately £47,700 per unit – with a mix of 74% social rent and 26% intermediate housing (mostly shared ownership/new-build HomeBuy or shared equity).

Table 4. Funding of affordable housing completions 2009/10

LA	NAHP		S106	Other	TOTAL
	£'000	units	units	units*	Units
Cheshire East	11,604	278	27	150	455
Cheshire West and Chester	8862	185	74	141	400
Warrington	7,205	117	0	0	117
TOTAL	27,671	580	101	291	972
% of units		59.7	10.4	29.9	100

*Includes LA funding and PFI schemes.

Figures from LA scheme monitoring records.

- 4.18 The immediate focus for sustaining delivery is the forthcoming programme of schemes to start in 2010/11. The projected potential numbers and funding position is shown on the table below and the detailed scheme listings are provided in Appendix B. The unit costs are higher than we are targeting for the longer term programme for 2011/12 and beyond. This is because there are some priority schemes for 2010/11 with relatively high costs that we have been working on, and they have a high level of commitment. For example, in Cheshire West and Chester there are:
- Schemes being promoted by Chester and District Housing Trust to re-provide elderly persons accommodation, which is a high priority given the growing older population and the shortage of quality accommodation. (Two projects are £62k and £71k grant requirement per unit);
 - A part-refurbishment scheme for Wolverham flats in Ellesmere Port with a £67K grant requirement per unit.
- 4.19 The balance of funding for 2010/11 is very dependent on the NAHP (which is still under consideration) and other HCA support through KickStart and LA Challenge. This is due to market conditions making it uncertain whether schemes relying on S106 funding will proceed. The numbers in the schedule below include a significant number of schemes that are still subject to bids to the HCA for 2010/11.

Table 5. Projected potential 2010/11 affordable housing scheme starts

LA	NAHP		S106	Kickstart-	Other	TOTAL
	£'000	units	units	HBD units	units*	Units
Cheshire East	14,266	293	8			301
Cheshire West and Chester	23,798	441	42	0	0	483
Warrington	17,460	291	138	100	51	580
TOTAL	55,524	1,025	188	100	51	1,364
%		75.1	13.8	7.3	3.7	100.0

Note
: The other in Warrington includes LA challenge with HCA funding , and the Public Land Initiative.

The NAHP figures do not show Kickstart gap funding.

** Figures compiled from LA scheme progress records.*

Affordable housing targets for 2011/12-2013/14

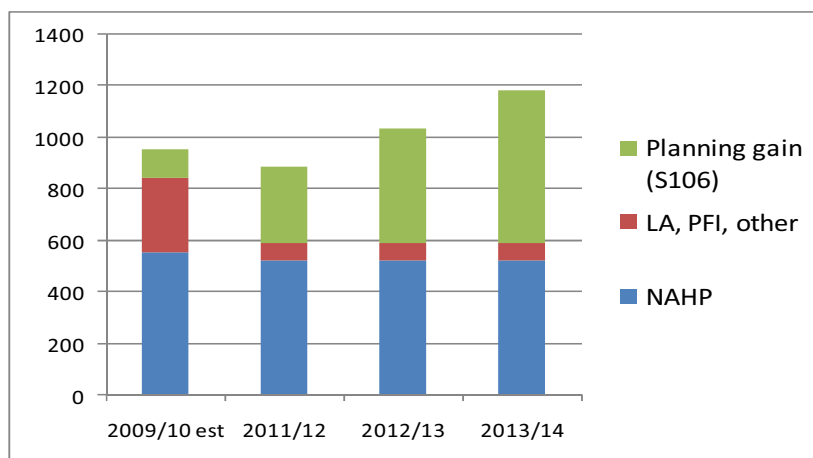
- 4.20 Looking beyond next year to the 3 years 2011/12 - 2013/14, we are planning for a position where significant supply of affordable homes will again be provided through planning gain (referred to as S106 in the table). It is difficult to know how quickly activity will revive in the private house building sector, but we see signs of renewed interest and we know – in particular from the comments of developers – that they will want to give priority to this area where underlying demand is strong. Even in recent months there has been a lot of interest in potential development and we have been encouraged by the strong interest, and enthusiasm to proceed with KickStart schemes.
- 4.21 This anticipated re-emergence of private sector development is reflected in the targets shown in the table below. The overall annual targets for affordable housing provision in the three years 2011/12-2013/14 is set on the basis that:
- We aim for 35% of all new housing provision to be affordable, as set out in our affordable housing policies, and for the balance of social rent and intermediate to be between 65/35% and 90/10%;
 - The overall numbers of housing completions is expected to recover and by 2013/14 to achieve the RSS target figures plus the growth point additions;
 - By 2013/14, we aim to achieve an overall output of 20% of housing completions as planning gain. This interim target recognises the well-known difficulties in achieving the 30-40% planning policy target figures

Submission draft May 2010

on all schemes⁷.

- 4.22 In practice, we recognise that there will be a build-up over the three year period to the projected levels of completions of market housing and therefore a similar build-up in the number of affordable homes provided through planning gain (S106). Work is in progress to assess the likely phasing of the major market housing developments, taking account of both market conditions and the practicalities of the planning and development processes.
- 4.23 The diagram illustrates how we expect the numbers of affordable homes delivered overall and through planning gain (S106) to build up. It also shows the level of HCA support we seek to help work towards the overall target.

Table 6. Build-up to the 2013/14 affordable housing completions



- 4.24 The support we will be seeking from the HCA for the affordable housing programme remains the same over the 3 years, in terms of numbers and costs. But the leverage for the finance provided by the HCA improves as the private sector input increases. The overall numbers of units for which we seek support from the HCA recognises that there will be constraints on the availability of funding and the overall proposed numbers are lower than the 2009/10 level. In practice we anticipate that for many schemes, the HCA role will actually be to supplement planning gain – the total numbers of affordable dwellings in schemes funded by the HCA is likely to be much higher than those shown.

⁷ These include the issues that

- Some schemes reaching completion will have been granted permission before the policies were adopted;
- There will be schemes where delivery of the full target is not economically viable due to market conditions, the costs of site development or due to the cost of other priority planning obligations;
- For smaller schemes of all affordable housing (e.g. rural or specialist) the policies are not applicable.

Submission draft May 2010

- 4.25 The table below shows the targets for 2013/14 and the levels provided from each programme, with a summary of our aspirations for the outputs from the NAHP, together with an estimate of the costs.
- 4.26 The projected programme keeps the unit cost of HCA-funded schemes down to the levels targeted for the current year, in real terms. This is approximately £55k for a social rent scheme and about half that amount for intermediate tenures. We recognise that the HCA will be seeking maximum outputs for the available funding and we aim to actively manage the programme so we can deliver cost-effectively. It will be a challenging target to constrain costs given that standards have to rise to meet the Code for Sustainable Homes level 4. We are also finding that HAs have a reduced ability to cross-subsidise from housing for sale, or to provide grant from their reserves,
- 4.27 It is intended that the target will also include a significant proportion of rural schemes and accommodation for those with special needs – these are both usually more costly than the norm. We recognise we need to be innovative to achieve this level of unit costs for this type of scheme.

Table 7. Proposed annual affordable targets for 2013/14

LA	Targets for 2013/14 year		Affordable housing delivery (starts/allocations per year)				
	Total housing complns (1)	Affordable housing @ 35% of total	Planning gain (S106)	LA, PFI, other	NAHP Numbers	Unit HCA input £k(2)	Total NAHP £k
Cheshire East	1150	403	201	23	178	48.12	8,577
Cheshire West and Chester	1580	553	277	31	246	48.12	11,813
Warrington	650	228	114	13	101	48.12	4,848
TOTAL	3380	1183	592	67	525	48.12	25,239
(1) including growth point uplifts for Warrington and Cheshire West and Chester							
(2) assumes £55k/unit for rent and £27.5 for Int. and av.75/25 tenure split in HCA funding							

- 4.28 The potential schemes for 2010/11 and then onwards 2011/12 -2013/14 are listed in Appendices B and C. This is effectively out current “pipeline” of potential schemes. We include this to illustrate the identified potential to deliver across all parts of the sub-region, and the varied types and costs of these pipeline schemes.

Rural housing

- 4.29 Although there are important urban centres across the sub-region, there are extensive rural areas in both Cheshire East and Cheshire West and Chester, together with a small rural fringe to Warrington. The government’s rural and urban area classification defines Cheshire as “significantly rural”, with approximately 40% of Cheshire’s population living in rural areas, including the larger market towns.
- 4.30 We are about to prepare Rural Strategies for Cheshire West and Chester and for Cheshire East, with the aims of defining our overall requirements for sustainable rural communities, including the types and numbers of rural housing we need. We wish to explore creatively how we can use a variety of

Submission draft May 2010

policy and planning tools, including attracting private landowner and community support. We anticipate that HCA funding, especially for exception sites, will remain an important source of housing funding and will aim to at least maintain the average of 49 dwellings per year expected to be achieved during 2008/9 - 2010/11.

- 4.31 There are many rural schemes in the potential pipeline, highlighted in Appendices B and C, which can provide an on-going contribution to rural housing delivery.

Partnerships for affordable housing delivery

- 4.32 There will be greater potential for cost-effective delivery if we have effective partnering arrangements with registered housing providers. This should provide a firm basis for long-term planning, help make the best use of available land and other assets, encourage innovation and promote cost-effective procurement practices. We are reviewing our partnering arrangements with these aims in mind and will be exploring the potential for new partnership delivery models.

Land in public ownership

LA land

- 4.33 Land in public ownership can play an important role in promoting housing delivery, and especially in securing affordable housing with lower requirements for public expenditure. This is underlined by the HCA's public land initiative. Each of the LAs has been considering carefully its land resources and the opportunities for using this to support delivery of affordable housing. The position in each LA is as follows:

- **Cheshire West and Chester** housing officers are working on this with colleagues in Property with the aim that the Council will be able to identify pieces of land specifically for affordable housing and then consider whether it would take nil value or less than market value for the sites. The work is also examining, for larger sites that may go to the market, the extent to which the Council will require a % of affordable housing to be provided on these sites.
- In **Warrington** the Council considers each scheme on its merits. In the existing programme there are 3 current/planned schemes in which the land owned by the council is being sold at less than market value - these are Croft House, Cantilever Gardens and Churchill Avenue. All of the Local Authority Challenge Fund sites (30 council new build) are being made available at nil value.

For the future, the issue in Warrington is that there are now few council owned sites that might be suitable or come forward for development. There are planned regeneration schemes in Bewsey and Dallam – involving council land and 60-80 new homes – and these are being progressed with no expectation of the Council taking land value. But they will have high development costs. The New Town history results in the HCA owning substantial amounts of land with future development potential, and this presents the major opportunities.

- In **Cheshire East**, the officers have established the limited land that may be available and Members are to consider the next steps, which may be to assess a range of delivery options for making the best use of this land for delivery of affordable housing or other purposes. This will include direct disposal or disposal by a development agreement, gifting land to a HA, using the Public Land Initiative and/or HCA Delivery Partner Panel, or deferred land receipts, possibly through a JV or SPV.

HCA land and Public Land Initiative

- 4.34 From this work, we will vigorously pursue the best opportunities to use public sector land assets to contribute to the overall programme of affordable housing delivery.
- 4.35 As mentioned above, a major land resource is held in Warrington by the HCA and this is expected to play a key role in the delivery programmes, possibly as part of the public land initiative. We would be keen to work with the HCA to maximise the value of this land, and other assets, to develop an on-going programme for high quality mixed tenure development.
- 4.36 The identification and application of the most effective models will need to be one of our main on-going work-streams to prepare for cost-effective delivery programmes that will make best use of these assets.
- 4.37 Elsewhere in the sub-region, the main strategic land-holdings are mainly in private sector ownership. We are strengthening our strategic housing and development roles so that innovative solutions and creative thinking are applied to the challenge of unlocking these sites and inspiring attractive new and extended communities that will be an asset for the area.

Enabling the development of key sites: Place based programmes

- 4.38 In practical terms, it is critical to increasing housing completions that we support interventions to help bring major developments forward. Our work on strategic housing land availability shows that, to achieve the targets, the biggest gains will come from major sites. Many of these sites also have a good potential for securing affordable housing through planning gain – once they are under way.
- 4.39 The public sector will need to be pro-active to stimulate progress in many cases. Meeting our brownfield development targets – important to local people to protect our natural environment – means that the sites often have significant pre-development costs and long lead-in times. These factors increase risk and costs for developers and the public sector can help reduce both, where this will help to meet our objectives.
- 4.40 Support from the HCA, NWDA or direct Government funding to help with these infrastructure and remediation investments is a key part of our thinking. We will also welcome HCA technical assistance so that schemes are cost-effective and reduce risk for all partners. In particular, we anticipate that the HCA will be able to help supplement our skills and knowledge of recent delivery models, and to help “raise our game” to enhance sustainability standards and to respond to the

Submission draft May 2010

Carbon Challenge. These are key areas relating to our sub-regional objectives to move to a lower carbon economy.

- 4.41 We have been working on overall priorities for 2011/12 - 2013/14 and aligning these to the priorities for economic development, taking account of the emerging spatial framework.
- 4.42 We are also guided by our strategic overview about how we develop the Places in Cheshire and Warrington and the principles are:
- That investment and employment should be focused on locations with the best public transport connectivity;
 - To ensure public transport links to future growth priorities in the region are improved (including to the city centres of Manchester and Liverpool);
 - To ensure growth takes place in locations which will not damage the high quality parts of the environment, and preferably where it will complement regeneration;
 - To both retain and build on existing success where there is a strong presence of a particular business sector; where there is risk from over-reliance on individual companies, seek to diversify the local economy;
 - To continue to ensure the whole area, including market towns, can function as enterprise generators and that all segments of the community can benefit (including addressing housing affordability issues).
- 4.43 These principles mean that the locations for housing growth, and for action to improve the sustainability of existing communities, are aligned to the Spatial Framework described in Section 3. The emerging priorities for growth and regeneration are set out in the boxes below for each of the priority regional and sub-regional Place-based programmes.

Chester, Ellesmere Port and Deeside Hub

Regional Priority Growth Point location.

There is strong pressure for growth especially in Chester City, but limited capacity there. This means that unlocking the growth potential linked to regeneration in Ellesmere Port is a priority, as this location has the greatest capacity and yet the greatest challenges. Connectivity to the wider and pressurised Chester housing market needs to be strengthened through improved transport links and other vital components of the growth process including improved infrastructure with increased capacity together with environmental improvements. These investments need to be supported by practical pre-development works to unlock some difficult brownfield sites.

- The initial priority investments for **Ellesmere Port** are access improvements, utility improvements and public realm works. These would be important steps in unlocking the potential for up to 10,000 new homes. The estimate for initial priorities is £4.4m+ in the next 2-3 years.
- There is a longer-term priority to open up the Ellesmere Port Waterfront, which is part of the Atlantic Gateway proposals and offers major future capacity. This can only happen with improvements to the strategic highway network but also creating greater links with the primary urban area and its associated facilities/services.

In Chester City, the regeneration of **Blacon** is a high priority; this is a well located peripheral estate but one of the local concentrations of deprivation. We want to improve economic engagement in the area and enhance its image as a place to live. Detailed proposals have been prepared in the Blacon Vision and Action Plan in 2005. The Council is working closely with Chester and District Housing Trust and West Cheshire PCT on the proposals.

Key to this is transforming its centre - Blacon Parade. A £24m redevelopment scheme will provide an integrated Health and Community facility with the potential to become the base for a new Asset Management Company, improved retail provision and at least 54 new units of affordable and market housing. It would be a flagship environmental sustainability scheme, incorporating an energy micro-grid, generating power locally. The Council and partners are seeking to find £2.5m of the funding gap and we are looking to the HCA for £1.8m for site assembly/infrastructure in 2011/12-2012/13.



Warrington

Regional Priority Growth Point location

Warrington has traditionally provided aspirational homes for the region and development sites within Warrington's Mid-Mersey Growth Point will enable this role to carry on into the future. The location of the town at the heart of the Atlantic Gateway will mean that Warrington will provide aspirational homes to help drive the economic growth of this corridor.

Like any successful and prosperous place providing affordable homes for local people will still be critical. Developments at Chapelford Urban Village, Bruche Urban Village and an exemplar low carbon development at Omega together with housing opportunities in Warrington central will drive this housing growth. Priorities are:

- **Housing Growth Point:** identified and windfall sites which deliver the housing growth agenda
- Warrington **Town Centre Renaissance:** the Council has updated the Regeneration Framework and is taking forward masterplans for key sites
- **Riverside and Arpley Meadows** is a major long term priority: there is a masterplan but this will need to be worked up to develop final proposals for housing schemes. The Council is progressing, in partnership with NWDA and Network Rail, the business case for the Arpley Chord (railway relocation) which is a key enabling scheme for a comprehensive redevelopment of the Waterfront area. Funding has been secured for the early stages of business case development from NWDA which is being progressed by Network Rail.
- **Chapelford Urban Village:** to continue the development of 2,000 new homes
- To progress the substantial housing development (300 homes) on the HCA land at Bruche
- Following the **Kingswood 8** scheme currently being progressed with the HCA to develop **Omega** as an exemplar in low carbon development and lifestyles. This major development has the potential to comprise of a mixture of uses including an international business location, a focus for green and low carbon technology, low carbon homes with local community facilities developed and operated on eco-cycle and renewable energy principles.



New Housing Butts Green, Kingswood

Crewe

Regional Priority Growth Point location

Crewe represents a significant growth opportunity for the sub-region in its role as a strategic gateway to the rest of the NW and to North Wales. The NW RSS identifies Crewe as a spatial priority for development and we see potential for substantial growth of up to 25% over a period of 20 years. A high level Vision and Strategic Framework is in preparation which builds on Crewe's recent economic success - 6000 new jobs in 6 years (a 32% increase) and a greatly expanded university campus. The Strategic Framework will bring together several major projects planned or in train.

The major long-term opportunities are Crewe town centre and Basford – this requires master-planning and infrastructure investment to open up major development sites. The Vision underlines the importance of linking this to a fully fit strategic transport and ICT network, and enabling a first-class quality of life.

The major economic interventions are likely to be:

- Creating an attractive town centre with good corridor links to the station. with a long term cost in the order of £30m;
- Development of Crewe Science Park at Basford East, with investment of £8m;
- A preliminary estimate is £2.25m for 2011/12-2013/14.

This has to be complemented by a strengthened housing offer, and there is a good potential capacity in this area. The Strategic Framework will identify the key interventions necessary to unlock this housing potential and we will welcome the involvement of HCA in developing a preferred Delivery Plan for this major regional initiative.



Pickmere Court in Crewe - an impressive new-build that will see 21st century accommodation offered to elderly residents

The Weaver Towns

Sub-regional priority

Part of Cheshire West and Chester Growth area

The aim here is to meet the growth requirements in the mid-Cheshire towns of Northwich, Winsford and Middlewich – which crosses the boundary of Cheshire East and West. Increasing the contribution of Northwich and Winsford towards growth will be an important component part of a borough wide approach, based on our key regeneration priorities of Ellesmere Port, Weaver Towns and rural areas. New housing will also support the major regeneration initiatives in these towns to create sustainable growth and a critical mass, previously missing, to enable ancillary development and town centre improvements become viable and contribute towards creating better places. Both Northwich and Winsford suffer from pockets of deprivation, with 8 LLSOAs (lower level super output areas) within the top 20% deprived nationally. The plans aim to address the legacy of the industrial past, bringing back into use areas of dereliction and contaminated land, as well as improving attractiveness of the area for residents, businesses and visitors.

An early priority will be to contribute towards the delivery of the Northwich Vision and unlock residential development. Abandoned mines below the town have starved Northwich town centre of new development for many years due to subsidence fears, but stabilization work, substantially supported by EP, now open the way for progress. The 15-year Vision will revive 10 key sites in the town, with the objective of creating 2,000 new jobs and significant new homes. However without strong public sector leadership and intervention, these objectives will be difficult to realise. Priorities are:

- Transport infrastructure and flood prevention with estimated costs £5m+;
- Major residential opportunities beyond the Northwich Vision area for the development of Wincham and Winnington Urban Villages with capacity for in excess of 2,200 homes. Investment is proposed to support the implementation of the schemes in a manner which creates better places and sustainable communities, at an estimated £3m;

Winsford and Middlewich have a relatively strong economy with several industrial estates, the largest employing over 4,000 people. A set of Winsford regeneration projects comprise the "Winning Winsford" brand, including the recently opened Lifestyle Centre, new learning zone and preservation work at Winsford Flash. Other activity includes the public sector bringing to the market the Town Park site for housing development together with major regeneration of the waterfront area. There are proposals for further private investment in residential, leisure and employment sites. However their viability is marginal so we are proposing that the Growth Programme should support:

- Feasibility costs and site assembly proposals for significant investment in new housing sites within the Winsford area £1m
- Infrastructure improvements in Winsford to unlock sites for up to 600-650 homes and assist town centre redevelopment. Schemes to a value of £3-4m have been identified for the next 3-4 years.

For Middlewich and Winsford, a key priority for unlocking development potential is to construct the Middlewich A54 by-pass. Congestion on this key access to the Motorway is a serious problem and is blocking the development of major employment and housing sites.



Macclesfield

Sub-regional priority

Macclesfield is an area of high house prices and the priority is for housing provision to sustain the current economy and diversification of the economic base. A Delivery Plan for Macclesfield is being developed to include the town centre and the South Macclesfield Development area. These plans aim to sustain Macclesfield's contribution to the economic growth of Cheshire East and the North West as a whole.

This is a key part of the sub-regional approach as Macclesfield is the home of high-value added sectors of the economy. The proposals are being developed with the intention that they will be viable with private finance, provided the Council takes the lead in assessing the options and setting the delivery framework.

Delivering decent homes

Social housing decency

- 4.44 Good progress has been made across the sub-region to achieve the decent homes standard in social rented housing, and this has been 100% (or nearly) achieved in most of the former Cheshire districts. It will remain important that social landlords sustain this standard and then go further to enhance standards, taking account of tenant's priorities. We will also be looking for social landlord to substantially enhance the energy-efficiency of their housing to help meet out object of moving towards a lower carbon economy. Increased dwelling standards and affordable warmth also have major benefits for the health of residents.
- 4.45 But there remains a serious shortfall from the Decent Homes Standard in the council housing in the former Ellesmere Port and Neston District, and the forecast is that the current ALMO arrangements in Warrington will not be able to sustain the Decent Homes Standard.

Ellesmere Port

- 4.46 The social housing stock is still owned and in the direct management of the Council, following a failed stock transfer ballot. The condition of council housing in Ellesmere Port is poor; the percentage of homes that fail to comply with the requirement is increasing and recent estimates predict that some 2,300

homes will not meet the standard by March 2011⁸. Full achievement of the standard is only predicted to be in place after 2013 and is dependent on the outcome of a future options appraisal to determine the ownership and management of Council homes.

- 4.47 The new Council is beginning to address this long-standing matter. An independent survey of the Landlord Services has been carried out. This survey confirmed that services are poor and are unlikely to get better based on current arrangements. Therefore the Council has taken action to make some immediate improvements. It has responded to the independent report and adopted its recommendations. A new management team is in place and is developing an action plan to address short-term weaknesses.
- 4.48 The Council and its partners are clear that a medium to long-term approach is required to further improve the standard of homes and housing services in Ellesmere Port. This is being put in place and will include decisions on who will manage the housing stock in future years and how extra funding can be released for improvements. Following advice from the Council and its partners, a consultation exercise is planned to take place this year with tenants. After the tenants' consultation, a new approach to delivering housing in Ellesmere Port will be implemented within six to twelve months to support the required improvements.
- 4.49 This is a priority issue for the area and the Council is determined to explore all practical options to secure sustainable investment in these homes. The investment requirements to achieve and maintain the Decent Homes standard have been estimated, based on the recently completed stock condition survey. These figures, together with a comparison to the estimate of the resources likely to be available through the Council, are shown in the table below.

Estimate on the amount of money that could be spent by Cheshire West and Chester Council		Actual amount needed to be spent to achieve and maintain decent homes (source 2010 Stock Condition Survey)	
Years 1 to 5	£30m	Years 1 to 5	£103.3 m
Years 6 to 10	£30m	Years 6 to 10	£ 38.9 m
Total over 30 years	£200m (pwc figs dec 09)	Total over 30 years	£ 359.6m

Warrington

- 4.50 Warrington established an ALMO called Golden Gates Housing (GGH) in February 2004. GGH, on behalf of Warrington Borough Council, started the decent homes programme in 2004 and made all the non-decent properties (5,521) decent by March 2008. Since then Warrington has been able to maintain decency on the small number of properties which have failed, but from March 2010 onwards a significant numbers of properties will begin to fail the decent homes standard.
- 4.51 In 2009 a comprehensive consultation on the future housing options for the management of the Council's housing stock was completed. The options appraisal recommended that all tenants should be consulted on the option to

⁸ A full stock condition survey is in progress at March 2010.

Submission draft May 2010

transfer the housing stock to Golden Gates Housing Trust. Warrington Borough Council believes that the transfer would be the best way of providing tenants with good quality, well managed and well maintained homes at affordable rents in the future. In the first five years of the stock transfer £105 million would be invested to bring the properties up to the standard that tenants have said they want.

- 4.52 The Council has held a ballot to seek tenants' views and this ended on 7th April 2010. The turnout was 63% with 91.9% voting in favour of transferring the Council's housing stock to Golden Gates Housing. The Council will now begin work to transfer the housing stock in line with the wishes of tenants by the end of 2010.
- 4.53 The table below sets out the financial forecasts if the properties were transferred and how this compares with staying with the Council:

	Staying with Warrington Borough Council		Transfer to Golden Gates Housing Trust	
Estimate on the amount of money that could be spent	Years 1 to 5	£65m	Years 1 to 5	£105m
	Years 6 to 10	£57m	Years 6 to 10	£ 96m
	Total over 30 years	£348m	Total over 30 years	£530m

Private housing decency

- 4.54 There is a substantial problem of poor quality private sector housing, and the incidence of this problem is strongly linked to the pockets of serious deprivation in the sub-region. In Warrington the 2008 House Condition Survey found there were 22,300 non-decent private sector homes (32% of the stock) and that 6,680 of these are occupied by vulnerable households – with a particular concern about older people. In Cheshire, it is estimated⁹ that in 2008 there were 71,620 non-decent homes (28.5% of the private sector housing stock) and 37,126 were occupied by vulnerable households. The main reasons for non-decency are category 1 hazards and inadequate thermal comfort. The problems are most serious in the private rented sector.
- 4.55 These are both major health as well as housing issues, with national estimates showing that targeted investment to eliminate unhealthy housing shows major health gains¹⁰. We are working with the PCTs to target the most vulnerable and maximise health benefits. It is also very beneficial that efficient delivery of insulation and similar work has a good potential to generate local employment – and this is happening.

⁹ This estimate is taken from the NW Region decency baseline report; Pennington 2008. The estimate is based on decency defined with reference to the HHSRS.

¹⁰ For example, it is estimated that where the lack of thermal comfort in Cheshire East leads to a Category 1 hazard, spending just over £2million on improving housing would save the NHS in the region of £7.5 million (based on CIEH and BRE, 2008).

Submission draft May 2010

- 4.56 It should also be noted that poor thermal comfort also involves energy-inefficient homes that produce high levels of CO2 emissions. Residential property nationally is responsible for about 27% of all CO2 emissions. So we are determined to try to respond actively to this challenge.

Empty Homes

- 4.57 The Housing Strategies place emphasis on returning vacant homes into occupation. The level of vacant homes is below the regional average, but we must make the best use of stock and that there may be a rising problem of empty homes especially amongst new apartment developments. Working with the Housing Alliance, we propose a programme to acquire and return 100 empty homes to use over the 3 years 2011/12-2013/14, alongside our on-going private sector housing advice, grant support and enforcement.

Private rented sector

- 4.58 Whilst the problems of poor condition are most serious in the private rented sector, this sector also plays a vital role in meeting housing needs and in providing for mobility amongst key workers and others. It is a growing sector and important for the health of our economy. We are increasing our focus on promoting good standards of management and maintenance, on increasing opportunities for priority households to access the sector, and exploring whether there are opportunities for the provision of additional quality housing through development in this sector.
- 4.59 We anticipate that opportunities in the private rented sector will be a key issue to explore over the next few years, and will welcome working closely with the HCA to share the outcomes of the Private Rented Sector Initiative.

Private sector housing funding

- 4.60 The range of private sector housing issues are addressed by the LAs private sector housing teams through advice and enforcement, supported by various programmes of financial assistance tailored to local needs and the mandatory Disabled Facilities Grant. Energy Efficiency programmes are also supported by Warm Front and the energy companies. The levels of funding directed to each of the main programmes are shown in Appendix D.
- 4.61 The main source of grant for private sector housing programmes is the "Regional Housing Pot", financed by government and allocated by the Regional Housing Board. This funding is now under severe pressure from reduced levels of RHP allocation and, at the same time, LA receipts have been reduced by falling Council house (or former Council house) sales. As a result, we have serious concerns about our ability to bring significant numbers of empty homes back into use or to sustain standards for vulnerable people in the private sector.
- 4.62 The projected support from the RHP for private sector housing investment has fallen in 2010/11 to just 40% of the 2009/10 level. This will severely curtail programmes for improving decency and dealing with priority repair needs.

Meeting needs for all sections of the community

Investing for older people's needs

- 4.63 Both Warrington and the Cheshire authorities have substantial programmes to help meet the needs of the rapidly growing number of older people. Work with the health sector identifies the challenge of a large growth in the numbers of older people and our strategies are being reviewed in response. Thus, the Joint Strategic Needs Assessment for Cheshire East, reports that between 2006 and 2016, the 65+ age group will swell by 29%, an additional 18,500 people of pensionable age. From a service development point of view the increase of 41.5% (3,400 people) in the 85 and over is a huge concern. These represent the 'frail old', a potentially vulnerable group who will require more input from both social and health services. Many will be on low incomes and are more likely to struggle to access services. This pattern is similar across the sub-region.
- 4.64 Each Local Authority has been allocated an additional £20,000 within the Social Care Reform Grant in order to produce, or review, their extra care housing strategy with the aim of enhancing the housing with care option for older people, including people with dementia, across all tenures. Adult Social Care will be working with Strategic Housing to develop a comprehensive strategy to enhance the Older Persons Housing Strategies and Strategic Housing Market Assessments.
- 4.65 The former Cheshire County Council established a PFI programme for the provision of extra care schemes, and in parallel with this, Housing Associations and private providers have developed new schemes across Cheshire and Warrington. Warrington has remodelled 3 Council schemes converting bed-sits into flats to provide extra care housing with DoH funding. Recent approval has been given to decant tenants from the sheltered housing scheme at Penketh Court which consists mainly of bedsit accommodation and no longer meets the needs of an ageing population. Proposals will be prepared to redevelop the site with housing for older people.
- 4.66 Similar schemes are underway in Cheshire West and Chester alongside plans for a DoH funded Extra Care scheme.
- 4.67 The Round 5 PFI programme is still being implemented with the following numbers of extra care dwellings yet to be completed over the period 2010/11 - 2013/14:
- Cheshire East: 173 dwellings (2 schemes);
 - Cheshire West and Chester: 132 dwellings (2 schemes).
- 4.68 The future expenditure of PFI credits is estimated to be £66.1m, subject to successful negotiations with the HCA and approval of the Outline Business Case. This is a major investment programme that is expected to help to meet the anticipated growth in care needs in Cheshire for several years, although meeting the increase in needs will need continued priority attention.

- 4.69 The services and improvements that assist other older people, and people with disabilities, to remain at home, will continue to be vitally important and under pressure from the growing needs. An important element of the service is provided by the Housing Improvement Agencies (HIAs), as described in the box. Help for owners to deal with urgent repairs and improvements, thermal upgrading and assistance with necessary adaptations will be major demands on the shrinking private sector housing budgets.

Home Improvement Agencies

The Warrington Home Information and Improvement Agency (WHIA) has been established to provide a wide range of advice, support and develop new services. This service builds on the previous Care & Repair (Warrington) service which provided help and assistance to the elderly and disabled to maintain and repair their home. In addition to providing advice WHIA also run the handyperson and gardening service for older people or those with a disability.

HIAs in Cheshire support older people to access appropriate funding for decent homes and adaptations, select reputable contractors and carry out the work to a high standard. Handyperson services deliver low level preventative interventions such as small repairs or minor adaptations; every £1 spent adapting homes where a fall is likely to occur saves the NHS £69.37 over 10 years (CIEH and BRE, 2008).

Cheshire West and Chester, and Cheshire East Councils are currently reviewing their approach to HIA and handyperson services through the strategic housing, adult social care and health functions. This is with a view to re-specifying and jointly commissioning the service to target vulnerable people more efficiently and effectively.

Other priority groups with special housing needs

- 4.70 The affordable housing programme will also aim to take account of the needs of a wide range of other groups identified in our Supporting People Strategies, with particular attention to:
- Providing refuges for women fleeing domestic violence;
 - Severely Disabled people;
 - Move-on accommodation for young people.
 - Accommodation for homeless people
 - Socially excluded such as homeless and young people
- 4.71 The area has benefited from the “Places of Change” programme to improve hostel accommodation and other homelessness services. Crewe YMCA has received £2 million from this fund plus £3 million from the HCA towards the redevelopment of their project. There will be a complete refurbishment of the front building which will include a gym, learning centre and café. Modern accommodation will be provided in a new building at the back. There is also a scheme in Chester at Crispin House which is the direct access night-shelter

Submission draft May 2010

and needs replacing along with much of the other accommodation for homeless people.

Supporting People

- 4.72 Supporting People is a national programme which involves Local Authorities, Primary Care Trusts and the National Probation Service. The programme focuses on the planning, commissioning and monitoring of housing related support services. The aim of Supporting People is to provide support to help develop a person's capacity to live independently or sustain their capacity to do so.
- 4.73 Over the last few years the programme in Warrington has re-focused existing services and funding so there is more emphasis for those with a learning disability, young people and generic services. For example, the provision of funding for Verve Place, a 38 unit supported housing scheme for 16 to 25 year olds. In addition to older people, the other main priorities are people with drug/alcohol problems, and black and ethnic minorities. In 2009/10 the funding for Supporting People in Warrington was £7m and this reduced to £6.65m in 2010/11. A key issue for the authority is the use of assistive technology and the personalisation agenda.
- 4.74 Cheshire West and Chester Council's Supporting People team is undertaking a comprehensive assessment of need, supply, and demand in 2010/11. The outcome from this market research will inform the priorities for a five-year commissioning plan to modernise housing-related support services for vulnerable people from all client groups and across all areas. Research will involve a wide range of stakeholders including service users, carers, referral agents, and service providers. The work is set in the context of a diminishing budget for the borough and changes to the method in which funding is allocated through the Area Based Grant. A refreshed vision and values has been established for Supporting People that emphasises the role of the programme in providing low-level preventative support to people and households falling below statutory thresholds.

Gypsies and Travellers

- 4.75 There are Gypsy and Traveller groups across the sub-region and overcrowding is already common on existing sites, with frequent unauthorised encampments. There is a shortage of sites and the work by the sub-regional partnership¹¹ showed needs for both extra transit pitches and up to an additional 107 permanent pitches as follows :-

Table 8. Gypsy and Traveller permanent pitch requirements

LA	Req'd to 2011	Req'd to 2016
Cheshire West and Chester	31	45
Cheshire East	37	53

¹¹ Including Mid Mersey. Report published July 2007

Submission draft May 2010

Warrington	6	9
TOTAL	74	107

- 4.76 Cheshire West and Chester are pleased to have a £1.5m HCA allocation for 12 pitches from their 2009-10 funds – the site is being identified. The Council need to deliver a further 33 pitches by 2016, plus 10 transit pitches. Ideally the Council would like another £4 - 4.5m over the period 2010 - 2015.
- 4.77 Cheshire East is looking at possibly putting in bids for an increase in G+T sites and for a refurbishment of an existing site, but it is at a very early stage at present.
- 4.78 To meet the needs of the Gypsy and Travelling communities Warrington will be allocating sites as part of the preparation for adoption of the Core Strategy under the Local Development Framework. Warrington will then seek funding in the order of £1.5m to provide 15 pitches.

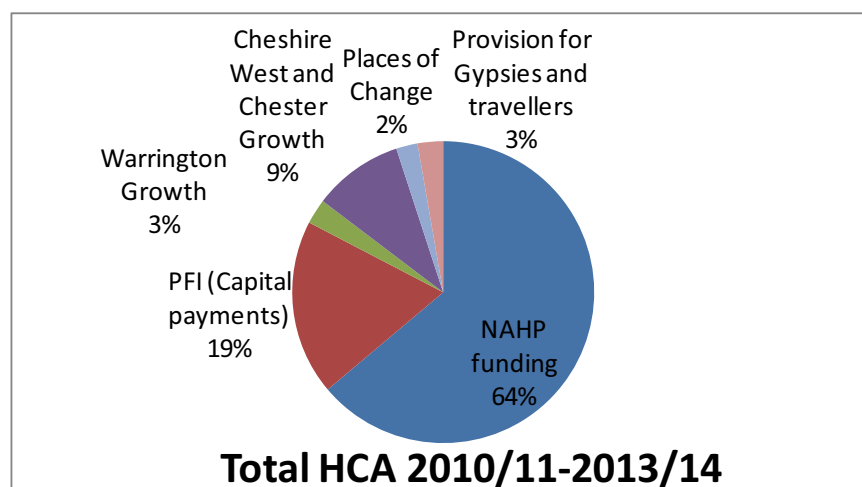
Maximising employment and community development opportunities

- 4.79 The Councils and our partners are keen that investment in housing, across all sectors, should maximise the potential for creating employment and training opportunities, especially where this will complement regeneration priorities for areas of relative social and economic deprivation. The opportunities are huge, given the substantial levels of investment involved in housing provision, improvement and maintenance and the ability of social housing providers to make the connections with many of the people who need support to access employment opportunities.
- 4.80 We have been actively engaged in exploring opportunities to promote local employment and training in conjunction with housing and regeneration programmes. Cheshire East and West and Chester Councils, with our partners are delivering additional jobs through the DWP "Future Jobs Fund", linked to the enhanced housing option service. The housing options services also have a important role in signposting clients to these opportunities alongside helping with housing issues. We look to strengthen our work with partners in this area to increase the impact we can have as we emerge from the recession.

5. Delivering the investment Plans

Investment delivery plans

- 5.1 This Plan focuses on the priority investments for Cheshire and Warrington. The projections of the resources required are set out in summaries below and in more detail in Appendix E.
- 5.2 As the document is prepared primarily for discussion with the HCA, the resources sought from HCA programmes are highlighted, but we also show the resources anticipated from other sources. These other resources complement the HCA programme – through the use of LA land, for example, and they deal with improvements to existing housing stock in the private sector. No investment from public funds is proposed at this point for the social housing stock of the sub-region – although there is major investment from HA sources and from the HRA for currently retained Council stock.
- 5.3 The figures in the table overleaf show a projected HCA investment of £203m over the four year period. This total does not reflect the leverage that HCA investment would achieve and does not include Kick Start gap funding expenditure.
- 5.4 The total public sector investment across the identified programmes is projected to be £316m, with the expenditure also being financed mainly from the Regional Housing Pot and from other LA capital expenditure. It is important to note that the Regional Housing Pot figures in this Plan are NOT a statement of the resources required; it is simply an assumption that the 2010/11 allocations will be continued in future years. This level of funding is massively short of the amounts that would be needed to achieve major reductions in the number of non-decent homes.
- 5.5 The programmes proposed for funding by the HCA are shown in the chart below. This underlines the importance to our sub-region of the Affordable Housing programme.



- 5.6 It is anticipated that the Local Investment Plan will evolve over the coming year and be reviewed after 12 months.
- 5.7 The details of outputs from this programme are shown in the Appendix E. The overall output from this programme is estimated at 12,890 additional dwellings (or pitches) over the four years. This is mainly affordable housing but also reflects the contribution of additional dwellings stimulated from growth point and other priority sites. These outputs will need to be worked up in more detail, in the final version, to provide a robust performance management framework.

Table 9.
Proposed HCA investment in Cheshire and Warrington 2010/11-2013/14

Investment programme	2010/11	2011/12	2012/13	2013/14	Total
NAHP funding	55,524	25329	25329	25329	131511
PFI extra care hsg	0	0	16500	16500	33000
Warrington Growth	730	1500	3000	3000	8230
Cheshire West and Chester growth	1246	3250	6000	6500	16996
Empty homes- acq and repair		1050	1225	1225	3500
Places of Change	2050				2050
Provision for Gypsies and travellers	1500	2000	2000	2810	8310
Totals	61,050	33,129	54,054	55,364	203597

Change and flexibility in HCA programmes

- 5.8 We anticipate that over the next year there may be significant changes in the range of programmes operated by the HCA and other agencies, and we are

Submission draft May 2010

ready to adapt to such changes, whilst hoping that transitional arrangements will ensure the continuity of important programmes. We look forward to a situation where the Sub-regional Partnership will have greater discretion and flexibility in delivering programmes, whilst accepting there will need to be clear targets and accountability. We envisage this could be introduced from 2011/12 onwards.

- 5.9 It would greatly assist delivery if there were greater devolution of responsibility for the delivery of certain of the programmes. In particular, it would be helpful to be able to locally manage the programme and to switch resources between schemes within the NAHP, and in particular to deal with:
- The rural housing programme
 - Intermediate housing allocations, especially low cost home ownership (including between different products, to respond to local housing market issues and needs)
 - Temporary or short-life social rent, as a useful tool for tackling vacant properties
- 5.10 In parallel with this, our skills for programme management will need refreshing, with a revision of our working arrangements. We will therefore welcome working with the HCA and others, in particular to ensure the cost-effectiveness and efficiency of the Plan, to help make the very best use of resources.
- 5.11 Our partner Housing Associations will have important roles in helping to deliver the programmes and we will be working with them over the coming months to help ensure that the right capacity, skills and resources are in place (on each side) to respond to the challenges ahead.

Governance arrangements

- 5.12 The proposed sub-regional approach has a firm foundation. The sub-region has been working together since 2001 as the Cheshire & Warrington Economic Alliance (now Enterprise Commission), and the Cheshire housing authorities, with Housing Association partners, have worked for some time as the Cheshire Housing Alliance. There is experience of joint working, therefore, that we can apply for delivering the Cheshire and Warrington Local Investment Plan.
- 5.13 The new Enterprise Commission is partnership between Cheshire East Council, Cheshire West and Chester Council, Warrington Borough Council, the Northwest Regional Development Agency (NWDA) and the private sector. The Commission's role will be to enhance the prosperity of Cheshire and Warrington through co-ordinated economic development, regeneration, transport and housing investment.
- 5.14 This draft Local Investment Plan is to be submitted to each LA cabinet, or Executive member, and then to the Commission for their consideration prior to being finalised. We anticipate it will, as part of this process, also be considered with a view to endorsement, by each of the Local Strategic Partnerships.
- 5.15 We anticipate the Commission will establish an executive group to oversee the implementation and monitoring of the delivery of the LIP, with the authority to manage the programme, where necessary across the boundaries of the

Submission draft May 2010

three LAs. The overall programme will be subject to consultation with our partners and its progress will be regularly reviewed by the Cheshire and Warrington Housing Alliance. This will introduce external challenge to the programme alongside the accountability to the three Councils.

Proposed work-streams

- 5.16 There is much to be done to prepare for implementation of a Local Investment Agreement for 2010/11 and for the continued development of this Plan so that it will form the basis of an Investment Agreement for 2011/12 - 2013/14. We welcome the opportunity to work closely with the HCA to prepare detailed proposals that reflect the priority needs and opportunities in Cheshire and Warrington.
- 5.17 This on-going work has to be organised to make the best use of our skills and capacity, so the following Cheshire and Warrington work-streams are proposed, reflecting our local priorities and being realistic about our capacity. These will each involve the three Local Authorities, HCA and appropriate partners.

Proposed C&W workstreams

1. Affordable housing delivery programmes; including
 - Selecting priorities for available funding
 - Innovation in development, quality and delivery
 - Developing new/revised partnerships to maximise value in delivering affordable housing
 - Opportunities for maximising the leverage from public sector land (incl LA, HCA and other) through Public land Initiative or new delivery models.
2. Development of housing-linked programmes for increased energy efficiency and reduced carbon emissions
3. Developing LIP2 – the investment plan for 2011/12 onwards, including the implications of Total Place and changes in the funding regimes arising from the new government.
4. Development of performance framework and preparation of monitoring and review reports.

Alongside these sub-regional workstreams, each LA will be working with partners on the Place-making programmes described in this Plan. We will also join with regional work to ensure we keep abreast of best practice on policy development and market change in the private rented sector.

- 5.18 The workstreams will report to the Executive Group as described above.

Performance Monitoring and Review

- 5.19 The initial Investment Plan includes a limited number of output measures, but we recognise that a much broader set of targets and indicators will be required to monitor the progress, achievements and impact of the intervention programmes. A workstream is proposed above to help ensure than effective arrangements are established that are efficient and minimise duplication.

Submission draft May 2010

These will integrate the performance monitoring commitments and reporting arrangements for

- The Cheshire and Warrington Housing Strategies
- The HSSA reports to CLG
- Monitoring report to regional bodies (e.g.4NW)
- Internal LA requirements, as far as practical, including reporting on LAA targets.

5.20 It is envisaged that there will be

- Exception reporting on a regular, probably quarterly, basis covering progress in implementation of investment plans, position compared to budgets/expenditure targets, key output indicators.
- Six-monthly reports on overall progress including main performance measures
- Annual report including all indicators.

5.21 The scope of the performance measures will include the topics listed in the box below; the detailed definitions and reporting frequencies will be established by the workstream.

Proposed performance measures

Additional homes

- New homes delivered
- Affordable homes delivered, social rent and intermediate

Condition and performance of existing housing

- Measures of conditions in social and private sectors
- Nos of homes refurbished and improved by sector
- Fuel Poverty and energy efficiency
- CO2 emissions
- Vacant dwellings by sector

Housing needs and market

- Nos in temporary accommodation
- Homelessness acceptances and preventions
- Repossession claims and orders
- House prices and affordability ratios
- Financial efficiency

Cost effectiveness of investment

- Investment by HCA/LA per affordable unit (by tenure)
- Investment by HCA/LA per renovated unit
- Leverage of private investment by programme
- Jobs and apprenticeships created through publicly supported programmes

Brownfield land reclaimed

Appendix A. Affordable housing completions 2008/9-2010/11

Cheshire and Warrington Complns 2008/9-2010/11												
	2008/9				2009/10 est				2010/11 projected			
	Social rent	Intermed	Total	No of rural (incl in prev)	Social rent	Intermed	Total	No of rural	Social rent	Intermed	Total	No of rural
Cheshire East	297	66	363	8	329	126	455	0	240	61	301	34
Cheshire West and Chester	104	111	215	25	269	131	400	4	273	57	330	28
Warrington	59	84	143	0	104	29	133	0	145	77	222	37
TOTAL			721	33			988	4			853	99

Appendix B. Potential 2010/11 affordable housing starts/allocations

Chester West and Chester

Subject to available funding and to review of priorities

Year	Scheme Name	AH Units	Tenure / Mix	Client Group	NAHP Funding	Status	RSL	Rent / Price	Developer	Lead Officer
2010 / 11	Kingsley House, Chester	30	30 social rent	Elderly	£1,860k NAHP	SoS March 10/complete May 11	CDHT	Benchmark	CDHT	HW
2010 / 11	Wain House, Chester	37	37 social rent	Elderly	£2,294k NAHP	SoS March 10/Complete April 11	CDHT	Benchmark	CDHT	HW
2010 / 11	YMCA / Bus Depot	34	34 rent to Homebuy	General Needs	£870,400 NAHP	SoS March 10/Complete April 11	Plus Dane	Benchmark	Watkin Jones	HW
2010 / 11	Neston Town centre	14	14 social rent	General Needs	£840k NAHP	On site/completion April 11	Riverside	Benchmark		HW
2010 / 11	Waterbank Row. Northwich	35	25 social rent & 10 s/o	General needs	£1,090k NAHP	Planning Submitted	Muir	Benchmark	Muir	HW
2010 / 11	Tower Wharf	42	42 s/o	General Needs	£1,500K NAHP	On site	Arena	N/a	Morris Homes	HW
2010 / 11	Wolverham Flats phases 2 & 3)	16	16 social rent	General Needs	£1,120k NAHP bid submitted	Planning Application expected	Muir	Benchmark	Muir	HW
2010 / 11	Corn Depot, Malpas (Rural)	10	10 s/o	General Needs	NAHP bid submitted	Planning	Muir	N/a	Muir	DT

2010 / 11	McCarthy & Stone Acquisitions	20	20 social rent	Elderly	NAHP bid expected	N/a	Alpha	Benchmark	McCarthy & Stone	HW
2010 / 11	Lightfoot Lodge/ Richmond Court/Hoole Lane Flats/Woodfield school	75		Elderly	NAHP Bid expected	Pre-app	CDHT	Benchmark	CDHT	HW
2010 / 11	Rossfield Park (Ph 3 & 4)	60	48 social rent & 12 s/o	General Needs	£3,699k NAHP bid	Pre App	Plus Dane	Benchmark	Countryside	HW
2010 / 11	Kingsley (Rural)	13	8 social rent, 5 s/o or R-t-H	General needs	NAHP bid expected	Planning	Plus Dane	Benchmark	McInerney Homes	DT
2010 / 11	Land off Station Lane, Delamere (Rural)	6	6 social rent	General needs	NAHP Bid Expected	Planning Appn	TBC	Benchamrk		DT
2010 / 11	Lodge Lane (Rural)	16	10 social rent & 6 s/o	General needs	NAHP bid expected	CWaC Land	CDHT or Arena	Benchmark	CDHT or Arena	HW
2010 / 11	Ways Green, Winsford	24	12 social rent & 12 s/o	General Needs	NAHP bid expected	Planning App	Plus Dane	Benchmark	Anwyl Homes	HW
2010 / 11	Rossmore 2 (The Laurels)	30	18 Social rent. 6 s/o & 6 LCHO	General Needs	NAHP Bid expected		Arena		Wain Homes	HW
2010 / 11	The Cedars (Rural)	4	2 social rent & 2 s/o	General needs	£109k NAHP bid submitted	Planning Refused	Muir	Benchmark & intermediate	Muir	DT
2010 / 11	Broken Cross, Northwich	25	18 social rent & 7 s/o	General needs	NAHP bid expected	Pre Appn	Plus Dane		McInerney	HW
2010 / 11	Littleton (Rural)	9	5 social rent & 4 s/o	General Needs	NAHP bid expected	Pre-App	Plus Dane	Benchmark & intermediate	J10	DT
2010 / 11	Milton Green, Handley	13	Social rent/s/o/discounted omv	General Needs	No Subsidy	Planning submitted		Benchmark & intermediate	Morris	HW/LB
Total		513								

Appendix B (cont) Projected potential 2010/11 affordable housing starts/allocations.

Cheshire East

Subject to available funding and to review of priorities

Scheme Name	AH Units	Tenure / Mix	Client Group	Funding	Source	Status	RSL
Doddington Rd Crewe	2	social rent	General Needs	£120,000	HCA (not secured)	RSL owns land pp approved	Wulvern
Wyche Lane Bunbury	10	Social Rent	General Needs	£750,000	HCA	s106 Agreed - Bid expected	Muir
The Old School House, Church Lawton	8	Social Rent	General needs	£480,000	HCA		Plus Dane Housing Group
Jasmine Park, Macclesfield	12	Discount for sale	General Needs	section 106	section 106		
West Ave, Crewe	18	Social Rent	General Needs	£810,000	HCA	currently applying for planning permission Regenda own land	Regenda
West Street, Crewe	9	Social Rented	Supported	£0	section 106		Plus Dane Housing Group
Glegg Street macclesfield	7	Social rent	Supported	£1	RCGF	PP to be submitted	Places for People transfer to DANE
Leonard Cheshire home Sandbach	11	Social rent	Supported	£0	PFI	Planning being prepared	Plus Dane
Pickmere Phase 5	25	Social Rent /HomeBuy	Extra care	£1,400,000	HCA	land owned by RSL - CME req pp approved	Wulvern / Arena Housing Group Ltd
Wrenbury, Sandfield Court NB	8	Social Rent	Over 55s	£320,000	HCA	land owned by RSL	Wulvern / Arena Housing Group Ltd
Wrenbury, Sandfield Court Remodelling - Refurb	6	Social Rent	Over 55s	£300,000	HCA	land owned by RSL	Wulvern / Arena Housing Group Ltd
Nantwich Town Centre	35	Social Rent/HomeBuy	Over 55s	£1,500,000	HCA		Wulvern / Arena Housing Group Ltd
Middlewich Rd Crewe extra phase 1	1	social rent	General Needs	£55,000	HCA	land owned by RSL	Wulvern / Arena Housing Group Ltd
Silk Mill, Congleton	29	Social Rented	General Needs	£1,885,000	HCA (not secured)	Planning Secured	Plus Dane Housing Group
Silk Mill, Congleton	15	RTH	General Needs	£700,000	HCA (not secured)	Planning Secured	Plus Dane Housing Group
Boothbed Lane, Goostrey	18	Social rent	General Needs	£990,000	HCA (not secured)	Offer made. Awaiting revised planning (mid Dec 09)	Plus Dane Housing Group
Chestnut Grove	14	social rent	general Needs	£840,000	HCA		Wulvern/Arena Housing Groups Ltd

Submission draft May 2010

Heathfield Avenue Crewe	14	social rent	General Needs	£495,000	HCA		Wulvern/Arena Housing Groups Ltd
Nova Court	18	social rent	General Needs	£990,000	HCA (not secured)	RSL owns land	Wulvern
Leonard Cheshire Home, Sandbach	11	Social Rent	Supported	not secured	unknown at this stage	DIF refused Feb 09	Plus Dane Housing Group
St Stephens Court, Congleton	6	Social Rented	General Needs	not secured	Dane's funds	Dane Asst Mgmt Approval reqd	Plus Dane Housing Group
Jordengate Macclesfield	8	Social rent	general needs	£350,000	HCA (not secured)		
Middlewich Road, Cranage	10	Shared Ownership	General Needs	not secured	HCA (not secured)	Awaiting resolution to sell from Parish Council	Plus Dane Housing Group
Tall Ash Farm, Congleton	20	Social Rent	General Needs	£1,000,000	HCA (not secured)	Planning appeal lodged (non determination)	Plus Dane Housing Group
	315						

Appendix B (cont) Projected potential 2010/11 affordable housing starts/allocations Warrington

Subject to available funding and to review of priorities

Year	Scheme Name	AH Units	Tenure / Mix	Client Group	NAHP Funding	Status	RSL	Rent / Price	Developer
2010/11	St Johns Mission	7	7 social rent	Elderly	NAHP £385k	Acquire & works	Warrington	Benchmark	
2010/11	Penketh Court	TBC	TBC	Elderly	NAHP bid	Pre App	TBC	Benchmark	
2010/11	Chapelford	31	31 social rent	General Needs	NAHP bid £2,105k	Planning	Plus Dane	Benchmark	Barratts
2010/11	Saxon Park	75	41 social rent	General Needs	NAHP £3.284m	Planning	Plus Dane	Benchmark	Countryside
			34 Home buy					N/A	
2010/11	HOLD scheme	2	HOLD	Learning Disability	NAHP bid		TBC	N/A	N/A
2010/11	Manor Lock	18	18 social rent	General Needs	NAHP bid	Planning	Muir	Benchmark	BWF Holdings
2010/11	Brook Place	49	19 HBD	General Needs	NAHP bid	Planning	Plus Dane	N/A	Countryside
			30 social rent					Benchmark	
2010/11	Kingswood 8	20	20 social rent	General Needs	PLI	Planning	TBC	Benchmark	TBC
2010/11	Walton Lock Ph1	39	39 social rent	General Needs	£2,498k Equity	Kickstart round 1	TBC	Benchmark	Barratts
2010/11	Chapelford Ph 10	19	19 HBD	General Needs	£466k HBD	Kickstart round 1	TBC	N/A	Barratts
2010/11	Urban Space 50	29	29 HBD	General Needs	£1,509k Gap £381k HBD	Kickstart round 1		N/A	Miller Homes
2010/11	Edgewater Park	43	19 HBD	General Needs	£3,699 Equity £507k HBD £995k NAHP	Kickstart round 1		N/A	Morris Homes
			24 social rent				TBC	Benchmark	
2010/11	Chapelford Ph11	50	50 social rent	Elderly	£1,221k HBD	Kickstart round 2	TBC	Benchmark	Barratts
2010/11	Farrell Street	54	33 HBD	General Needs	£546k HBD £840k NAHP	Kickstart round 2 LA Challenge			Persimmon
			21 social rent				TBC	Benchmark	
2010/11	Various sites	30	30 social rent	Elderly	£1,950k		Council	Benchmark	
2010/11	Chapelford	113	57 social rent	Elderly			Harvest		Barratts
			56 shared ownership						
2010/11	St. Mary's Court	1	1 intermediate rent	Elderly	N/A	Pre App	N/A	N/A	Land Owner
Total		580							

Appendix C Provisional Affordable Housing schemes 2011/12 onwards

Cheshire West and Chester

Subject to available funding and to review of priorities

Year	Scheme Name	AH Units	Tenure / Mix	Client Group	NAHP Funding	Status	RSL	Rent / Price	Developer	Lead Officer
2011 / 12	Northgate Extra Care	75	38 social rent & 37 s/o	Elderly	£6,510k DoH + £1,440k NAHP	Procurement delay	Arena	Benchmark & intermediate	Arena	AA
2011 / 12	Blacon Parade	65	65 social rent	General Needs & Elderly	NAHP bid expected	Pre Appn	CDHT	Benchmark	CDHT	AA
2011 / 12	Cheshire Warehousing	15	7 social rent & 8 s/o	General Needs	NAHP bid expected	Outline	TBC			DT
2011 / 12	Highfield Extra Care	45	30 social rent & 15 s/o	General Needs	PFI	CWaC Land	TBC			N/A
2011 / 12	Gorsthills Extra Care	87	50 social rent & 37 s/o	General Needs	PFI	CWaC Land	TBC			N/A
2011 / 12	Milton Green (Rural)	15	8 social rent & 7 s/o	General Needs	NAHP bid expected	Pre Appn	TBC		Morris Homes	DT
2011 / 12	Winnington Urban Village (Phase 1)	30	S/o & LCHO & Homebuy Direct	General Needs		Outline	TBC		Morris Homes	DT/HW
2011 / 12	Norley (Rural)	4	4 social rent	General Needs	NAHP bid expected	WVHT Land	WVHT		WVHT	DT
2011 / 12	Fairford & Oxford Roads, Chester	9	9 social rent	General needs	NAHP Bid expected	CDHT Land	CDHT		CDHT	HW
2011 / 12	Durham Road, Blacon	8	8 social rent	General Needs	NAHP Bid	CDHT Land	CDHT		CDHT	HW

Submission draft May 2010

					expected					
2011 / 12	Saltworks Farm, Frodsham	8	8 social rent	General needs	NAHP Bid Expected	Planning				DT
2011 / 12	Former Council House, Northwich	10	10 social rent	Move ON	NAHP Bid Expected	Muir Owned site	Muir		Muir	N/A
2011 / 12	4 Ways, Oakmere (Rural)	11	6 social rent & 5 s/o	General needs	NAHP Bid expected	Planning Appn	Plus Dane		Wain Homes	DT
2011 / 12	Tarvin (Rural)	14	8 social rent & 6 s/o	General Needs	NAHP Bid expected	Pre Appn	Muir			DT
2011 / 12	Town Park, Winsford	60	40 social rent 20 shared ownership						CWaC Land	DT/HW
2011/12	Upton	15	To be determined				CDHT		CDHT	AA
2011 / 12	Not yet identified			Homeless Provision						N/A

2012 / 20	Winnington Urban Village	220	Social rent, s/o & LCHO	General needs	NAHP bids expected	Outline	TBC		Morris, Taylor Wimpy	DT/HW
2012 / 15	Luton Road, EP	8	Social rent	Move on	Landbank. NAHP switched to Waterbank Row		Muir			HW
2012/ 15	Ashton Court, Frodsham	8	Social rent	General needs	Landbank. NAHP switched to Waterbank Row		Muir			On hold
2012 / 20	Wincham Urban Village	300	Social rent, s/o & LCHO	General needs	NAHP bids expected	Outline	TBC			DT/HW
2012 / 15	Former PZ Cussons Site	18	LCHO	General Needs		Pre Appn	TBC			

2012 / 15	Harrow Estates site, Cromwell Road	50 +	Social rent, s/o & LCHO	General needs	NAHP bids expected	Pre Appn	TBC		Harrow Estates	
2012 / 20	Ellesmere Port, Waterfront	Up to 1,750	Social rent, s/o & LCHO	General needs	NAHP bids expected		TBC		Peel	
2012 / 15	Middlewich Road, Northwich (Phase 1)	92	Social rent, s/o & LCHO	General needs	NAHP bids expected	Outline	TBC		NPL Estates	
2012 / 15	McAlpines Phase 2 (E. Port)		Social rent, s/o & LCHO	General needs	NAHP bids expected		TBC		MacBryde Homes	
2012 / 15	Stanney Lane Social Club	16	16 s/o	General Needs		Planning	TBC			
2012 / 15	Meadow Lane, E. Port	45	23 social rent & 22 s/o	General needs	NAHP Bid expected	Outline	TBC			
2012 / 15	Rossfield Park (Phase 5)	30		General needs		Pre Appn	TBC		Peel	
2012 / 18	Rossfield Park (Phase 6)	30		General needs		Pre Appn	TBC		Peel	
2012 / 20	Ellesmere Port Stadium	40	Mixed	General Needs		CWaC Freehold	TBC			
2012 / 15	Land at Heatherways, Tarporey	40		General needs	Pre Appn		TBC		Taylor Wimpy	
2012 / 15	Flatt Lane, Sutton Way	27		General Needs		Outline submitted	TBC		Barkin Developments	
2012 / 15	Former Fina Depot	12		General Needs		Outline submitted	TBC		Castlegate Homes	

Appendix C (cont) Potential AH schemes 2011/12 onwards

Cheshire East

Subject to available funding and to review of priorities

Scheme Name	AH Units	Tenure / Mix	Client Group	Funding	Source	Status	RSL
Church Row, Bunbury	5	Social Rent	General Needs	£250,000	HCA	land owned by RSL	Wulvern / Arena Housing Group Ltd
Shavington	19	Social Rent	General Needs	£950,000	HCA		Wulvern / Arena Housing Group Ltd
Aston	25	Social Rent	General Needs	£1,250,000	HCA		Wulvern / Arena Housing Group Ltd
Worleston	8	Social Rent	General Needs	£400,000	HCA		Wulvern / Arena Housing Group Ltd
Audlem	8	Social Rent	General Needs	£400,000	HCA	land owned by RSL	Wulvern / Arena Housing Group Ltd
Nantwich	10	Social Rent	General Needs	£600,000	HCA		Wulvern / Arena Housing Group Ltd
Middlewich Rd Crewe 2 Phases 2&3 plus extra phase 1	30	Social Rent / LCHO	General Needs	£1,260,000	HCA	land owned by RSL PP approved	Wulvern / Arena Housing Group Ltd
Underwood Court	10	social rent	General Needs	£560,000	HCA	land owned by RSL	Wulvern / Arena Housing Group Ltd
Linden Court	15	Social Rent / LCHO	General Needs		HCA	land owned by RSL	Wulvern / Arena Housing Group Ltd
Manor Court site Nantwich	20	social rent	General Needs	£1,100,000	HCA	land owned by RSL	Wulvern / Arena Housing Group Ltd
crewe buy backs (Pickmere Court)	6	social rent and homebuy	genral needs	£210,000	HCA		Wulvern/Arena Housing Groups Ltd
Canal Fields, Rookery Bridge	36	not agreed	General Needs	section 106	section 106	Outline permission subject to S106	none involved
Kettle Lane, Chapel End, Buerton	3	social rent and shared ownership	General Needs	section 106	section 106	S106 Drafted but not yet signed	Plus Dane Housing Group
Brooklands House Crewe- Refurb	14	Social Rent / LCHO	General Needs	£840,000	HCA	land owned by RSL	Wulvern / Arena Housing Group Ltd
Havannah Mill, Eaton (Rural)	12	Social Rent	General Needs	£780,000	section 106	Planning appeal won 15.4.10	Plus Dane Housing Group
Brunswick St, Congleton (Sutherland Works)	28	social rent and LCHO	General Needs		section 106		
Marsh Farm, Astbury	15	social rent and LCHO	General Needs	section 106	section 106		
Bathvale Works, Congleton	6		General Needs	section 106	section 106		
Victoria Mills, Holmes Chapel	24	DFS	General Needs	section 106	section 106	Outline permission subject to S106	
Trouthall Lane Nursery,	14				HCA	No Planning Consent	Sanctuary Housing Association

Plumley							
Lodmore Lane, Burleydam, Dodcott - Cum - Wilkesley	16				HCA	Start on site is not known	Sanctuary Housing Association
Marshall Lane, Ollerton	10				HCA	Early Stages	Cheshire Peaks & Plains
Thorn trees Bungalows, Lower Withington	7				HCA	Bid not submitted yet, ready for planning and bid	Cheshire Peaks & Plains
Gunco Lane	28	social rent and LCHO			section 106	Planning submitted	
Heathfield Rd, Audlem	2				section 106	Start on site is not known	
Police House, Alpraham	1				section 106	Start on site is not known	
London Road, Nantwich (phase 3)	6				section 106	Start on site is not known	
Gutterscroft, Haslington	13				section 106	Start on site is not known	
Dane Bank Ave, Crewe	3				section 106	Start on site is not known	
Greenacres, Crewe	9				section 106	Start on site is not known	
Mill St, Crewe	21	social rent and LCHO			section 106	will be a reduction of AH units. S106 still not signed off	
Stapeley Water Gardens	50	social rent and LCHO			section 106	Start on site is not known	PP agreed Apr - 10
Bombadier, Crewe	50	social rent and LCHO			section 106	Start on site is not known	
Birtles Rd, Macclesfield	20				council owned land	Sale may have fallen through	
Oakdene, Wilmslow	30				council owned land	Planning consent expires Dec 09. Sale fell through so unlikely at present	
Chelford	70				section 106	number of AH units may change	
Alderley Edge	60				HCA	To be confirmed	
Dystelega Court Disley	20	social rent			HCA	early stages	Cheshire Peaks & Plains
Disley Autos	18	social rent	elderly	£900,00	HCA	feasability	Cheshire Peaks and Plains
Brook Street Macclesfield	30	social rent	supported	£1,500,00	HCA	feasability	Cheshire Peaks and Plains
CPPHT owned sites A + B	50	social rent	elderly	£2,500	HCA	pre-application	Cheshire Peaks and Plains
Various in fill sites inc rural	60	social rent	general needs	£3,000,00	HCA	pre-application	Cheshire Peaks and Plains
Chelford Road Siddington	16	tbc	genral needs	£1,120	HCA	pre-application	Cheshire Peaks and Plains
Vernon Court Poynton	30	social rent			HCA	early stages	Cheshire Peaks & Plains
Albion Chemicals, Moston	120	social rent and LCHO			section 106	Application potentially to be refused	

South Cheshire College, Crewe	32				section 106	No S106 agreed. AH would have to be agreed following the opening of the college from Sep 10	
Kuntsford Road, Chelford	33	Social Rent	General Needs	£1,800,000	HCA	Offer made. Parish Council discussions/approval awaited prior to submitting planning	Plus Dane Housing Group
Newhall Ave, Sandbach. PFI - extra care	80	50% social rent, 25% shared ownership	Extra care		PFI	Outline planning permission granted	
Bulkeley Rd, Poynton. PFI - extra care	54	50% social rent, 25% shared ownership	Extra care		PFI	Outline planning permission granted	
Land off Jersey Way, Portland Drive, Sandbach	24					original permission but subject to s106	
Land at Old Mill Road, Sandbach	17				section 106	original permission but subject to further planning application and possible kickstart	
Crewe Rd/Zan Drive, Wheelock	12	4 social rent, 8 DFS	General Needs		section 106	Appeal pending	
Fibrestar, Disley	40	DFS	General Needs		section 106	Outline planning permission granted	
West End	179	Social Rent / LCHO/ market		£6,200,000	HCA plus land holdings		Wulvern major land holder
Crewe town centre	200	Social Rent / LCHO/ market					
Macclesfield town centre & South Macc dev area	100	Social Rent / LCHO/ market					

.Projected AH schemes 2011/12 onwards

Warrington

Subject to available funding and to review of priorities

Year	Scheme Name	AH Units	Tenure / Mix	Client Group	NAHP Funding	Status	RSL	Rent / Price	Developer
2011/12	Chester Road	51	51 social rent	General Needs	NAHP bid expected	Planning	Warrington	Benchmark	Warrington
2011/12	Bruche	150	TBC	General Needs	NAHP bid expected	Pre App	TBC		TBC
2011/12	Bewsey/Dallam	TBC	TBC	General Needs	NAHP bid expected	Pre App	Arena		
2011/12	Loushers Lane	17	17 social rent	General Needs		Planning	TBC		
2011/12	Farrell Street Ph2	21	21 social rent	General Needs		Planning	TBC		Persimmon
2010/11	Wellfield Street	12	12 social rent	General Needs			TBC		
2011/12	George Howard	TBC	TBC			Replan	Arena		
2011/12	Helsby Street	4	4 social rent	Elderly	NAHP bid	Pre App	TBC	Benchmark	
2011/12	Walton Locks	9	9 social rent	General Needs		Planning	TBC		Barratts
2011/12	Eagle Ottawa	4	TBC	General Needs	TBC	Pre App	TBC	TBC	TBC
2011/12	Church Street	23	23 social rent	General Needs	NAHP bid				
Total		291							

Year	Scheme Name	AH Units	Tenure / Mix	Client Group	NAHP Funding	Status	RSL	Rent / Price	Developer
2012+	Omega	TBC	TBC	TBC	TBC		TBC	TBC	
2012+	New World	97	39 social rent 58 shared ownership	General Needs	N/A	Planning	TBC	Benchmark N/A	Morris Homes
2012 +	Eagle Ottawa	19	TBC	General Needs	TBC	Pre App	TBC	TBC	TBC

Appendix D. Private sector housing programmes

Cheshire East

Private Sector Housing Programme		
Programme	2009/10	2010/11
Disabled Facilities Grants	£ 1,070,000	£ 1,000,000
Renewals Assistance / empty properties	£ 1,199,000	£ 800,000
Affordable housing/empty properties	£ 600,000	£ 300,000
Total	£ 2,869,000	£ 2,100,000
Funding		
Specified Capital Grant	£ 478,000	£ 478,000*
Regional Housing Board	£2,391,000	£ 849,000**
Capital Receipts	£ 0	£ 773,000
Total	£2,869,000	£2,100,000

Cheshire West and Chester

Private Sector Housing Programme		
Programme	2009/10	2010/11
Disabled Facilities Grants	£1,485,000	£ 1,600,000
Renewals Assistance/Private Sector Housing projects	£1,781,000	£ 1,300,000
Affordable housing/Growth Points	£ 402,000	£ 200,000
Other projects and research	£ 719,000	£ 910,000
Total	£4,385,000	£ 4,010,000
Funding		
Specified Capital Grant	£1,000,000	£ 1,098,000
Regional Housing Board	£2,983,000	£ 1,312,000
Capital Receipts	£ 402,000	£ 1,600,000
Total	£4,385,000	£ 4,010,000

Warrington

Private Sector Housing Programme		
Programme	2009/10	2010/11
Disabled Facilities Grants	£1,240,000	£ 996,000
Renewals Assistance	£ 700,000	£ 400,000
Affordable housing/empty properties	£ 360,000	£ 0
Total	£2,300,000	£1,396,000
Funding		
Specified Capital Grant	£ 637,000	£ 670,000*
Regional Housing Board	£1,563,000	£ 606,000*
Capital Receipts	£ 100,000	£ 120,000
Total	£2,300,000	£1,396,000

Appendix E. Full Investment schedule

Summary of proposed investment streams 2010/11 -2013/14: Cheshire and Warrington Totals

All the investment streams proposed for HCA funding are highlighted in the table

Investment programme	Public investment £'000				Outputs					Notes
	2010/11	2011/12	2012/13	2013/14	Definition	2010/11	2011/12	2012/13	2013/14	
Affordable housing										Shows all aff hsg outputs as HCA prog is to maximise leverage PFI proposals incl £18,5m CWaC, £14.5m CE.
NAHP funding	55,524	25329	25329	25329	Starts	up to 1364	888	1036	1183	
LA and other funding, incl public land	1500	1060	1240	1420						
PFI	16500			16500						
Major place shaping initiatives										Currently either Growth fund or Property and Regeneration programme
Support for key strategic sites and regen schemes:										Comprises approx £11m Weaver Towns, £4.4m Ellesmere Port, Blacon
Warrington	730	1500	3000	3000	Dwelling starts	11	25	50	60	
Cheshire West and Chester	1246	3250	6000	6500	Dwelling starts	0	130	200	250	

Cheshire East (programmes being developed)		Dwelling starts	£1.8m. Cheshire East may seek support for the Crewe development programme, but cannot define at present.
--	--	--------------------	---

Investment schedule (cont)

Submission draft May 2010

Improvement of existing housing and neighbourhoods										
Council housing decent homes; Ellesmere Port	6,000	6,000	6,000	6,000	Homes brought to DHS	tbd	tbd	tbd	tbd	The figures show the potential for Council Investement. This would not meet DHS
Council housing decent homes; Warrington ALMO	13000	13000	13000	13000	Homes brought to DHS	tbd	tbd	tbd	tbd	
Private sector housing repairs, impt and energy eff. Funded by	7,863	7,863	7,863	7,863	No of dwellings imp'd/rep aired	1787	1787	1787	1787	Also projected Council spending. It is hoped that further works will be financed privately after stock
<i>RHP and Specific grants</i>	4,870	4,870	4,870	4,870						
<i>LA expenditure</i>	2,993	2,993	2,993	2,993						Proposed 200/11 spend assumed to cont. Indicative output figures based on regional average.
Empty Homes programmes enforcement						95	95	95	95	
<i>Acq and repair by HAs</i>	0	1,050	1,225	1,225	dws ret'd to use	0	30	35	35	Finance incl above
People and communities										
Places of Change	2050	0	0	0						prog operates 2010/11 only
Support for employment/training										Programmes in preparation
Provision for Gypsies and travellers	1500	2000	2000	2810	Sites sprovided	12	18	18	27	
Totals	89,413	61,052	82,157	83,647						Programmes based on identified needs.
Of which HCA	61,050	33,129	54,054	55,364						

CHESHIRE EAST COUNCIL

REPORT TO: CABINET

Date of Meeting: 14 June 2010
Report of: Strategic Director - Places
Subject/Title: Options for Delivery of Affordable Housing
Portfolio Holder: Cllr Jamie Macrae

1.0 Report Summary

- 1.1 This report identifies the need for additional measures to be taken to achieve development of new affordable housing in Cheshire East including the identification of sites which are in the ownership of Cheshire East Council and are suitable for the development of 'Affordable Housing'. It outlines ways in which the Local Authority can increase the provision of affordable house within Cheshire East by disposing of any identified sites in a variety of ways, either at nil value to a Registered Social Landlord (RSL) or through an agreement based on a joint venture model where receipts are deferred. These models offer alternatives to disposal such as long lease whereby Cheshire East Council retains ownership of the land, but is able to maximise benefits and income from it.
- 1.2 The delivery of affordable housing is one of Cheshire East's priorities as stated within the Sustainable Community Strategy, Corporate Plan, Planning and Policy Business Plan, Sub-Regional Housing Strategy and the Strategic Housing Business Plan. There is currently a combined waiting list (Congleton, Macclesfield and Crewe and Nantwich areas) for social rented housing of 7,800 applicants. This is against relets of 909 during 2008/09 demonstrating that need far outstrips supply.
- 1.3 The recent CAA Inspection identified '*availability of affordable housing is a significant issue in Cheshire East*'. The initial report also stated '*it is unlikely that the identified need for affordable housing in Cheshire East Borough can be met because of the level of housing capital allocations and limited availability of suitable development sites*'.
- 1.4 Availability of regional funding for housing is likely to decrease substantially in the future, hence the need to be increasingly creative in the provision of affordable housing. Cheshire East Council is currently working with Cheshire West and Chester and Warrington Council's on a sub-regional investment plan incorporating housing; economic development and infrastructure needs in partnership with the Homes and Communities Agency (HCA), Enterprise Commission and the North West Development Agency. The purpose of this is to identify the priority areas for investment in the three Local Authority areas. The HCA sees their role as an investment partner with Local Authorities who are also able to contribute towards the costs of development often through the contribution of land.

2.0 Recommendations

- 2.1 That officers identify a list of potential sites from sources such as Strategic Housing Land Availability Assessment (SHLAA) and information held by the Council's Assets service which could be suitable for the development of affordable housing.
- 2.2 That approval is given to officers to explore the opportunities, in relation to these sites, from the options described in the report and any other new initiatives that arise, consistent with the objectives of providing more affordable housing.
- 2.3 That officers start a process of identifying preferred partners for development of housing sites, in conjunction with the HCA.
- 2.4 That further reports be received, by Cabinet or the relevant Portfolio Holders, on the outcomes of the various assessments and business cases for land use and affordable housing developments.

3.0 Reasons for Recommendations

Provision of affordable housing is one of the priority National Indicators in the Local Area Agreement. Funding for affordable housing is likely to decrease substantially at the end of the current financial year. The Government is looking to Local Authorities to be increasingly creative and one of the priorities for the HCA is to help Local Authorities achieve this. Provision of suitable and affordable housing has been proved to be a major factor in contributing to sustainable communities.

4.0 Wards Affected

- 4.1 All Wards

5.0 Local Ward Members

- 5.1 N/A

6.0 Policy Implications including - Climate change - Health

- 6.1 Climate Change
New housing will need to comply with HCA's Design and Quality Standards and their policy guidance in relation to this. As a key partner of Cheshire East Council the HCA is committed to supporting new and emerging Government sustainability policy – particularly in response to the zero carbon targets of 2016 and the Code for Sustainable Homes.
- 6.2 Health
The provision of decent homes contributes towards better health as it is well documented that poor housing can have a detrimental impact on health. Use of Council land in this way can help the Council achieve its objectives in relation to

regeneration, place making, increased housing supply, design standards, education and employment as well as increasing supply of affordable housing.

7.0 Financial Implications 2009/10 and beyond (Authorised by the Borough Treasurer)

- 7.1 If land is disposed of at nil or less than market value this will mean a loss in capital value, capital receipt or other opportunity cost. The extent of the loss may be mitigated, depending on which options are applied. For example, leasing some sites at a peppercorn rent would mean that they remain assets of Cheshire East Council (though both the risks and rewards of ownership will be transferred for a lengthy period of time) and other options might mean that in the long term there could be a return for the authority from sales of houses.
- 7.2 If the Council chooses to set up a Local Housing Company there will be initial costs associated with setting it up and the Council will need to contribute to these (estimate £100,000). As this is a complex area with no in-house expertise available this figure includes all legal costs to fund external legal advice including preliminary advice on the suitability or otherwise of setting up a LHC.

8.0 Legal Implications (Authorised by the Borough Solicitor)

- 8.1 This report recommends exploring options for the disposal of land at various sites, and states that all options should be explored. The Council's actions in disposing of land are subject to statutory provisions, and the Councils Asset and Facilities Services Code of Practice for the Disposal of Council Property.
- 8.2 Under section 123 and section 127 of the local Government Act 1972, the Council has wide powers for the disposal of its property assets. The overriding requirement is to obtain the best consideration that can be reasonably obtained for the land. The Act does not apply to the disposal of a short-term tenancy of less than seven years.
- 8.3 The duty to seek best consideration is subject to certain exceptions. These are conveyed in the local Government act 1972: General disposal consent 2003, which makes provision for the Council to dispose of land where the consideration is less than the best that can be reasonably obtained, known as an under-value. The Council may dispose at an undervalue where it considers that the disposal is likely to contribute to the achievement of the promotion or improvement of the economic, social, or environmental well being of the whole or any part of its area. In these circumstances, the council must obtain specific consent from the Secretary of State.

Consent is not required where the difference between the unrestricted value (or market value) of the land to be disposed off and the consideration accepted (the under-value) is £2 million or less. However the Council must be able to demonstrate that it has acted reasonably in agreeing a transaction at an undervalue, and that the outcome will be at least as beneficial as the opportunities foregone by agreeing a reduced receipt. In addition to confirmation that any proposed disposal will contribute positively to agreed Council policy priorities, any report recommending a sale at an undervalue should set out the benefits that residents will derive, and state that these benefits cannot be achieved unless the sale takes place at an undervalue. Confirmation should also be provided that there is no alternative means of funding available.

- 8.4 In complying with its duty to obtain the best consideration where land is sold at an undervalue. The Council must also test whether an offer is the best that can reasonably be obtained having regard to any restrictions or the effect on value of any conditions placed on the use of the land, the basis of relevant professional advice including whether the offer under consideration is reliable, advice on possible changes to the price that may flow from changes to the planning situation and other evidence.
- 8.5 The Council has a general fiduciary duty, and must be able to demonstrate that it has acted reasonably in agreeing undervalue transactions. It is unlikely that aggrieved unsuccessful or potential purchaser's, or local residents will in all cases accept the decision. A fundamental issue will be the ability to demonstrate reasonableness having regard to applicable policy, and it should be noted that any decision to dispose at an under-value utilising the 2003 Consent does not preclude Judicial Review.

8.6 Public procurement considerations.

- 8.6.1 Until recently it was generally accepted that land disposal was outside the public procurement legislation. Case law, notably *Jean Auroux v Commune de Roanne* (Auroux) 2009 and cases subsequent to this have brought this into question and it is now necessary to consider the possibility that a sale of public land, where the values involved trigger the EU threshold, and in circumstances where there is a development agreement or the grant of a lease associated with the disposal may trigger the need for an EU tendering exercise.
- 8.6.2 If when disposing of land, the Council is involved in determining the scope of the future development of its land and its intention is to impose on the purchaser certain obligations as to the nature of the development and also perhaps the standards to which the works must be constructed, then it is likely that any such arrangement may be construed as a public works contract and subject to the EU procurement rules.
- 8.6.3 The decision in *Aroux* therefore provides a wide definition to the meaning of a public works contract and thus increases the risk of transactions falling within that definition. There may, however, be exceptions to this depending on the nature of the transaction, how it is structured and its detailed provisions. As a general principle, the risk will be higher the more the Council specifies its requirements for any full development and conversely will be lower the more the Council is willing to take a hands-off approach.
- 8.6.4 The office of Government (OGC) has issued preliminary guidance on the application of the public procurement rules to development agreements with the proviso that the applicability or otherwise over the public procurement rules will depend on the particular facts and therefore universal guidance is not feasible, and that it's understanding is subject to change depending on future arguments from the European commission. The OGC also emphasises that the European authorities are likely to take a view of the intent and purpose of activities and agreements entered into by a public body and artificial arrangements intended to circumvent the application of the rules are unlikely to be persuasive. The Council must therefore give due consideration to the possibility of public procurement rules applying to any

particular disposal of land and obtain case specific legal advice before entering into any agreement.

8.7 State Aid Considerations

8.7.1 If the Council disposes of land at an undervalue this will be regarded as unlawful state aid unless the requirements of the European Commission's sale of land guidelines are met.

8.7.2 The guidelines require, in the absence of an open and unconditional bidding process, (which could include an EU procurement process), that the disposal is made for the market value of the land as determined by an independent valuer. A disposal of less than the valuers' assessment of market value will be regarded as unlawful state aid. The amount of the aid being the difference between the market value and the sale price.

8.8 The interaction of best consideration, procurement and state aid obligations.

8.8.1 Each of the above three obligations is separate and independent of the others. The fact that the Council has met its section 123 obligations for the disposal of any land does not necessarily mean that its public procurement regulations have also been met. If the Council carries out a full EU procurement exercise it is certainly easier to demonstrate that its obligations in relation to state aid and to obtain best consideration have been met. This is not to say, however, in the absence of an EU procurement process (where such a process is not required) that the Council will not be able to demonstrate state aid compliance and/or compliance with its best consideration obligations as this may still be possible by other means and the above guidance must be applied in light of the specific circumstances and the reasons recorded in writing.

8.8.2 Whether or not the EU threshold is triggered there is now a requirement for all local authorities to act under the general EU principles of transparency, proportionality, non-discrimination, equality of treatment, transparency public disclosure. Those principles usually imply an obligation to research the market, interview partners and to enter into agreements via non-discriminatory procedures including effective debriefing after the award of any contract.

8.9 Other Statutory Provisions

8.9.1 Housing Act 1985, as amended

Under section 32 the Council has the power to dispose of land and dwellings held for housing purposes. Secretary of State Consent will be required unless the disposal is covered by one of the General Consents relating to disposal of

Vacant dwellings for owner occupation.

Occupied dwelling houses to secure tenants.

Dwellings to tenants who have the right to buy acquiring with others.

Dwellings on shared ownership terms.

Housing Authority land.

Reversionary interests in houses and flats.

Disposals are to be at market value, but discounts may be applicable to qualifying applicants.

8.9.2 Local Government Act 1988.

Under section 25, a local authority may provide a RSL with any financial assistance or gratuitous benefit of land for development as housing accommodation subject to conditions. This includes.

Land for development or access, easements and rights.

Dwelling Houses for refurbishment.

Financial assistance for prevention of homelessness

Loans to RSL's.

The aggregate value of financial assistance or gratuitous benefit provided by the disposal or grant shall not exceed £10 million, and must comply with the conditions attached to the Consent.

9.0 Risk Management

9.1 If the Cabinet does not agree to the sale of some of its land holdings at an undervalue, there is a risk for the Council of there being a significant impact on the ability of the Council to:

- Deliver affordable housing for local people
- Secure additional funding from the HCA
- Secure future, borough wide funding from the HCA for regeneration

10.0 Background and Options

10.1 Demand for affordable housing in England is increasing faster than the supply of new affordable homes and traditional methods of delivering affordable housing are failing to deliver sufficient numbers of new units. This position applies to Cheshire East where house prices are high compared to many other areas in England and there are problems accessing affordable housing and insufficient rented accommodation. During 2009, prices in Cheshire East have increased from a low of £150,000 in Q1 to £175,000 by Q3, representing an increase of 16.7%. This varied across the Authority with average house prices in the old districts of Congleton at £189,757, Crewe and Nantwich £163,891 and Macclesfield £290,399. Rural areas around Crewe and Macclesfield had lower quartile prices exceeding £200,000 in 2008/09. Whilst we have seen a drop in house prices since 2007 in Congleton and Crewe and Nantwich, Macclesfield has experienced an increase of just over 1% from the average house price of £287,357 in 2007. In terms of relative affordability,

Cheshire East is ranked 8th least affordable District in the North West (out of 39 Authorities).

- 10.2 The ability to access a property across the Authority is now out of the reach of even those on reasonable incomes and is increasingly difficult in the current economic downturn, where lenders are requesting a minimum of a 20 percent deposit. When considering affordability, the relationship between lower quartile house price and low quartile gross earnings has to be considered to establish the income to house price ratio. The draft Strategic Housing Market Assessment (SHMA) indicates that across Cheshire East 6.7 times income would be required to enable a resident to access the lowest priced houses. This is above the level that Lenders use to calculate the level of mortgage which is now usually 4 or 5 times income. Cheshire East, in terms of affordability, is ranked the 8th least affordable district in the North West.
- 10.3 In 2008/09, 370 new affordable homes were delivered across Cheshire East compared to a target of 344. In 2009/10, there was a target of 364 against which 444 homes were delivered. In 2010/11, Government Office North West have agreed to revise the target of 526 down to 379 because of the slow down in development in the current economic climate. On the face of it, we are meeting our targets however as demonstrated by the recent SHMA there is a enormous underlying need for affordable housing in the borough identified in the SHMA as an **annual** requirement for 1,243 affordable dwellings in Cheshire East. This in conjunction with a climate of decreasing availability of public funds means Local Authorities need to be more creative if they are to meet their targets for affordable housing.
- 10.4 One of the areas of focus of the recent CAA by the Audit Commission was the delivery of affordable housing and they were keen to learn what measures this Council had put in place to do everything it could to achieve this target. Unless we have a robust action plan to bring forward additional affordable housing, through mechanisms other than the reliance on Section 106 agreements, the Council will not deliver on desired outcomes.
- 10.5 Cheshire East is able to deliver some affordable housing through planning policy and resulting section 106 agreements. However, this has become increasingly difficult in the current economic climate because of the reduction in housebuilding and because of the variation in planning policy on some sites leading to a reduction in delivery of affordable housing on these sites.
- 10.6 Cheshire East has in its ownership properties and land and this report presents options for the Council to consider which will enable it to make use of their assets to maximise provision of affordable housing. Information from the Strategic Housing Land Availability Assessment (SHLAA) is now available and will help with identification of public land which is appropriate for development of affordable housing. In addition, a review is currently being carried out of all properties in the ownership of Cheshire East Council.
- 10.7 This section of the report outlines the options which are currently available. The report will then look at the applicability of these options in Cheshire East and the benefits and drawbacks to taking these courses of action. In order to progress with these options, the Council will also need to carry out an exercise to determine which RSLs are going to be its preferred partners.

10.8 Affordable Housing Options

10.8.1 Gift Land to a Housing Association (RSL) (Option 1)

Local Authorities can dispose of land at a reduced or nil price in return for the right to make nominations from its housing waiting list and this has become one of the most common methods by which Local Authorities assist housing associations to provide housing for rent and other tenures. This can be achieved by the Local Authority approving land for sale at an undervalue providing that the legal implications are considered as set out in para 8.

This course of action will be more suitable for some sites in the Council's ownership than others.

Gift land to RSL	
Advantages	Disadvantages
Often attracts HCA funding as match funding from local authority provided as land	Local authority loses an asset permanently
Local authority retains control over what is developed on land and which RSL is development partner	One off transaction no possibility of money being gained to provide additional housing
Low risk	

10.8.2 Local Housing Companies (LHC) (Option 2)

LHCs are local delivery vehicles described in the 2007 Housing Green Paper as 'Local Authority-promoted housing development and management organisations possibly with wider regeneration initiatives'. Their role is to unlock the potential for the development of underused, surplus public sector land by releasing sites that will achieve at least 50% affordable housing. They are also known as Special Purpose Vehicles or Joint Venture Companies.

When setting up a LHC, Local Authorities contribute land and assist with planning consent. Private developers and other investors provide funding to an equivalent amount. The venture is then jointly owned with a 50:50 split. Both sides of the venture share risks and rewards such as uplifts in land value. There is a long lead in period therefore this is not one for quick wins.

LHCs just for affordable housing are usually not viable so part of the company needs to make money perhaps by providing properties for intermediate rent or market sale. An alternative purpose of the company could be to refurbish poor condition private sector stock by buying empty properties in poor condition and bringing them up to the decent homes standard bearing in mind if this is the case another part of company will need to make money.

The findings from the SHMA will provide the evidence base to help determine the priorities for company.

Local Housing Company	
Advantages	Disadvantages
Sale and leaseback land and property arrangements can be put in place	Cost of land initially
Leverages in public and private investment through the use of council assets without putting them at risk	Cost of setting up company (approximately (£100,000))
No requirement for the host council to offer guarantees on the loans	Higher risk as little testing of this option so far

10.8.3 Strategic Land Assembly and Enabling (Option 3)

Cheshire East Council can achieve its objectives in relation to new affordable housing in other ways than setting up a local housing company. This is because its land has such high values compared to many other areas of the country that it does not necessarily need to utilise extensive borrowing to facilitate new house building. However, if the Local Authority does decide to carry out its own land assembly it will need a much greater resource.

As with LHCs, this initiative is about minimising risk for developers so they are encouraged to work with local authorities. They also want handover of units to RSLs to be made simpler and some guarantees to minimise risks if market units aren't sold - such as them being bought for affordable housing – HCA are offering gap funding to cover this but also expect other public sector partners to do this.

Cheshire East could obtain planning permissions itself thereby substantially increasing value of land. If however an s106 agreement is required in order to secure the provision of affordable housing, it would not be appropriate for the Council to enter into such an agreement with itself. In those circumstances, the issuing of the planning permission should be deferred until the developer has an interest in the land, for example under a contract to purchase it and then the developer can enter into a s106 agreement which would bind him if he completed his purchase. The s106 agreement could include a requirement for the developer to use an RSL for the affordable housing. The Council would be able to use the procurement process that HCA has already been through for appointment of preferred developers. Where the Local Authority sells land with planning permission this capital should then be ring fenced to buy further land or assets. HCA will act as equity partner either continuing in partnership or choosing to take money out

In areas where regeneration is needed, the Local Authority can work with HCA who can buy the land necessary to facilitate development rather than give grant.

The Homes and Communities Agency (HCA) is currently making £53m available through its **Public Land Initiative (PLI)** to help bring publicly owned housing sites forward using a different approach to procurement and delivery. The Initiative will

deliver over 1,250 new homes over the next three years, 500 of which will be affordable homes. The PLI is designed to bring new construction players into the housing market using land in public ownership. Funding for the PLI was announced as part of the Building Britain's Future Pledge in June 2009. Developments need to meet the following standards:

- Code for Sustainable Homes Level 4
- Building for Life
- minimum space requirements

Government provides the public land and takes out the upfront costs and risks involved in site purchase and preparation as contractors pay for the land only once the completed homes are sold. A panel of approved partners have now been selected, reducing the contract bidding and procurement costs for public agencies that want to build homes this way. But in exchange for this reduced risk, developers take a smaller profit.

Developments need to bring in local labour markets and apprenticeships. The HCA are looking for sites 21/2 hectares minimum and minimum 100 units with first phase of around maximum 250 units 40% of which should be affordable, where the baseline data has already been gathered and preferably outline planning permission is in place. Size of sites partly relates to use of volume methods of construction and economies of scale realised from this.

The framework is for the HCA, but is also open to Regional Development Agencies, Local Authorities, Urban Regeneration Companies, Urban Development Corporations, Registered Social Landlords and other contracting authorities involved in housing and regeneration within England. Opportunities for work through the Panel may be subject to mini-competition.

Advice has been taken from Cheshire East's procurement officers and they are comfortable that the HCA's procurement process meets their requirements.

Strategic Land Assembly	
Advantages	Disadvantages
Potential to recover value of land through sale of homes	Loss of immediate income because land not sold on open market
Market is not likely to continue to fall therefore risk is minimised	Cost of procuring partners
Benefit of working in partnership with HCA throughout whole process, their staff have extensive experience in this area of work and access to funding	Will need extensive internal support from Planning, Legal, Finance,
HCA will possibly offer gap funding if properties do not sell	
Will be popular with RSLs and developers in current climate of reduced activity	

- 10.9 Extensive work has already been carried out to gain the information contained in this report. Housing staff have met with the HCA, GONW and other Local Authorities who have taken this route in order to identify best practice. Meetings have taken

place with strategic planning, regeneration and assets who are currently carrying out an exercise to value appropriate pieces of land in the ownership of the Council and checking that there are no restrictive covenants or other restrictions that would prevent its use for housing. If land identified is not held for housing purposes and it is to be retained, then the Council will need to appropriate it for that purpose under section 122 of the Local Government Act 1972 and if there is to be a disposal of land that is held as open space then s123 of that Act must be complied with and the proposed disposal advertised and objections considered.

10.10 In reality, it will probably be most appropriate to make use of options 1 and 3 for the delivery of affordable housing through use of Council land, however the Council would not wish to be restricted to only being able to make use of these options as this is a dynamic area and new funding opportunities are often made available by the HCA. Gifting land to an RSL maybe a better solution for some small pieces of land. Larger areas of land will be more suitable for one of the other options such as Strategic Land Assembly. All options should be explored openly at this stage.

10.11 Next Steps

Sites in the ownership of the Council and suitable for the development of affordable housing should be identified. This will take place in conjunction with officers from Spatial Planning and Assets.

A series of Workshops to examine potential uses of any identified sites needs to take place with all internal services affected and also external partners such as HCA and other regional partners.

There needs to be a through assessment and appraisal of all delivery options for appropriate areas of land

An informed Business Case will need to be prepared . The main areas the Council will need to address are:

- Objectives
- Indicative outputs and outcomes
- Site assessment/viability
- Identify Business model / delivery vehicle options
- Financial options appraisal with a VFM case in support of preferred delivery option
- Comparison of the various structures
- Legal & taxation implications
- Funding implications
- Risk assessment
- Soft market testing
- Implementation Strategy – What are the timescales / Work programme / Critical path
- Partners

11.0 ***Access to Information***

The background papers relating to this report can be inspected by contacting the report writer:

Name: Vikki Jeffrey
Designation: Strategic Housing and Development Manager
Tel No: 01270 537257
Email: vikki.jeffrey@cheshireeast.gov.uk

CHESHIRE EAST COUNCIL

REPORT TO: Cabinet

Date of Meeting: 14th June 2010
Report of: Head of Policy & Performance
Subject/Title: Cheshire East Sustainable Community Strategy
Portfolio Holder: David Brown

1.0 Report Summary

- 1.1 To update Members on the development of the Sustainable Community Strategy and seek approval to the formal process for its adoption.

2.0 Recommendations

- 2.1 To approve the draft Sustainable Community Strategy in the appendix to this report for consultation and for submission to the relevant overview and Scrutiny Committees under Rule 2.1 of the Budget and Policy Framework Procedure Rules.

3.0 Reasons for Recommendations

- 3.1 To enable the Sustainable Community Strategy to be adopted by the Council.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 All

6.0 Policy Implications

- 6.1 The Sustainable Community Strategy provides the framework for all policy development within Cheshire East. It is important that the priorities and ambition set out in the Strategy are translated into delivery through partner agencies business plans and issue based plans.

7.0 Financial Implications 2010/11 and beyond (Authorised by the Borough Treasurer)

- 7.1 None

8.0 Legal Implications (Authorised by the Borough Solicitor)

- 8.1 The Sustainable Community Strategy forms part of the Policy Framework and must be submitted to Council for adoption following a process prescribed in the Budget and Policy Framework Procedure Rules.

9.0 Risk Management

- 9.1 None

10.0 Background and Options

- 10.1 Over recent months, the Cheshire East Local Strategic Partnership (LSP) has been preparing a Community Strategy for Cheshire East. This will set out the vision for Cheshire East to 2025 and the partnership's priority actions for the next 2-3 years.
- 10.2 The purpose of a Community Strategy is to set the overall strategic direction and long term vision for the economic, social and environmental well-being of a local area – typically 10–20 years – in a way that contributes to sustainable development. It tells the 'story of the place' backed by clear evidence and analysis. The Community Strategy should contain the following key elements:
- the long term vision based firmly on local needs
 - key priorities for the local area, based upon this vision which may realistically be achieved in the medium term
- 10.3 The diagram below identifies the “golden thread” linking the Community Strategy through other thematic and area based planning within Cheshire East.



- 10.4 Preparation of the strategy began at the first LSP Assembly in October 2009, and the intention is that the LSP Executive Board agree the final draft on 28th June. The Strategy will then be submitted to Council on 22nd July. A series of events and an on-line consultation have been used to enable service providers, businesses, town and parish councils, community and voluntary groups, and members of the public to shape the strategy. These are summarised in the table below:

23 October 2009	Local Strategic Partnership (LSP) Assembly	<i>160 representatives from service providers, town and parish councils, business representatives and voluntary organisations gathered to consider Cheshire East's future</i>
17 February 2010	LSP Executive Board Away Day	<i>Partners considered the vision and priorities for Cheshire East</i>
23 February to 4 March 2010	5 local consultation events in <ul style="list-style-type: none"> - Knutsford and Wilmslow (23 February) - Macclesfield and Poynton (24 February) - Nantwich (25 February) - Crewe (2 March) - Congleton (4 Mar) 	<i>The consultation events allowed people to explore openly the significant challenges and opportunities facing their local communities and to agree priority areas for action</i>
17 March 2010	Town and Parish Councils Conference	<i>Members of Town and Parish Councils met to consider and refine the emerging strategy for Cheshire East</i>
26 March 2010	Local Strategic Partnership (LSP) Assembly	<i>The LSP Assembly discussed and refined the strategy for Cheshire East</i>
11 th May 2010	Draft strategy is published for Further consultation	<i>Comments are invited on the final draft document by 11th June</i>
June-July 2010	Strategy completed and taken to Council on July 22nd	

- 10.5 The process of developing our new Community Strategy has 3 core elements:

- 1. Cheshire East in 2010** - what are our defining characteristics and what are the key issues we are facing?
- 2. Cheshire East in 2025** – where do we want to be and what is our vision?
- 3. Cheshire East next steps** - what are the “must-do” actions for the next 2-3 years to ensure we achieve our vision?

- 10.6 A discussion document was produced to help partners consider these 3 elements in turn, and was available on the Council's website. Individuals and organisations were asked to respond to the questions posed throughout the document by Friday 19th March. This information was used to inform the LSP

Assembly event on 26th March to which all partners were invited, and where the vision and priorities were to be discussed and refined.

- 10.7 The Assembly was attended by over 130 people who were a good mix of partner organisations, elected Members, officers and town & parish councils. To help inform the discussion, a document was produced. The feedback from the event and detailed service information has been used to compile the final draft Strategy, which is appended to this report. This document has been available for final comment, the deadline for receipt being 11th June.
- 10.8 The draft report Sustainable Community Strategy is appended to this report.
- 10.9 Further and fuller consultation will continue until the final Sustainable Community Strategy is brought back to Cabinet on 19th July.
- 10.9 Once adopted, detailed work will be undertaken on the delivery arrangements that will need to be put in place to ensure the Strategy is translated into action.

11.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

Name: Zandra Neeld
Designation: Strategic Partnerships Manager
Tel No: 01270 686633
Email: zandra.neeld@cheshireeast.gov.uk

Ambition for all

*Cheshire East's Sustainable Community Strategy for
2010 to 2025*

Prepared by the Partnerships Team, Cheshire East Council, on behalf of the
Cheshire East Local Strategic Partnership

Contents

	Page
Introduction to this document	4
The purpose of the Sustainable Community Strategy	5
How this Strategy was developed	6
The Cheshire East Local Strategic Partnership	6
Cheshire East in 2010	
- Our People	8
- Our Place	11
Our vision for 2025	15
Priorities for Action	18
Nurture strong communities	19
- Give people a strong local voice	
- Support the community to support itself	
- Deliver services as locally as possible	
- Ensure communities feel safe	
Create conditions for business growth	21
- Harness emerging growth opportunities	
- Provide a leading broadband infrastructure	
- Make the most of our tourism, heritage and natural assets	
- Create a climate attractive to business investment	
Unlock the potential of our towns	23
- Regenerate Crewe	
- Revitalise Macclesfield	
- Deliver sustainable growth for our towns	

Support our children and young people	25
– Ensure good transitions and skills for the future	
– Improve support and facilities for children and young people	
– Strengthen the voice of children and young people	
– Improve the health of children and young people	
Ensure a sustainable future	27
– Provide affordable and appropriate housing	
– Encourage environmentally sustainable living	
– Improve transport connections and accessible services	
– Protect and enhance our heritage and countryside	
Prepare for an increasingly older population	31
– Help people stay fit and active for longer	
– Improve care and support for those who need it	
Drive out the causes of poor health	33
– Target actions to reduce heart disease and cancer	
– Tackle the impact of alcohol misuse on individuals and society	
– Focus local actions on the wider determinants of health	
Implementation and Monitoring Arrangements	35

Introduction to this document

These last few months have been an exciting time for Cheshire East as we have been considering our vision and priorities for the next 15 years.

We have held a number of events in 2010 involving nearly 500 people to find out what's important to the people who live and work in Cheshire East. In addition we have received many responses to the public discussion document "Shaping the Future of our Communities". These views have been captured and formed the basis of this draft final Strategy, on which we are now inviting comment.

People are rightly proud of this area but it does have its challenges. Like many places, our population is ageing and the number of children and young people are reducing. We must maintain a strong economic position despite the current economic climate and ensure our towns are sustainable. We need to address climate change at a local level and we need to make sure we take advantage of key links with neighbouring areas. Of major concern are the number of areas of inequality within Cheshire East:

- Health – there are huge ranges in life expectancy depending on where people live
- Educational Attainment – we have the widest gap in the North West between children in receipt of school meals and those who are not
- Affordable Housing – house prices tend to be high making buying a home out of the reach of many people
- Neighbourhoods – we have a number of neighbourhoods where residents have a lower quality of life. This includes health, unemployment, crime and environment

Addressing these areas of inequality is at the heart of this Strategy. As a partnership, we also want to work together on many aspects of service delivery, but particularly:

- Empowering Communities – a particular strength of Cheshire East is the engagement of people in improving the areas in which they live. We want to build on this and ensure we continue to have a strong volunteer force, a clear voice for our rural communities and local champions leading change
- Transforming Service Delivery – the public sector must rethink the way it delivers many of its services due to increased demand from service users and the need to reduce public spending. There are examples where this is already being done, but we will explore many more as a partnership
- Local area focus – we will build on the early work of our Local Area Partnerships to improve outcomes on the ground through engagement, local governance and improved service delivery.

We would welcome your comments on this draft final strategy. If you would like to comment please contact the Partnerships Team at Cheshire East Council on 01270 685807 or e-mail cheshireeast2025@cheshireeast.gov.uk or write to Westfields, Middlewich Road, Sandbach. CW11 1HZ

The deadline for receiving comments is noon on Friday 11th June. The Strategy will be completed and published by the end of July 2010.

The purpose of the Sustainable Community Strategy

The purpose of this strategy is to set out how, over the next 15 years, we will ensure that Cheshire East continues to prosper. The activities outlined in this strategy are intended to improve the quality of life of all the people of Cheshire East and to contribute to the achievement of sustainable development through action to improve economic, social and environmental well-being across the area. More specifically this strategy has been developed to:

- Articulate the aspirations, needs and priorities of the people of Cheshire East
- Help co-ordinate the actions of the Council, the Police, the Primary Care Trust (PCT), the Fire & Rescue Service and the numerous other public, private, voluntary and community organisations across the area;
- Focus and shape the activities of those organisations so that they effectively meet the needs and aspirations of the people of Cheshire East; and
- Contribute to the achievement of sustainable development locally, regionally, nationally and even globally.

The document has four components:

- Cheshire East in 2010. A description of the current reality for Cheshire East which highlights some of the key strengths of the area and also some of the key challenges which we face which must be addressed if we are to achieve our vision for Cheshire East
- Our vision for Cheshire East. A long-term vision for the area in 2025. This section focuses on the outcomes that are to be achieved; what will the area be like if we all pull together to make sure that Cheshire East has continued prosperity?
- Priorities for action. An overview of the priorities and activities that will contribute to the achievement of long-term vision including some of the key actions that we are committed to delivering over the next 15 years.
- Implementation and monitoring. Arrangements for monitoring the implementation of the action plan, for periodically reviewing this strategy, and for reporting progress to the local community.

This Strategy is primarily intended for use by those organisations that make up our Local Strategic Partnership. In addition, it should influence policy makers at both a local and regional level. It is supported by a range of evidence - which is referenced throughout the document.

(Diagram of strategy hierarchy to be inserted)

How this strategy was developed

This document is the Sustainable Community Strategy for Cheshire East and has been developed by the Cheshire East Local Strategic Partnership (LSP) in consultation with a wide range of people and organisations across the area. It has built upon the knowledge and ambition of previous partnership working within the districts of Congleton, Crewe and Nantwich and Macclesfield. It has also drawn upon the priorities set out in Cheshire East's Young People's Manifesto.

The consultation has included meetings with:

- The Cheshire East LSP Executive Board
- The Cheshire East LSP Assembly
- Public meetings in Knutsford, Macclesfield, Nantwich, Crewe and Congleton
- A Town and Parish Councils' conference
- Each of the five Thematic Partnerships working as part of the Cheshire East LSP

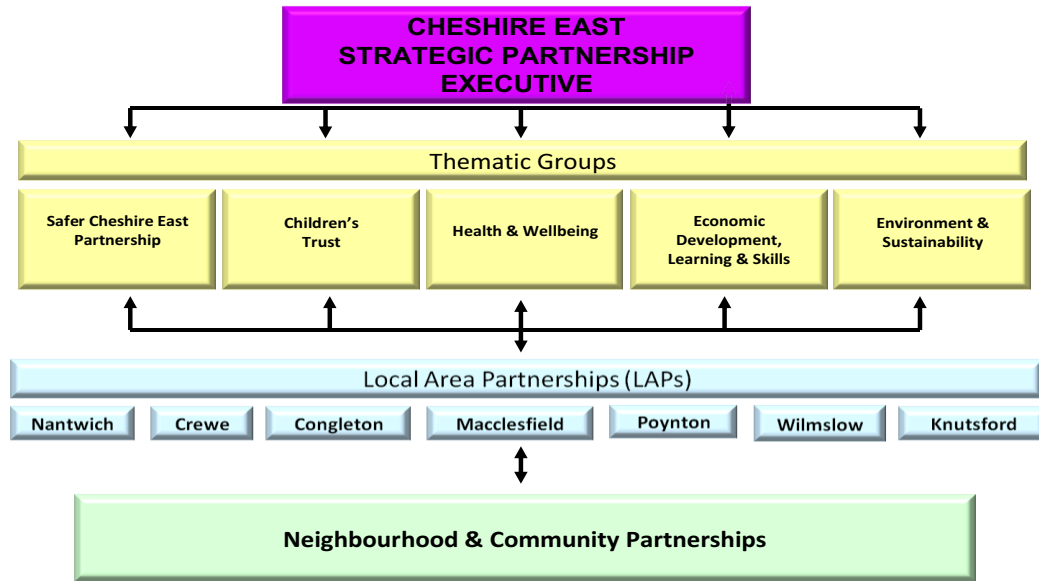
In addition, an open invitation was sent to partners and to the public to submit proposals, comments and ideas for the future of Cheshire East through a discussion document published in January.

The Cheshire East Local Strategic Partnership

The Partnership is the strategic partnership responsible for improving outcomes for all people in Cheshire East. The whole Partnership (referred to as the Cheshire East Assembly) includes local communities and their elected representatives and public, private, voluntary & community sector organisations. The Partnership is a non-statutory body which brings together organisations and representatives voluntarily to work in partnership where this adds value.

The Partnership has a small Executive Board which has the role of giving overall leadership and direction. The Board is supported by five thematic partnerships and seven geographical partnerships (the Local Area Partnerships).

Partnership Working in Cheshire East



Cheshire East in 2010

This section attempts to summarise the situation for Cheshire East in 2010. This summary does not attempt to be a comprehensive overview of everything about Cheshire East but highlights the key features of the area, the main opportunities and strengths which we can build on, the main challenges we face and the major changes on the horizon over the next 15 years which will affect the people and places of Cheshire East.

Our people

Most people in Cheshire East enjoy a good quality of life

Cheshire East is a good place to live. In 2008, 85% of Cheshire East residents said they were satisfied with their local area. This was 5% above the national average¹. Our residents have a longer life expectancy than the national average: employment rates are high (76.2% in 2008/9, compared to Great Britain figure of 73.3%)², residents' average (median) gross weekly earnings (£522.60 in 2009) are around 9% higher than the UK average (£480.90),³ school exam results are above the national average (see next paragraph), and the crime rate is relatively low.

We have high achieving children and young people

Our young people perform well – in the 2008/09 academic year, 57.3% of Cheshire East's Year 11 pupils achieved five or more GCSE A*-C grades including Maths and English. This exceeded the average for maintained (Local Authority) schools in England (50.7%). And in terms of average point score for A Levels, Cheshire East (724.2 in 2008/09) also fared better than England (721.3).⁴ We have many schools which are good or outstanding in terms of Ofsted assessment. Those results are rightly a cause for pride. The great majority of our young people make a successful transition from school into college, work or training: for example, of those who completed their Year 11 studies in the summer of 2009, 88.7% were still in full-time education by October of that year and a further 6.6% were employed.⁵ Local people say that they are proud of the young people of Cheshire East but are concerned about the lack of facilities available to them.

Young people themselves are concerned about lack of access to facilities, partly through poor public transport. They are also concerned about the negative way in which young people are portrayed in the media and do not feel that this gives an accurate representation of the reality for most young people.

¹ Place Survey 2008. Policy and Performance, Cheshire East Council.

² Source: Annual Population Survey Jul 2008 – Jun 2009, ONS, NOMIS. Crown Copyright.

³ Source is ASHE (Annual Survey of Hours and Earnings) 2009, ONS. The figures include overtime.

⁴ Source: DCSF. A Level point score for England excludes independent schools.

⁵ Source: Connexions Cheshire & Warrington.

There are inequalities in health, educational attainment and household incomes

Despite good overall quality of life, there are some parts of Cheshire East where the experience is different. Around 6% of our population live in neighbourhoods classified as being in the 20% most deprived nationally, based on the 2007 Index of Multiple Deprivation. The majority (9 out of 14) of these neighbourhoods are in Crewe town, with the rest in Macclesfield and Congleton towns and the Wilmslow-Handforth conurbation.⁶ This means that 22,700 people in Cheshire East live in neighbourhoods which rank among the England's worst 20% for overall deprivation.⁷

There are some significant health inequalities between parts of Cheshire East. For example, life expectancy ranges from 71 years for men in parts of Crewe to 85 years in parts of Wilmslow. Life expectancy is as low as 78 years for women in some parts of Crewe but is very nearly 90 years in Congleton and Holmes Chapel.

There is a big gap between the educational attainment of children on free school meals and those who are not. At the end of key stage 4, the gap in performance between pupils entitled to free school meals and their peers was the widest gap in the North West.

5.8% of young people aged 16-18 are not in education, employment or training (NEET). National studies have shown that young people who have offended or who have been in care are up to 10 times more likely to become NEET.

There are wide gaps in economic prosperity in the area, with average household income in the most affluent neighbourhood (Lower Layer Super Output Area⁸) being around three times that of households in the least affluent neighbourhood⁹ and over a quarter of people out of work and claiming benefits in our poorest neighbourhoods.¹⁰

We have active and engaged communities

We have active and vibrant communities – a strong town and parish councils network, pro-active town partnerships such as Middlewich, Congleton and Sandbach, neighbourhood action groups from Macclesfield to Crewe, and a strong volunteer force consisting of a plethora of large and small voluntary groups at work throughout our communities. In 2008, nearly a quarter (24%) of residents said they had given unpaid help, at least once a month,

⁶ Source: English Indices of Deprivation 2007, DCLG, December 2007.

⁷ Sources: [1] English Indices of Deprivation 2007, DCLG, December 2007. [2] Small Area Population Estimates for 2008. Produced by the Research, Intelligence & Consultation Team, Cheshire West & Chester Council, on behalf of Cheshire East Council.

⁸ Lower Layer Super Output Areas (LLSOAs) are sub-ward level geographical areas (each containing around 1,500 residents). LLSOAs were developed by the Office for National Statistics for statistical purposes.

⁹ Source: Paycheck data, CACI Ltd. Information relates to 2008.

¹⁰ Sources: [1] DWP administrative data on out of work benefits. [2] Small Area Population Estimates (produced by the Research, Intelligence & Consultation Team, Cheshire West & Chester Council, on behalf of Cheshire East Council).

during the previous 12 months¹¹. This is similar to the proportion at national level (23%). Residents of Cheshire East are proud of the levels of community activity and see this as one of the greatest strengths of the area.

We have an increasing older population

We have an older age profile than the UK as a whole. Approximately 17.2% (62,000) of our population is over 65 compared to only 15.2% of UK residents.¹² Over the next 20 years we will experience a significant increase in the older population and reduction in number of children and young people. In detail¹³:

- Our population is expected to rise by 6% over the next 20 years, from 360,700 in 2007 to 383,600 in 2027.
- Those aged 65-84 will increase by 49%, from 56,100 in 2007 to 83,700 in 2027.
- The 85 plus age group will increase by 103%, from 8,700 in 2007 to 17,600 in 2027.
- The population aged 16-64 is expected to fall by 4% between 2006 and 2026 (from 229,100 to 218,800).
- The number of young people of school age will fall slightly, with the 5-10 year-old population declining by 3% between 2007 and 2027 (from 24,600 to 24,000) and the 11-15 year-old population decreasing by 7% (from 22,600 to 21,000).

More generally, there will be an increasing number of older people being supported by a decreasing number of working-age people, which implies a greater demand for public sector services, but less tax revenue to finance this increased demand. More specifically, there will be particular pressures on the sort of public services which older people are more likely to use, such as hospitals, care services, public transport and leisure/cultural facilities.

Cheshire East's high life expectancy and ageing community is something to celebrate and planning services to keep this population relatively fit and active is important for our residents to enjoy a healthy older age and lower the risk of long term illness. More input will be required from both social and health services to support the over 85 age group, in particular in the planning of services and care pathways for falls prevention, stroke and dementia services.

Alcohol consumption causes significant harm

Out of 324 local authorities in England, Cheshire East currently ranks 156th for binge drinking, 309th for hazardous drinking, and 216th for harmful drinking (where a rank of 1 is the best). There are 112,000 "increasing and high risk" drinkers across the Central and Eastern PCT area, approximately 30% of the population. This issue cuts across socio-economic boundaries and is an issue for our whole community. Alcohol harm is a significant issue for Cheshire East costing the PCT £31.5 million per annum and is expected to increase in the future.

¹¹ Place Survey 2008. Policy and Performance, Cheshire East Council.

¹² Source: 2008 mid-year population estimates. ONS Crown Copyright 2009.

¹³ Source: 2007-based Unitary Population Forecasts (produced by Cheshire West and Chester Council on behalf of Cheshire East Council).

One consequence of high alcohol consumption is higher than average admissions to hospital for alcohol related illness and accidents. In the area of children's social care, alcohol was an issue in almost 25% of all cases. In 55% of incidents where domestic abuse is reported alcohol is involved.

Young people's alcohol consumption has a strong association with offending, violence and anti-social behaviour. The Youth Offending Team reports that alcohol is more significant than drugs in causing offending behaviour. Young people are most likely to be victims of violence as a result of alcohol.

Our place

Cheshire East is a place of diverse towns, rural areas and green spaces

We have a diverse mixture of urban and rural, approximately 39% of the population living in rural areas and 61% in our towns¹⁴. We have two major towns in Crewe and Macclesfield and a number of smaller towns including Wilmslow, Congleton, Sandbach, Poynton, Nantwich, Middlewich, Knutsford and Alsager. The unique and diverse character of the towns of Cheshire East is seen as a major asset of the area and something which local people highly value.

93% of the area of Cheshire East is classed as at least 'more rural than urban'¹⁵, while 88% of the area of Cheshire East is classified as greenspace¹⁶. The area has a wide variety of green spaces including parts of the Peak District National Park, the Cheshire plain, mosses, meres and heaths. The area has relatively low tree cover at 4%, compared to the national average of 11%. Cheshire East has a large farming community and is a major dairy-producing area. The wide variety of natural landscape, biodiversity habitats, green spaces and rural areas is seen as one of the reasons why Cheshire East is such an attractive place to live by local people. There are concerns amongst local people about potential loss of green spaces and other places important for outdoor recreation and natural beauty and biodiversity. There are also major concerns about the potential for isolation and disadvantage in rural areas as many village shops, post offices and pubs continue to close.

Cheshire East has good connections

Our location means we have excellent national and international transport links via the motorway network, rail connections, and proximity to Manchester and Liverpool airports. This connectivity to major centres for employment, shopping, education and culture, combined with its distinctive rural nature, is seen as a major attraction of the area. The good

¹⁴ Sources: [1] Rural Classification, Cheshire County Council. Statistics based on classification of Lower Layer Super Output Areas (LLSOAs) developed by a County Council cross-departmental working group. The "rural" figure of 39% is based on the population of LLSOAs that fall within the three most rural categories (More Rural Than Urban, Predominantly Rural and Rural). [2] Small Area Population Estimates for 2008. Produced by the Research, Intelligence & Consultation Team, Cheshire West & Chester Council, on behalf of Cheshire East Council.

¹⁵ Source: Cheshire County Council rural/urban classification 2007. (LiLAC).

¹⁶ ONS, Land Use statistics, 2005.

standard of connectivity also means that the area is easily accessed by visitors from the adjacent urban areas.

Travel within Cheshire East is hampered by some poor road links, for example, between Macclesfield and the motorways. Our existing road network is in a state of decline due to under investment nationally. For example, the number of recorded defects on our highway network has risen from approximately 12,000 in 2002/03 to over 20,000 in 2009/10. Meanwhile, over the period 2004/05 to 2009/10 the level of investment has fallen from £11m to £4m. Based on current funding levels our roads can be expected to be renewed every 101 years and our footpaths every 224 years. The current maintenance backlog is put at £88m for our roads and £22m for our footways. There are also examples of poor integration between different forms of transport and infrequent or non-existent public transport connections, particularly in rural areas, which are all areas of concern. These produce a drag on the economy, reduce accessibility to jobs, education and services and reduce the quality of people's lives. Another real concern is that we are a very car dominated area and more emphasis is needed to develop other forms of transport especially cycling and public transport.

Whilst the Government's overall target for road safety has consistently been exceeded since 2001, the presence of two major motorways and the number of rural roads mean that the numbers of people killed or seriously injured on the road network of Cheshire East remains unacceptably high.

We have a wealth of heritage and history

Cheshire East has a rich and varied heritage and many unique environmental and cultural assets. Many of the region's finest historic assets are found in Cheshire East, and their effective conservation is central to maintaining strong local distinctiveness, driving the economy, supporting educational targets and promoting community cohesion. These boost tourism and include Macclesfield industrial heritage, Little Moreton Hall, Crewe railway heritage, Tatton Park, Tegg's Nose, the canal network, parts of the Peak District National Park and 2,637 listed buildings, of which 47 are grade 1 listed. In addition we have other unique attractions such as Jodrell Bank Radio Telescope and the many fine houses and gardens open to the public. The wealth of heritage and history is seen as one of Cheshire East's most distinctive and valuable assets by local people.

However, there are currently 27 assets of national historical significance on English Heritage's Heritage at risk register and 15 conservation areas at risk across Cheshire East. The loss of heritage in town centres is a significant concern to the public

We have a strong economy

Cheshire East has a strong economy. The claimant unemployment rate (3.1% in March 2010) is below the UK average (4.2%).¹⁷ Whilst Cheshire East contains only 5.1% of the North West's working-age population¹⁸, it contributes 5.5% of the region's workforce¹⁹ and 6.9%

¹⁷ Source: Claimant Count, ONS, NOMIS. Crown Copyright.

¹⁸ Source: 2008 mid-year population estimates, ONS. Crown Copyright 2009.

¹⁹ Source: Annual Business Inquiry 2008 – Workplace Analysis, ONS, NOMIS. Crown Copyright.

of its economic output²⁰. It also accounts for 7.4% of its businesses, the highest share of any North West authority area²¹. Cheshire East has a strong economic relationship with surrounding economies, particularly Greater Manchester and Stoke-on-Trent.

In recent years the economy of Cheshire East has become less dependent on traditional manufacturing and more dependent on service sector jobs. By 2008, the Manufacturing sector accounted for only 13.5% of Cheshire East employees, down from 23.5% in 1998 (and from 17.4% in 2006). Financial Services activity accounts for a relatively high share of the employment total (higher than its share in Great Britain as a whole) and the sector grew substantially in the years leading up to the latest recession. We are also seeing the emergence of new sectors especially in high value, highly skilled trades, including the digital, creative and media sectors and (as with Financial Services) Cheshire East has a relatively high concentration of Computing Services employment. High-value added manufacturing also remains a major force and includes Cheshire East's two largest private sector employers (Pharmaceuticals giant AstraZeneca and the car manufacturer Bentley), although both have shed jobs in recent years.²² Given recent trends we can also expect the importance of high value added manufacturing to continue.

Cheshire East's visitor economy is worth over £650m each year (37% of the visitor economy volume for Cheshire & Warrington) and supports 10,000 jobs.²³

Cheshire East is also an area in which entrepreneurial activity thrives. Its business density (the stock of active businesses per 10,000 residents aged 16+) has remained consistently above the UK and North West averages, being 588 in 2008, compared to 466 for the UK and 422 for the North West.²⁴ Local people are proud of the strong entrepreneurial culture in the area and the wide range of job opportunities on offer. However, there are concerns amongst local people about the lack of job opportunities for young people, particularly those without a degree or other higher qualifications.

People in Cheshire East are well qualified with 35% of the population having a first degree equivalent or better in 2008 (whereas the Great Britain average is 29%). Only 9% of residents of working age have no qualifications.²⁵ However, we face a difficult economic climate. Clearly the current recession is a significant factor shaping our planning for the next 15 years and we can expect significant reductions in public sector spending. In addition there are economic variations in the area with the average household income in the most

²⁰ Sources: [1] NUTS3 GVA (1995-2007) Data, ONS, December 2009. [2] Baseline projections from the Cheshire & Warrington Econometric Model (CWEM). These data were obtained using Cambridge Econometrics/IER LEFM software and are consistent with Regional Economic Prospects, February 2009.

²¹ Source: Business Demography - 2008: Enterprise Births, Deaths and Survivals, ONS, November 2009.

²² Apart from the comments on the two large individual employers, the source of this information is the Annual Business Inquiry 1998-2008, ONS, NOMIS. Crown Copyright.

²³ STEAM 2008

²⁴ Sources: [1] Business Demography - 2008: Enterprise Births, Deaths and Survivals, ONS, November 2009. [2] 2008 mid-year population estimates, ONS. Crown Copyright 2009.

²⁵ Source: Annual Population Survey Jan-Dec 2008, ONS, NOMIS. Crown Copyright.

affluent neighbourhood (Lower Layer Super Output Area) being around three times that of households in the least affluent neighbourhood.²⁶

The affordability of housing is a significant issue in Cheshire East as prices are high, making buying a home out of the reach of many people. By 2009, house prices in Cheshire East were nearly seven (6.9) times average earnings, compared to ratios of 5.2 for North West England and 6.3 for England as a whole.²⁷ In January 2010, Cheshire East average house prices were £154,400, or 31% above the North West average (£117,900).²⁸

We have a high impact on the environment

Responding to climate change is widely regarded as the single biggest challenge facing the world over the next 20 years. The importance of addressing climate change must be reflected at a local level in our sustainable community strategy. One consequence of our strong economy is that we have a higher than average impact on the environment. At present in Cheshire East the level of CO₂ emissions per capita (10.3 tonnes in 2007) is higher than the averages for the North West and the UK (both 8.4 tonnes).²⁹

In the shorter term there are real concerns about resource use, energy and food security and the amount of waste we produce. While we achieve a relatively high waste recycling rate approaching 50%, we perform poorly on residual waste and are 220th out of 396 authorities for the quantity of waste produced per household.

²⁶ Source: Paycheck data, CACI Ltd. Information relates to 2008.

²⁷ Source: DCLG. Underlying data are from HM Land Registry and ASHE (ONS).

²⁸ Source: HM Land Registry website, 4/3/10.

²⁹ Sources: [1] "Local and Regional CO₂ Emissions Estimates for 2005-2007", produced by AEA Energy & Environment for DECC, 2009. Revised (November 2009) version. [2] ONS mid-year population estimates for 2007. Crown Copyright.

Our vision for Cheshire East

Cheshire East is already a great place but we want to make it even better for all the people who live here. Our vision for Cheshire East in 2025 is:

Cheshire East is a prosperous place where all people can achieve their potential, regardless of where they live. We have beautiful countryside, unique towns with individual character and a wealth of history and culture. The people of Cheshire East live active and healthy lives and get involved in making their communities safe and sustainable places to live.

In practice this means:

All our people fulfil their potential

- There will be significantly less people living in poverty
- The gap in health inequalities will be substantially reduced and less people will be disadvantaged as a result of where they live or their household income
- Our young people will be ambitious, happy, confident, entrepreneurial and have a strong voice in shaping the future of Cheshire East
- Our schools and colleges will be of a consistently high standard and will ensure that every child and young person reaches their full potential

People live independent, active and healthy lives

- Older people will live longer, healthier, more active lives and will be supported to remain independent
- Those who are vulnerable or need extra support will receive an excellent standard of care and protection
- Our shops, public services and other buildings will be easier for people to access so that people can remain independent into their old age

- We will have a wide range of accessible and excellent leisure, sporting and cultural facilities and activities for all people to enjoy

People are involved in local decisions

- People will be actively involved in shaping the future of where they live and will be able to influence the decisions that affect them
- The people who deliver local services will listen to local people and work together for the good of the local community
- All our town & parish councils and community & voluntary groups will be able to promote local views to ensure that Cheshire East serves the wishes of local areas

We have a strong, sustainable economy

- Our economy will be vibrant, broad-based and supportive of businesses in key growth sectors
- We will have an entrepreneurial mindset and excellent skills base that makes Cheshire East an attractive place for existing and new businesses
- We will have very high levels of employment so that everyone who wants to will have the opportunity for meaningful work, whatever their age
- We will have improved access to employment and training opportunities for those living in areas of deprivation
- Cheshire East's visitor economy will maximise its contribution to economic wellbeing, employment and quality of life
- Income inequalities will be substantially reduced

Cheshire East is well connected and accessible

- We will have greater integration between different forms of transport so that it is easier and more attractive to leave the car behind
- Traffic in our towns will be well managed and there will be better connections to the places people want to travel to
- Our highways, bus stations, train stations, footpaths and cycle ways will be well maintained
- We will have a leading, reliable, high-speed broadband infrastructure serving businesses and residents in all parts of Cheshire East

All our towns are thriving

- Our towns will be thriving centres for shopping, leisure and employment, each reflecting its own unique heritage, character and strengths
- Crewe will be a model of successful regeneration with a vibrant, attractive town centre
- We will have a good choice of appropriate, affordable and decent housing to meet different incomes, needs and stages of life

Rural communities are thriving

- Use of technology will ensure that the public services will be more accessible so that people can access services where they want and when they want

- We will be in the forefront of providing innovative transport solutions for our rural communities
- Use of broadband and other technology will make it easy to do business anywhere in Cheshire East

Cheshire East is clean, safe and more beautiful than ever

- Our towns, villages and rural areas will be clean and the amount of litter, graffiti and derelict buildings will have reduced
- Our towns, villages and rural areas will be places where people feel safe and welcome
- We will continue to have an outstanding range of historic buildings, leisure facilities, nature conservation habitats, country parks, accessible countryside and green spaces for people to enjoy

We will protect and enhance the environment

- We will have a lower than average impact on the environment, through waste and carbon emissions, for an area of our population and will be making progress towards reducing carbon emissions and waste production to a sustainable level
- Through the use of technology and better planning it will be easier for people to live, work and shop within walking or cycling distance of where they live. We will invest in our walking and cycling network, so that active travel becomes an attractive option for many shorter journeys
- As far as possible, we will have improved access to our major towns and facilities by Public Transport
- We will be less reliant on oil and gas for our energy and will have made a step change in local production of energy from renewable sources

Priorities for action

Considering the vision for Cheshire East we have identified seven priorities for action where we want to focus extra resources over the coming years. This does not mean that these are the only areas we will work on. This is not meant to be a comprehensive list of every service or activity that is important. There are hundreds of services where we need to maintain our current standards. Our priorities for action represent the areas where we need to do significantly more than we are doing already or where we need to make a breakthrough in our performance if we are to have any reasonable chance of realising the vision set out above. Neither does it mean that these will remain the priorities over the whole of the next 15 years. We expect to identify new priorities for action as we make progress in the areas below.

The seven priorities for action are:

1. Nurture strong communities
2. Create conditions for business growth
3. Unlock the potential of our towns
4. Support our children and young people
5. Ensure a sustainable future
6. Prepare for an increasingly older population
7. Drive out the causes of poor health

1. Nurture strong communities

Our communities in the towns, villages and rural areas of Cheshire East are our greatest resource. We want to ensure that our communities have a strong voice in determining decisions that are made and to nurture the capacity of local communities to help themselves and that public services respond to local needs.

Our priorities are:

Give a strong local voice to people

Nobody knows about local issues and the potential solutions to problems like local people. We want to ensure that “big” Cheshire East services stick to making decisions about and doing those things that cut across the whole area and that local decisions are taken by local people. Actions will include:

- Develop our seven Local Area Partnerships that give local people a voice in decisions that affect them
- Support local communities and work with town and parish councils to ensure that village and town plans are at the heart of local decision making
- Develop a single partnership engagement and consultation plan

Support the community to support itself

Cheshire East has strong and engaged communities with many excellent examples of individuals and groups volunteering their skills and experience to make a real difference to the people around them and to the area they live. This is particularly important in rural areas where access to mainstream services is more difficult.

Connecting people in rural communities with key services such as employment, healthcare and education is an activity which faces both challenges and opportunities. The many challenges include greater distance to travel, less concentrated levels of demand for public transport and the loss of some local services, such as Post Offices and village shops. However, rural accessibility is also presented with various opportunities, including new technologies (ie. Internet) and new business practices (ie. Flexible and mobile working). In rural areas, village halls and community centres often provide the only focal point and hub for the village – they can also host numerous other services, such as leisure, cultural and educational activities. Actions will include

- Investing in the potential of the existing community and voluntary sector to deliver activities and facilities for people
- Providing sustainable support to local community organisations that deliver what the local community wants
- Encouraging and support cultural events and activities that bring communities together and build community identity and strength as well as events that benefit the image of the area and its visitor economy
- Supporting local initiatives that help promote to visitors a positive image of the area, improve the quality of place and visitor experience and benefit the visitor economy

Deliver services as locally as possible

Seven Local Area Partnerships have now been established and will build on their early work to improve outcomes on the ground through engagement, local governance and improved service delivery. Adopting a local approach means that services get better information about local issues and priorities, and those services can then be tailored to meet local needs and deliver an integrated service. Actions will include:

- Devolve service delivery to a local level through town and parish councils and community groups wherever possible and consider the local management of local facilities such as civic & community hall, allotments and playing pitches
- Ensure public services join up delivery of services at a local level through local delivery partnerships
- Pilot local service delivery hubs for all local service providers in a number of locations to test the impact on the accessibility and effectiveness.

Improve community safety

Although Cheshire East is a safe place, there are some crime hotspots and areas where public confidence in community safety needs to be increased. In particular, tackling anti-social behaviour is a priority for residents in Cheshire East. Actions will include:

- Use neighbourhood forums to ensure that local concerns are understood and dealt with promptly.
- Development of Preventing Offending Panels across Cheshire East,
- Implementation of the Anti Social Behaviour Minimum Standards Pledge so that victims of ASB receive a standard service across the agencies
- Work closely together to tackle business crime through the continued effective use of Pub/Shop Watch and SCOOT (Stamp Crime Out Of Town).
- Domestic abuse risk-assessment training and improving referral pathways for clients.
- Improve road safety through the three “Es” of Education, Enforcement and Engineering, including road maintenance

2. Create conditions for business growth

Business and industry are the foundation of our prosperity in Cheshire East. We have a wide variety of successful industries in the area but we need to stay ahead of the game in ensuring that we exploit new opportunities, build on our current successes and create a climate which is attractive for business investment and growth, not just in our larger towns but also in our smaller market towns and rural communities.

Our priorities are:

Harness emerging growth opportunities

We want to ensure that our economy is based on industries which can be sustained and grow in the future and makes the most of our proximity to Greater Manchester and the Potteries. We want to ensure that we have competitive businesses, that we attract and retain high quality jobs and people, and provide improved employment and training opportunities for those that need them. Actions will include:

- Ensure that Cheshire East has a strong voice in influencing regional plans for Greater Manchester, North Staffordshire and the Cheshire & Warrington sub-region
- Identify and target support at key growth industries, providing the infrastructure for them to succeed

Provide a leading broadband infrastructure

Much of rural Cheshire East enjoys a relatively vibrant economy. We want to ensure that the whole of Cheshire East, and in particular our rural communities, are well connected making best use of information and communication technologies to achieve this. People need to be able to work from home and we must attract business in those key sectors that require the fastest, most reliable broadband services, particularly in the digital and creative industries. Actions will include:

- Promote the implementation of next generation broadband throughout all parts of the area so that it is easy to do business anywhere in Cheshire East.
- Support the development of websites that promote the tourism assets of Cheshire East's towns and their surrounding areas

Make the most of our tourism, heritage and natural assets

Cheshire East is endowed with a unique range of heritage from the many stately homes and gardens to Crewe's rail industry and enviable canal network. We want to make the most of these and our natural assets to develop the visitor economy and create jobs for the future. Actions will include:

- Make the most of our heritage and history by supporting tourism and the visitor economy through the implementation of a visitor economy strategy relevant to the priorities of Cheshire East
- Develop and exploit the potential of heritage assets and themes, including rail & engineering, silk & textiles, food & produce, canals and historic estates & gardens, to benefit the economy directly or in generating a positive image of Cheshire East, its towns and rural areas
- Create a tourism partnership approach for Cheshire East that encourages and facilitates development of the area's visitor economy

Create a climate attractive to business

We want businesses in Cheshire East to say it's easy to do business here and that we have all the things they need to make their business successful. This means people with the right skills, land and premises for growing businesses, transport networks to allow a business to thrive and a council with a positive and supportive attitude towards new and growing businesses of all sizes. Having this infrastructure will be key to retaining businesses and jobs and attracting new ones. Actions will include:

- Maintain and improve the condition of our highways to enable efficient and safe transport by producing a Transport Asset Management Plan
- Reduce the level of delay on our transport networks by targeting congestion 'hotspots'
- Create an enabling environment for business with a can-do attitude, so that we can win, keep and grow new businesses in accessible locations
- Ensure that there is a good range of available employment sites and premises in all parts of Cheshire East with good transport links to attract new and expanding businesses
- Make the most of our successful schools, FE and HE institutions in supporting the development of skills in our current and future workforce

3. Unlock the potential of our towns

The diverse character and role of our towns are seen as one of our greatest assets, and these need to be supported and enhanced to ensure that this remains the case. We also want to ensure that Crewe and Macclesfield, our largest towns, are developed and revitalised so that we can benefit from their unique heritage in creating the jobs of the future and reducing the inequalities that exist in the area.

Our priorities are:

Regenerate Crewe

Crewe is the town which, overall, has the highest levels of deprivation in Cheshire East. Of those fourteen Cheshire East neighbourhoods which fall within the bottom fifth of the 2007 England-wide Index of Multiple Deprivation), nine are in Crewe.³⁰ Crewe is an important gateway between the North West, Wales and the West Midlands. It represents a significant growth opportunity for the sub-region. We want to make a breakthrough in Crewe so that we create more, higher quality jobs for local people to lift communities out of poverty and ensure that we make the most of Crewe's unique assets. The actions will include:

- Complete and implement the Crewe Vision to ensure that the town develops as a distinctive, successful location for new businesses and homes, and becomes a location of choice for both public and private investment. A key component of this vision will be the completion of the Crewe Green Link Road and the redevelopment of the railway station
- Improve the quality and choice of shops and services in Crewe town centre and improve accessibility by improving connections between the railway and bus stations, cycling and pedestrian links.
- Make the most of Crewe's unique industrial heritage in developing the economy for the future, for example, through the Crewe Rail Academy

Revitalise Macclesfield

The north of the Cheshire East economy is closely intertwined with that of Greater Manchester, and enjoys the highest levels of Gross Value Added per head and household incomes in the sub-region. We want to ensure that the economy of Macclesfield remains strong, that we maximise the opportunities available through connectivity with the Greater Manchester economy, and make best use of key development sites. Actions will include:

- Improve the quality and choice of shops and services in Macclesfield town centre, whilst respecting the town's distinctive architectural heritage and setting
- Progress appropriate development of the South Macclesfield Employment Area
- Capture the skills of those that live or work in Macclesfield, to increase the number of small businesses in key sectors such as the digital and creative industries
- Make the most of Macclesfield's heritage in developing its future economy and helping it to project its image and profile

³⁰ Source: English Indices of Deprivation 2007, DCLG, December 2007.

Deliver sustainable growth for our towns

We need to focus on the key development priorities for each town that reflect the unique local character of each place. There is a need to ensure that the economies of our market towns, other towns and large villages are sustainable and can continue to deliver essential services, retail, leisure and employment opportunities. Actions will include:

- Harness the experience of the market towns partnerships to support the unique development of each of our market towns based upon their distinctive character and strengths
- Be responsive to opportunities identified in our market towns, and make the most of the voluntary capacity and expertise of local people
- Create and deliver plans for how each market town will be developed and how its heritage will be protected and enhanced to help maintain and develop the value of each town's distinctive character
- Improve links into towns to provide access to key services for nearby villages and rural areas, balancing access and parking provision against the environmental impact of traffic

4. Support our children and young people

Our young people are our future. We can be rightly proud of the many achievements of our children and young people and we want to ensure that we support them so that they can fulfil their potential. We need to ensure that our families' needs are addressed early and that children are kept safe. Giving our young people the best support we can afford and ensuring that they have a voice in shaping our future is one of the best investments we can make in the future prosperity of Cheshire East.

Our priorities are:

Ensure good transitions and skills for the future

Whilst our schools are generally very good there is still room for improvement. We want to ensure that all our children make good progress in their learning regardless of where they live. We will

- Continue the pursuit of excellence in all schools and post-16 education establishments.
- Work with our schools, FE colleges and HE establishments to ensure young people have the right skills to move into employment, particularly in the growth industries we expect to see in the future
- Commission and deliver a diverse set of education opportunities for young people in schools, colleges and other settings
- Work with employers to identify skills needs and develop routes for young people into employment including apprenticeships
- Prioritise the need to support young people not in education, employment and training (NEET)

Improve support and facilities for children and young people

Lack of activities for young people is a perennial problem. We want to make sure that all our young people have access to a wide range of activities and other support outside of school to keep them involved in positive activity. We also want to ensure that parents are supported to improve their own and their child's learning, health and well being. Actions will include:

- Support the existing voluntary and community sector to ensure that there are a range of activities to provide more extra-curricular activity for young people
- Focus support where there is most need and the poorest outcomes
- Redesign preventative and early intervention services to bring together key staff from different agencies to work under single process and leadership
- Improve access to employment for young people by providing innovative transport solutions where poor transport is a barrier to employment, for example, the "Wheels to Work" scheme

Give children and young people a voice

Nobody understands the needs and concerns of young people like young people themselves. We want to ensure that our young people have a say in shaping the services and facilities that affect them and that we all see and hear about the many positive achievements that they and we can be proud of. Actions will include:

- Listen to young people and involve them in developing new services, for example, through our Youth Parliament and Youth Mayor – concentrating resources and efforts particularly on improving opportunities for disabled children
- Ensure that we gather and tell positive stories about the achievements of our young people to give a balanced view and raise aspirations

Improve the health and wellbeing of children and young people

We want to give our young people the best possible start in life. There are a number of specific health issues that we need to tackle if our children are to grow into healthy young adults. This is evidenced through the Joint Strategic Needs Assessment.³¹ Actions will include:

- Commission services that will impact on childhood obesity in line with the agreed Action Plan and ensure our strategies for reducing alcohol use and misuse are effective
- Encourage a greater uptake of breastfeeding due to its positive health legacy for both baby and mother
- Continue to tackle teenage conception rates particularly in some of our deprived wards
- Continue to encourage the uptake of childhood immunisations, particularly for Measles, Mumps and Rubella (MMR)
- Bringing homes up to the decent homes standard, to ensure that our children are not affected by the health problems associated with poor housing conditions
- Reducing the use of temporary accommodation to ensure our children have settled accommodation in which to grow and develop
- Continue to promote School Travel plans to encourage more active forms of travel for the 'school run'
- Invest in 'child focussed' road safety initiatives. In 2008, 11% of all serious casualties were children
- Improve and provide the infrastructure to encourage 'active travel', for example, facilities for cyclists

³¹ Cheshire East Joint Strategic Needs Assessment 2009/10

5. Ensure a sustainable future

Cheshire East is a beautiful place with a high quality of life for most people. We want to protect our many assets such as the beautiful countryside, biodiversity habitats and our historic buildings for the benefit of future generations. However, nothing stands still and we also want to ensure that our plans help to meet the needs of future generations and are able to respond to unforeseen changes in the future. This means that we will need to deliver sufficient new, well designed homes to meet the needs of local people, ensuring there is enough affordable housing and accessible community services, and that we are actively contributing to reducing carbon emissions and making sure that our transport infrastructure is fit for purpose.

Many of the actions for a sustainable future will be included within the Local Development Framework and Local Transport Plan which are being developed alongside this Strategy.

Our priorities are:

Affordable and appropriate housing

Housing plays a significant role in creating sustainable communities, we want to create places where people want to live, improve the quality of our housing stock and make sure that no group of people is disadvantaged because of the housing they have available to them.

We want to ensure that sufficient affordable housing is provided across Cheshire East, especially in the northern part of the area where the gap between house prices and average earnings is the greatest. We want to ensure that we have appropriate housing for our changing population, particularly our increasing older population and our increasing number of single person households. Actions will include:

- Plan for a range of housing to meet the needs of older people, families and young people. Developing suitable types of housing and tenures to ensure that residents have a choice of accommodation to meet their current and future needs and that we are able to retain young people.
- Invest in private sector housing to bring properties up to the decent homes standard and to ensure that our existing stock does not deteriorate, recognising the importance of good quality homes to the wider well being of our community.
- Developing the private rented sector by working with Private Sector Landlords to increase the provision of accommodation available to residents
- Increase the provision of affordable housing, through innovative approaches including loans to first time buyers and working in partnership with Registered Social Landlords, Developers and the Homes and Communities Agency.
- Investigate the possibility of the Local Authority providing land at nil value for development and identify land for affordable housing within the Local Development Framework.
- Work with owners of empty housing stock to create more affordable housing
- Work in partnership to provide specialist accommodation and housing support for those residents who have complex needs and requirements.

- Work in partnership with Registered Social Landlords to improve the neighbourhoods in which they operate.
- Develop Choice Based Lettings to increase the housing options available to our residents.
- Ensure that all new housing is located with good access to employment, healthcare, schools, retailing and other facilities, so enabling low car use/sustainable travel and greater quality of life

Environmentally sustainable living

Given the global concerns about carbon emissions the whole community will be expected to play its part in responding to climate change. Our levels of CO₂ emissions need to be reduced and the rate at which we use resources needs to be more sustainable in the long term. Actions will include:

- Promote energy efficiency in the design and layout of new developments and promote the development of renewable energy projects to serve larger developments
- Invest in improving the energy efficiency of our current housing stock and set standards for energy efficiency for all our public buildings
- Encourage take up of small scale renewable energy generation schemes utilising the feed-in tariff scheme
- Set an example in reducing carbon emissions from transport through the vehicle procurement and staff travel policies of LSP members to reduce the need to travel and encourage the use of sustainable modes of transport
- Work with local communities to promote waste reduction and reuse through raising awareness and working with voluntary networks such as the Cheshire Furniture Reuse Forum
- Work to recover value from all household waste by considering materials as resources to be reused, recycled or as a fuel for energy production
- Plan for an economy where people need to travel less and can travel by cycle or walking for many short journeys by ensuring all major developments are located with good access to local amenities, cycle and walking routes
- Protect our green spaces and develop these as carbon sinks where practical and suitable
- Improve the quality of our air in key 'hotspots' around Cheshire East. Seek to reduce the damage caused by pervasive noise pollution from transport in key 'hotspots'
- Help to increase food security by encouraging the use of allotments and other community food schemes
- Ensure that our key infrastructure can adapt to withstand more extreme climatic conditions
- Encourage major employers and condition new developments to have Travel Plans – and the local authority to monitor and enforce them effectively

Improve transport connections

Good transport links are crucial for a successful economy, thriving towns and rural areas and a good quality of life for all our residents. We want to ensure that our public transport

system enables people to get to the places they want to, that people can walk and cycle as a real alternative to the car and that our transport system is integrated across all modes of transport.

Given the diverse nature of Cheshire East and the mixture of urban and rural areas, the ease with which people can access services such as work, healthcare, education and shopping is an important and challenging issue. It is also widely recognised that access to services depends on far more than purely improvements to transport – it also considers where key services are located and how they are planned and delivered. This may involve looking at ways to take ‘services to the people’, as well as transport solutions to take ‘people to the services’.

Actions will include:

- Work with public transport operators in Cheshire East to work towards delivering a more integrated public transport system
- Improve the ‘quality’ of the public transport offer
- Encourage technological development in public transport services in partnership with operators
- Improve the safety and condition of our roads
- Explore and pilot opportunities for innovative transport solutions in our rural communities
- Create better integration between different modes of transport through a targeted infrastructure fund and programme of work to implement infrastructure improvements including broadband, safe routes to schools, cycle routes, roads improvements, road maintenance, park and ride, consideration of visitor economy needs, and other modes of transport.
- Improve facilities for cycling and walking so that it is attractive to cycle or walk for shorter journeys
- Influence the location and delivery of key services to enable access by non car modes
- Improve access to information and accessibility to services for residents and visitors through contact points or by using other media or the web

Protect and enhance our heritage and countryside

The people of Cheshire East are rightly proud of the vast range of heritage and countryside that makes the area a beautiful and interesting place to live. We want to ensure that this is protected and enhanced so that future generations have the enjoyment from these unique features that we enjoy. Actions will include:

- Develop a green infrastructure plan to identify our green assets and how we will safeguard, manage and enhance them, including nature conservation assets and wildlife habitats and corridors, country parks, urban parks and open spaces
- Give priority to redevelopment of vacant brownfield sites, wherever possible. Work with local communities to identify the need for improvement to community infrastructure and encourage local action. Ensure that developments take into account local views and the effects on local infrastructure through mechanisms such as village design statements and parish plans

- Recognise the importance of minerals extraction to the local economy, but also work to reduce the amount of minerals extracted by encouraging the reuse of waste materials from construction. Ensure that minerals extraction sites are carefully managed so as not to detract from the appearance of the local area and that they are restored to enhance the environment

DRAFT

6. Prepare for an increasingly older population

We know with some certainty that the number of people aged over 65 will increase dramatically over the next 15 years. Our high life expectancy and ageing community is certainly something to celebrate, but we must also recognise that the 85+ age group in particular is a potentially vulnerable group who will require more from both social and health services particularly in areas of higher deprivation. To meet this demand there is a need to develop skills in our workforce that can be used to support our ageing population. There are also implications for housing, transport and how we plan and develop our towns and villages. We need to ensure that we are prepared for the challenges this brings as more people require care and support into old age. But we also want to reap the great benefits this brings as many older people offer their experience and knowledge to others.

Our priorities are:

Help people stay fit and active for longer

Our older people represent an enormous resource in terms of talent, experience and knowledge. We also know that older people want to contribute and definitely don't just want to be seen as a burden on health care budgets. We want to maximise the opportunities for older people to stay fit for longer and to continue to contribute to the generations following them. Actions will include:

- Support the existing voluntary and community sector to ensure that there are a range of activities for older people
- Encourage older people to volunteer by ensuring that a whole system approach is taken with partners to increase the opportunities and attractiveness of volunteering
- Work with the 50+ population to understand their needs, expectations and demands on a number of Cheshire East organisations in the next 15 years through a major conference on the needs of an ageing population
- Promote regular NHS health checks

Improve care and support for those who need it

We want to plan and deliver services which maximise people's opportunity to live independent lives and to ensure that all the care we provide is of a high standard. Actions will include:

- Investigate greater integration between the PCT and social care to ensure joined up services
- Ensure that we have an adequate supply of suitable extra care housing and hospice facilities for older people
- Develop dementia support team to improve services for people with dementia
- Pursue the personalisation programme to ensure people get the individual support they need
- Improve coordination of information and support and agencies to enable carers and older people to navigate the system.
- Investigate innovative ways of improving access to services and affordability for older people

- Set up Local Independent Living Teams with an emphasis on the reablement of people to get them back on their own feet as soon as possible
- Establish reablement services in collaboration with NHS and other partners, which improve outcomes for disabled and older people and reduce overall demand for care
- Support for carers is vital to a sustainable system of care for older people. Carers contribution needs to be valued fully and they need help to live their own lives fully, including good access to services and opportunities for leisure, education and employment

DRAFT

7. Drive out the causes of poor health

Whilst overall health is good within Cheshire East, this masks some differences within the area. Life expectancy at town level reveals huge inequalities or differences in health outcomes, which are considered to be unfair. In addition to individual's lifestyle and health choices, we must consider the "social determinants of health". For example the quality of someone's housing can affect their health; the amount of income of a family has can impact on their ability to enjoy a healthy standard of living; access to good transport may influence someone's ability to see their doctor or attend a local service. Our challenge is to enable everyone to have the same opportunities as their neighbours and for no one to be disadvantaged because of where they live or any other factor such as their age, gender, physical ability, ethnicity and so on. Only by focusing actions in this way will we make health fairer for everyone.

Our priorities are:

Target actions to reduce heart disease and cancer

The Joint Strategic Needs Assessment has identified the two biggest causes of early death as cancer and cardiovascular disease. Cancer predominantly affects older people and is a priority for our ageing population. Cardiovascular disease is the biggest killer in Cheshire East, accounting for nearly 40% of all deaths, particularly in the most deprived neighbourhoods where rates are significantly higher. Cancer is the second biggest cause of premature mortality in Cheshire East, causing 26% of all deaths, with breast, colorectal and lung cancers being the most significant causes. We know that the main contributors to cardiovascular disease and cancer are smoking, lack of exercise, obesity, diet and alcohol consumption.

Actions will include:

- Give a greater focus on prevention through support for targeted health campaigns around smoking cessation, healthy eating and promoting cycling, walking and other healthy activities as part of everyone's lives
- Make the most of the opportunities from the Olympics 2012 for supporting and encouraging people into sport and increased physical activity.
- Create a movement for community food schemes in Cheshire East

Tackle the impact of alcohol misuse on individuals and society

The care needs of people who are classed as "increasing and high risk drinkers" is increasing by £1million per annum. We want to reduce alcohol misuse which leads to many health problems as well as to anti-social behaviour and to reduce the number of high risk drinkers in the area. Actions will include:

- Deliver an alcohol harm reduction strategy through multi agency working
- Consider the use of local by-laws to reduce the sale of cheap alcohol and binge drinking
- Ensure that people are aware of the harm caused by alcohol misuse through targeted, public information campaigns.
- Enhanced screening for alcohol misuse in a range of clinical and non clinical settings

- Continued use of social marketing to target messages and services to at risk groups

Focus local actions on the wider determinants of health

Give greater emphasis to the wider determinants of health using the “Marmot Review”³² as an evidence base for action. Partner contributions will be identified and included as part of a Cheshire East Reducing Health Inequalities Strategy and action plan post-2010. Actions will include:

- Introduce Health Impact Assessments (HIA) of all major strategies, programmes and policies including regeneration plans. Ensure that key stakeholders are trained in HIA and a Cheshire East HIA Steering Group established through the LSP to support this activity.
- Provide support to the LSP through a role which supports partners to apply for and draw down government/European funding to fund health and wellbeing projects.
- Focus on “settings for health” with a strong emphasis on workplace well-being that tackles the roots of ill health, particularly in relation to stress and mental health problems. LSP partners as “workplaces” to adopt practices to support healthy workplaces.
- Focus on areas of low life expectancy by concentrating preventive health services in our deprived neighbourhoods.
- Build community assets enabling communities to take ownership of local actions to make health fairer for everyone

³² “Fair Society, Healthy Lives” – Marmot Review 2010

Implementation and monitoring arrangements

Bringing the vision to life.

This document sets out in broad terms our vision for Cheshire East and our broad priorities for action. No strategy developed over a few months can hope to be complete or remain relevant and up to date and no document in itself can bring about change. For that reason *Ambition for All* is intended to be the starting point for a process as much as a document. It is not intended to direct but rather to inspire people to get involved. It is not intended to be a detailed plan but to be a starting point for planning throughout Cheshire East. We expect that a great deal of further analysis and debate within specialist teams in the area will add detail and richness to the broad programmes of work identified above.

A number of processes will be put into place to ensure that the vision is alive and that it continues to influence the way in which people work and continues to be influenced by the people of Cheshire East. The main processes for bringing the vision to life are:

Action planning through the LSP

The actions set out in this Strategy will be taken forward by the LSP through the formulation of delivery plans by the five thematic partnerships and also by the individual agencies which sit on these partnerships through their annual business planning processes. In addition, the LSP Executive Board will commission new activity and seek opportunities for joint funding or pooled budgeting to ensure the most effective forms of delivery are in place. All of this activity will be supported by robust performance management arrangements.

Alignment of other major strategies and plans.

The local development framework (LDF) and the Local Transport Plan (LTP) will use this document as their starting point and ensure that they are aligned with the vision set out here. Each partner will seek to align its services and activities with the vision and to identify the ways in which their own work will change in order to deliver the vision. There are also a number of other strategies which are in the process of development which will impact on the future of Cheshire East, such as the Housing Strategy, Economic Development Strategy, Children and Young Peoples Plan and the Regional Strategy for the North West

Transforming service delivery

The public sector must re-think the way it delivers many of its services due to increased demand from service users and the need to reduce public spending. We must ensure we deliver excellent value for money services. Good progress has already been made in service transformation in Cheshire East. For example the Council and Health Service partners have established an Integrated Care Programme to reshape services, initially focusing on Services for Children, Urgent Care Services, and households causing high levels of concern and expenditure. Through this programme there is likely to be some reduction over time in the number of separate organisations delivering health and care services.

Other aspects of service transformation to develop as a partnership include:

- Devolved services to town & parish councils and community & voluntary groups and other local organisations
- Joint commissioning and pooled budgets
- A partnership approach to assets - getting the best use and the best value for money – ICT and buildings are significant priorities
- Improving customer access through joint partnership work

Evaluation of progress

We will start producing an annual State of the Area Report, presenting our progress towards our vision for use by decision-makers and for wider awareness-raising. We will also use this report to benchmark progress against other similar areas. This will be supported by reporting on the basket of indicators agreed through the Local Area Agreement process.

DRAFT

CHESHIRE EAST COUNCIL**REPORT: CABINET**

Date of Meeting:	14 th June 2010
Report of:	Head of Human Resources and Organisational Development
Subject/Title:	Corporate Plan
Portfolio Holder(s)	Councillor Brown

1.0 Report Summary

- 1.1 To update Members on the development of the Corporate Plan.

2.0 Decisions Requested

- 2.1 To approve the draft Corporate Plan in the appendix to this report for consultation and for submission to the relevant overview and Scrutiny Committees under Rule 2.1 of the Budget and Policy Framework Procedure Rules.

3.0 Reasons for Recommendations

- 3.1 To enable the Corporate Plan to be adopted by the Council.

4.0 Wards Affected

- 4.1 All.

5.0 Local Ward Members

- 5.1 All.

6.0 Policy Implications including

- 6.1 The Corporate Plan provides the framework for all policy development within the Council. It is important that the priorities plans and ambitions set out within the plan are translated into objectives and actions for delivery within departmental, service, team and individual performance plans.

7.0 Financial Implications 2010/11 and beyond (Authorised by the Borough Treasurer)

- 8.1 There are likely to be financial implications in delivering the plan. In planning the delivery of the plan the Council will need to prioritise key actions and allocate available resources accordingly.

9.0 Legal Implications (Authorised by the Borough Solicitor)

- 9.1 The Corporate Plan forms part of the Policy Framework and must be submitted to Council for adoption following a process prescribed in the Budget and Policy Framework Procedure Rules.

10.0 Risk Management

- 10.1 None

11.0 Background and options

- 11.1 The Council's inaugural Corporate Plan was adopted on an interim basis for 2009/10 in order to set direction and allow Cheshire East to set a budget.

- 11.2 This plan now needs to be replaced and we have an option to either refresh the original plan for a further year or to produce a new plan aligned to the Council's mid term financial planning. In order to provide a longer term focus on our plans along with how the Council's resources should be prioritised, a decision was taken to produce a three year Corporate Plan for the period 2010 to 2103.

- 11.3 The purpose of the Corporate Plan is to set the overall strategic direction of the Council for the next three years, against which the objectives, priorities resources and actions of the Council and it's departments, services, teams and individuals can be aligned, set and performance managed.

- 11.4 In terms of its production, the draft plan emerged from the Cabinet and CMT away-day on 26th January 2010 (which looked at the Council's vision and priorities) and from the 2010 to 2013 business planning consultation process in January. In pulling the outcomes of the away-day together it was evident that the priorities identified could be readily grouped in 5 areas, which have become the 5 proposed Corporate Objectives, as follows:

- To give the people of Cheshire East more choice and control about services and resources.
- To grow and develop a sustainable Cheshire East.
- To improve life opportunities and health for everybody in Cheshire East.
- To enhance the Cheshire East environment.
- Being an excellent Council and working with others – to deliver for Cheshire East.

- 11.5 The outline of the plan along with the 5 proposed objectives have been the subject of informal consultation with; CMT, a number of Cabinet

members, the Chairs and Vice Chairs of Scrutiny and a Member briefing over the past few weeks. Nevertheless Cabinet is now required to submit the adopted draft for consultation and for consideration by the relevant Scrutiny before it is recommended to Council for adoption. Further drafting amendments will be made to the plan up to the point it is submitted to Council. The section headed “How we will Resource our Priorities” will be updated as part of this.

11.6 The draft Corporate Plan is appended to this report.

11.7 Further and fuller consultation will continue until the final Corporate Plan is brought back to Cabinet on 19th July.

12.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer.

Name: Paul Bradshaw

Designation: Head of HR & OD

Tel No: 01270 686027

Email: paul.bradshaw@cheshireeast.gov.uk

This page is intentionally left blank

Your Council, Your Services, Your Plan
Cheshire East Council
Corporate Plan 2010-2013



Welcome from Wesley Fitzgerald, Leader, and Erika Wenzel, Chief Executive.

Welcome to our Corporate Plan for 2010 to 2013.

This plan sets how we will achieve our vision of:



Wesley Fitzgerald
Leader



Erika Wenzel
Chief Executive

“ Working together to improve community life ”

We are very aware of the many issues that are affecting people's lives at the moment. These are tough financial times, and this in turn can have devastating effects on individuals and communities alike. Our priorities and plans for the coming year are based firmly on what our communities want and what matters most to them. We will make sure that every penny of taxpayers' money that is spent contributes to these priorities and plans so the benefits are clear to see.

We will also have to do more with less. Central Government has just announced significant cuts to funding available to councils and further cuts are anticipated. In order to meet these financial challenges, we have budgeted for savings of over £40 million over the three years (from April 2010 to March 2013). The creation of a new unitary council with leaner management systems has already made a significant contribution to our savings.

There are many other challenges that face us over the coming years. These include a significant change in the make-up of our population, more people are living beyond their 80th birthday, with many requiring services from the council; fewer babies being born; increases in inflation; an increase in referrals in children's social care and the effects of climate change to name just a few.

We know that the wide range of services we deliver has a huge impact on a lot of people, and you have our commitment that we will be working closely with many of you to make sure that we are delivering first-class services at the right time and in the right place so that Cheshire East is a great place to live, visit and work.



Your Council, Your Services, Your Plan

Cheshire East Council Corporate Plan 2010-2013

Page 3

Cheshire East Council
Corporate Plan 2010-2013

Your Council, Your Services, Your Plan

Contents

1. Introduction	4
2. Who We Are and What We Want to Achieve	7
3. What Cheshire East is Like Now	8
4. Working With Our Partners	14
5. How We Are Performing	16
6. Listening to You	18
7. Transforming Our Services	19
8. What We Want for the Future	20
9. How We Will Resource Our Priorities	22
10. Organising to Deliver	23
Corporate Objectives	26
Contacts and Further Information	30



1. Introduction

Cheshire East – the place

Cheshire East is the third largest unitary authority in the North West and has around 360,000 residents. Our neighbours include North Staffordshire, Manchester, Cheshire West and Chester, Trafford and Warrington. First impressions of Cheshire East are often of leafy lanes and wealthy households. Indeed as an area we host 5% of the North West workforce and 7.5% of businesses in the North West are based here. This can hide the reality that it is a diverse area with many differences in income, employment and health. Figures that really show this include the life expectancy across the area. In areas of Knutsford the average life expectancy for a woman is 86, but in areas of Crewe it is 73 – a huge difference of 13 years. Household income also differs, ranging from an average of £60,000 in Wilmslow to £20,000 in Crewe.

Cheshire East Council has a responsibility to ensure that all our services meet these different needs and that the way its services are delivered across the area are developed and shaped to ensure that all who need them benefit from them. Our plan sets out how we will do this, who will be involved and how we will know if we have improved services for local people.

The Corporate Plan in the community context

Whilst the Council has statutory obligations to fulfil, regional priorities to consider, and National Indicators to measure important aspects of our performance, this plan is based on what our communities have told us they want and need. Through this community-focused approach and working with our partners, we have developed a number of key targets and priorities. The Corporate Plan focuses specifically on what we as a council will do to improve your services and get better outcomes for local residents, businesses and visitors. It keeps a clear focus on what Cheshire East will deliver for local people and how we will play our part to create strong and prosperous communities.

Other local organisations, such as the Police, Fire and Rescue and the Primary Care Trust, have their own Corporate Plans that relate to outcomes for Cheshire East people. In addition, many local organisations work together with us to develop joint strategies and improvement plans, for example the Children and Young People's Plan.

To turn our priorities into reality, we have developed departmental and service plans that will provide fuller detail about how the Corporate Plan will be delivered.

Our staff play a vital role in the successful delivery of these priorities and they, along with other key partners, have been asked for their contribution to setting out how we as a Council will work to improve local services.

We believe that excellent services can only be provided through fully engaged, satisfied and capable staff. We will work with staff to raise awareness of the priorities and to gain their input on outcomes and actions, including how services will contribute towards the achievement of the priorities. We will also consult with key stakeholders and partners.

The Corporate Plan will be updated each year to ensure that new priorities and objectives are included. This will mean that the Council will be able to respond to emerging issues and community views. Our Annual Performance Plan will clearly show how the Council performed against its priorities and how improvements for the future will be made.

This diagram shows how the long-term vision for Cheshire East, set out in the Sustainable Community Strategy (SCS), links to the priorities contained in the Local Area Agreement, through our Corporate Plan objectives, and then through to the specific strategies and action plans right down to team and individual objectives. Each member of staff and each service area should be able to identify how their work contributes to the achievement of the Council's corporate objectives and to the overall vision for Cheshire East in 2025.



Key Strategies and Plans

consists of:

Local Development Framework, Local Transport Plan, Housing Strategy, Economic Development Strategy, Visitor Economy Strategy, Climate Change Strategy, Health Inequalities Strategy and Children and Young People's Plan.

2. Who We Are and What We Want to Achieve

Cheshire East Council provides services which are important to everyone in their daily lives. The Council maintains the roads, provides transport services, commissions school places and specialist support services for vulnerable children and their families, educates children, provides social care to elderly and vulnerable people, and looks after waste and recycling, to mention but a few.

We are proud of our local area and feel a strong sense of responsibility towards its care. The beautiful diversity of the countryside, the rich cultural heritage and the character of the towns of Cheshire East provide a wonderful environment within which to live. From the dramatic scenery of the Peak District in the east to the open farmland and green spaces around the towns, people are never far from an area of natural beauty.

Macclesfield and Crewe are our largest towns, with Wilmslow and Congleton also providing substantial town centres. Our smaller towns of Sandbach, Poynton, Nantwich, Middlewich, Knutsford and Alsager historically provided market centres for local people and continue to play an important role in local life. The strong communities that exist within these towns and in our rural areas provide Cheshire East with vibrancy and give people a sense of belonging.

The Council wants to focus on the things that matter most to local people. We aim to make Cheshire East a thriving and vibrant place where people can enjoy a good quality of life and good health. This includes being able to learn and develop their skills and put them to good use in our local communities and further afield, with opportunities for everyone to fulfil their potential. Our thriving community should provide everyone with greater wealth to share, aiming for greater equality amongst its members in a range of ways.

A flourishing business community is essential to sustaining this success. In

addition, the Council aims to make our communities safer and stronger, and develop good local involvement in decision-making about local services, providing personal choice where appropriate. In short, we want:

'Cheshire East to be a great place to live, work, visit and enjoy.'

As a council we work closely with a range of partner organisations to help us achieve our ambitions, within the private, public, community and voluntary sectors. We believe this is important to ensure people receive integrated services that are good value for money.

Cheshire East Council is governed and guided by 81 councillors, with a Conservative majority. Together with talented and committed employees, our Council wants to deliver excellent services for, and with, the people of Cheshire East. This Corporate Plan sets out our ambitious plans for the next three years.

3. What Cheshire East is Like Now

Cheshire East is already a great place in a range of ways:

- Our communities are generally well-off, with most people reporting a good quality of life
- Our children tend to do well at school, with levels of achievement above the national average
- The crime rate is one of the lowest in the country
- Residents tend to enjoy better health than elsewhere in the region and nationally
- Our strong economy contributes a large amount to the North West's economic output, relative to our population size.

We want to celebrate these good stories, while recognising that the Council still has much work to do.

The population of Cheshire East is largely rural, with nearly 40% living in a rural location. There are a number of people in the area who experience a poorer quality of life in many respects, and they tend to be clustered within certain urban locations, many of which are centred in Crewe. The difference that exists between certain groups of our society presents a challenge for the Council – one that we aim to address in this Plan. The challenges are described within five themes.



Health and Wellbeing

Cheshire East's population profile is ageing dramatically. We have a population that is slightly older in make-up than that of England and Wales as a whole.

The number of people aged over 65 has increased by 20% since 1991, and a much greater increase is predicted for the coming years (a 56% increase by 2027). By contrast, the number of children in Cheshire East is decreasing, with a 5% decline predicted over the same time.

This ageing of our population will result in a smaller working population combined with an increasing population of dependent older people, many of whom will be frail and dependent. Our social care workforce is rising to the challenge of redesigning services to deal with this change.

While overall health is good within Cheshire East, people have different experiences. Life expectancy varies from 71.6 years (for males in Coppenhall East) to 93.3 years (for females in Wilmslow Town South East). In particular, we need to improve the prevention and care of

coronary heart disease, lung cancer, chronic lung conditions and alcohol-related liver cirrhosis.

Alcohol poses a significant health issue for Cheshire East, with levels of alcohol-specific hospital admissions for males, females and under-18's almost all significantly worse than the England average. Hazardous and binge drinking rates are also significantly worse. With such a strong link existing between alcohol and liver disease, a range of cancers and anti-social behaviour, reducing alcohol consumption is a significant challenge for the next few years.

Finally, while teen conceptions in Cheshire East are the third lowest in the North West, there are parts of the area where there are significantly high rates.

Children and Young People

One of our most important responsibilities is to ensure that children in Cheshire East are protected from abuse and neglect.

It is a significant challenge for us to ensure we respond well when children are referred to our services, completing assessments when appropriate and in a timely way, and providing good-quality care when needed. The number of children coming into the care of the Local Authority has increased over the preceding 15 months.

Cheshire East's children generally tend to do well at school, and go on to further / higher education, employment, or training. However, children who are 'cared for' tend to do significantly less well, in education and in other important areas. Another challenge is to ensure that children with special education needs, as well as children from a less advantaged background, have the opportunity to achieve at school.



Economy, Transport and Housing

In order to reduce carbon emissions and alleviate the levels of traffic on our roads, we will focus on localising and integrating our systems of public transport.

We will also encourage cycling and walking by developing infrastructure for these healthy and carbon-free methods of travel. With 79% of people travelling to work using their car, only 4% using public transport, and 14% walking or riding a bicycle, transport is an important area of work for the Council for the future.

The effects of the national and global economic recession have been felt strongly in Cheshire East. We have experienced a greater increase in unemployment than either the North West or the UK as a whole, with the number of claimants of Jobseeker's Allowance in Cheshire East rising by 118% between March 2009 and the same month in 2010.

Although the number of claimants has fallen from its 2009 peak, it is still over 6,500. We need to do more to help our unemployed residents find work and safeguard the jobs of those already in employment. We also need to support key industries and service sectors in Cheshire East that show a commitment to sustainable and responsible business growth.

Cheshire East Council will continue to work to make life experiences, for people of Cheshire East, the same no matter where they live. This covers aspects of life such as income, health, crime and unemployment. While we generally perform well in supporting people on this, pockets of deprivation exist mainly in the Crewe area, with some existing elsewhere in Cheshire East including Handforth, Macclesfield and Congleton.

House prices in Cheshire East have not been affected by the economic recession as greatly as elsewhere in the North West. While they declined in 2008, this was at a lesser rate than for the region as a whole, and within the last year, house prices have begun to rise again, more quickly in Cheshire East than for the North West. With the average house costing £155,000 in Cheshire East (compared to £119,000 in the region overall), maintaining affordability of housing is a key issue for the Council.



Environment and Climate Change

The relationship between climate change and carbon emissions (from electricity production, the use of gas and vehicle use) is now quite widely accepted, and the people of Cheshire East are concerned about this issue. Collectively we do not perform well in this area – the average person's domestic emissions of carbon dioxide being 2.6 tonnes per year, higher than both the North West and the UK figures.

There is a lot of work to be done in improving energy efficiency, encouraging the use of renewable sources of power, promoting small-scale electricity generation within local communities, and improving non-car transport options. This will not only assist us to reduce our carbon footprint, but also to improve our resilience for a lower-energy future in which less carbon fuels will be available for power production.

The Council is no different, and so in addition to working with residents and businesses to reduce carbon emissions, we have also signed up to the 10:10 challenge – we have committed to 'pulling out all the stops' to reduce by

10% the carbon footprint caused by our organisation during 2010. We have much work to do to meet this challenge.

Cheshire East residents are excellent at recycling domestic waste with rates of recycling continuing to rise to as high as 50%. There is a limit, however, to how much of our waste can be recycled, and the challenge for the future relates to reducing the amount of waste produced overall, for example by using less packaging and reducing food waste.

Another important environmental challenge is the ability for residents to produce their own food locally. Cheshire East is currently struggling to meet the

demand for allotments, with substantial numbers of people on waiting lists. Providing people with space to grow their own food, and the development of local markets in the area will both be important as we rely less on internationally-traded, out-of-season-food.

Safer Communities

Our communities are relatively safe places to live, with significantly lower rates of crime than in the North-West or England and Wales.

Also, while a relatively low proportion of people in Cheshire East perceive anti-social behaviour to be a problem, the issue identified in this area relates to teenagers hanging around on the streets. Our young people have expressed their concerns over a lack of facilities, with 67% of respondents to the Young People's Leisure Survey 2008/09 stating that they do not feel there is enough for them to do where they live. Providing activities and informing young people of what is available is a key area of work for the Council.

Road safety is also an important issue. There were 1,288 traffic collisions involving casualties on our roads in 2006, which is less than in previous years. Unfortunately, though, the number of resulting fatalities and serious injuries is rising, reaching 26 and 252 respectively in 2006. There is much to be done in improving the safety of our roads in a range of ways.



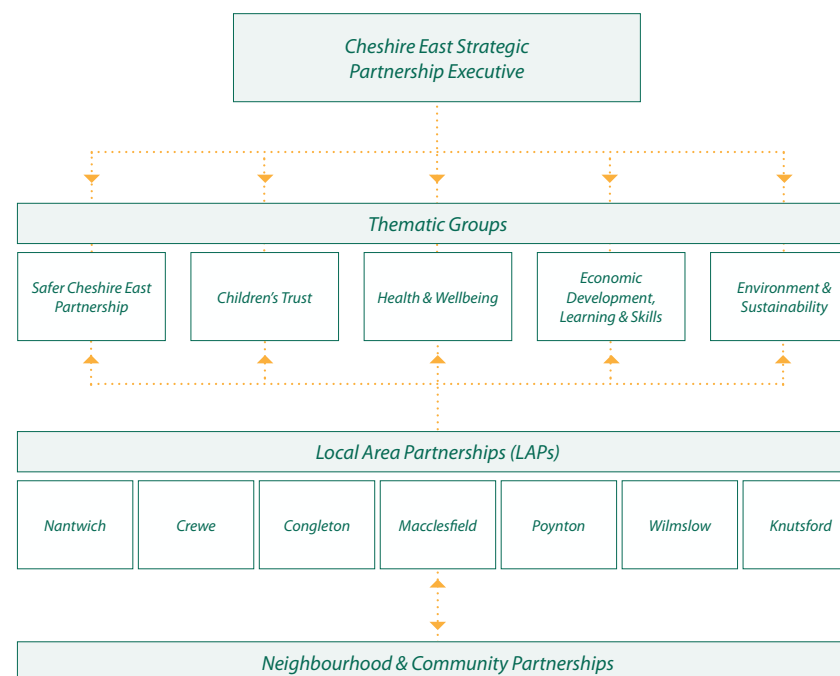
4. Working With Our Partners

Partners work together through the Cheshire East Local Strategic Partnership which aims to improve quality of life for residents, to support business and to enhance Cheshire East as a visitor destination.

Working in partnership enables more effective use of public money through a shared understanding of the needs and issues in Cheshire East and co-ordinated provision of services. This joint approach has never been more important than in the current economic climate where public funds are reducing but expectations on services are quite rightly not.

The aims and ambitions of our corporate plan cannot become a reality without the support of our partners. They play a vital part in shaping, developing and, in many cases, helping us to deliver first-class local services. This partnership sets the vision and priorities for the area, ensuring that different initiatives and services support each other and work together across Cheshire East. The structure of the Local Strategic Partnership is shown in the diagram (right):

Partners on the Local Strategic Partnership Executive Board include the Cheshire Constabulary, the Cheshire Fire and Rescue Service, the Central and Eastern Cheshire Primary Care Trust, the South Cheshire Chamber, the Cheshire East Housing Delivery Partnership, MMU Cheshire (Manchester Metropolitan University), and the Cheshire East voluntary sector.



Partnership delivery is organised through five thematic partnerships:

- The Safer Cheshire East Partnership
- The Children's Trust
- The Health and Well-being Partnership
- The Economic Development, Learning and Skills Partnership
- The Environment and Sustainability Partnership.

The Local Strategic Partnership has also established seven Local Area Partnerships (LAPs) covering the areas of Congleton, Crewe, Knutsford, Macclesfield, Nantwich, Poynton and Wilmslow. Their role is to improve services, ensure local people influence decision-making and to actively engage and empower communities. LAPs bring together a wider range of people from statutory, voluntary and community sectors. By working together at a local level, they focus collective action on what really matters, delivering improved outcomes for local people and places.

Over recent months the Local Strategic Partnership has developed the first Cheshire East Sustainable Community Strategy which sets out a clear vision for the next 15 years which is:



Cheshire East is a prosperous place where all people can achieve their potential, regardless of where they live. We have beautiful countryside, unique towns with individual character and a wealth of history and culture. The people of Cheshire East live active and healthy lives and get involved in making their communities safe and sustainable places to live.



All partners have a collective responsibility to deliver the Sustainable Community Strategy, to overcome many of the challenges described earlier in this document. The strategy identifies seven priorities for immediate action which will enable us to achieve our vision. These are:

- Nurture strong communities
- Create conditions for business growth
- Unlock the potential of our towns
- Support our children and young people
- Ensure a sustainable future
- Prepare for an increasingly older population
- Drive out causes of poor health.

We have also developed a Local Area Agreement with our partners which identifies specific improvement targets for local priorities. A lead partner has been identified for each priority and they take responsibility for co-ordinating relevant actions and progress in achieving targets.

By bringing a range of public, private and voluntary partners together to plan programmes and services, prioritise needs and manage delivery, we are ensuring that important connections are made and services are properly integrated. We are also ensuring that we minimise duplication, and are able to put our collective resources to best effect.

Some key examples of how partnership working plays out in practice can be seen in the next section, where we discuss our performance.



5. How We Are Performing

It is important that we have a realistic view of how council services are being delivered: for instance what we are doing well and want to continue to do well; and where we are not fully addressing particular challenges and need to do further work.

We are committed to ensuring that our Council does its job well, and responds to local people and the evidence we collect about the performance of our services. We are also committed to our performance plans and the current state of our performance being transparent and open to the public and other interested parties.

Given the newness of the Council and also how the Government inspects and rates councils, we have not yet had an independent view of our performance. We are expecting this later this year. As a council, we are committed to improving and have gathered our own evidence so that we can look at our performance since April 2009 and make any necessary changes for improvement. From this we will know what is going well and what we need to improve. Some key examples are shown in the next section.

What's going well?

The following are just a few examples of our recent achievements:

- During our first year, we have made £25 million of savings that have been reinvested in priority areas across the Council, such as children's services.
- Health and well-being – we have seen a 27% increase in children and young people swimming and an 89% increase in people over 60 swimming, as a result of the Council's support of the free swimming scheme. Cheshire East is currently ranked 11th out of 253 participating authorities in terms of the number of swims taken.
- Improving parks and green spaces – the refurbishment of Queen's Park in Crewe is progressing well, with new bridges installed, a bandstand restored, and lake works completed. This £6.5 million project is now set to transform the park, with a £2.78 million contribution from the Heritage Lottery Fund.
- Improving schools – Significant increase over the past 12 months in the number of schools and early years settings judged good or better in OFSTED inspections.
- Successfully conducted a pilot of a scheme to provide 10 hours of free childcare per week to most disadvantaged two-year-olds.
- Supporting independence – our Services for Adults are using a new model for supporting people, in particular those who are elderly, to live independently in their homes, and providing support for carers. A new approach is being made to providing equipment, information, advice and support, including providing people with personal choice of the services they want.
- Reducing offending – the Safer Cheshire East Partnership has set up the Priority and other Prolific Offender (PPO) team, resulting in a massive reduction in offending rates. The team involves a number of partner agencies, reducing duplication and improving risk management.
- Tackling domestic abuse – the Cheshire Domestic Abuse Partnership has implemented a best-practice



model to tackle domestic abuse, termed the Coordinated Community Response. This provides support for survivors, increased accountability for perpetrators and voluntary change programmes. Again, many partner organisations are involved.

- Transformation of Building Control Services – electronically-based systems now allow the customer to view drawings and submit applications online, as well as providing big efficiencies in departmental working.
- Supporting businesses and local people through the recession – we have supported town centres through dressing empty shop windows with

vibrant displays; increased the take-up of benefits available from Government by £1m; and supported businesses through clinics and seminars on local procurement.

- Providing choice in housing – we have launched Cheshire Homechoice, a new choice-based lettings system that allows new and existing customers to apply for housing vacancies which are advertised widely across Cheshire East. This is a new way of allocating housing, avoiding the traditional waiting list approach
- Improving community safety – our team of Community Wardens has achieved the Community Safety Accredited Person's Certificate from Cheshire Constabulary. This means that they are now accredited with a range of new powers to tackle crime and anti-social behaviour.

Some key areas we need to improve on

- We need to improve our planning service to make it more efficient and customer-friendly. We are radically changing how we do business in this key area to ensure value for money and simplify our systems.
- We are working hard to harmonise the way in which we collect and manage

household waste across Cheshire East to move away from three approaches inherited from the previous Councils into a simplified, cost-effective service.

- We will place more emphasis on the assessment of carers and provision of information, advice and support where this will help them to maintain their support for their loved one and achieve a good quality of life for themselves.
- We will place more emphasis on linking people with social care needs and their carers to resources and opportunities in their local communities, consistent with supporting their position as citizens of Cheshire East able to access the same resources and facilities as others.
- Improving our ability to respond earlier to the identified needs of vulnerable children, young people and their families.
- Address underachievement in our High Schools, where it exists.
- Improve outcomes for children cared for by the Local Authority.
- Continue to strengthen our arrangements for safeguarding children.



6. Listening to You

As we have said, fundamental to setting our priorities and improving our services is listening to you, acting on what you say, and regularly checking your feedback about outcomes.

We will work hard to improve our methods of communicating and consulting with local people and our partners. We are keen to ensure that everyone who lives or works in our community has a voice and is able to make their thoughts, aspirations and concerns heard.

Examples of key projects currently underway as a result of what the people of Cheshire East have told us include:

Rural Housing Needs surveys

Cheshire East and previously Cheshire County Council, conducted a number of rural housing needs surveys over the past two years. These surveys have highlighted the need for affordable housing in almost all of the locations included. The information gathered during this consultation also identified sites around Cheshire East that were suitable for development.

These are the Audlem area, the Plumley area, and the Congleton and Macclesfield border parishes. Plans for these sites are now proceeding through the planning application process. The 2010 Southern Parishes Survey is underway and we are already able to identify some potential development sites.

Budget consultation

We consulted widely across the Borough when setting the budget for 2010/11. We held meetings in Nantwich, Congleton and Knutsford, receiving 100 responses. As a result, we were able to identify where respondents felt more money should be spent, where less money should be spent, and where spending levels should not change, providing useful clarification on where the priorities of our communities lay and where our resources should be focussed.

Most people were prepared to pay an increase of 1% to 2% in their Council Tax rate, in order to fund services. Taking account of the views of the people of Cheshire East, the increase for 2010/11 was set at 1.7%.

We do know that as a relatively new organisation, the task of consulting, listening, responding and checking is a work in progress. We are committed to getting this right and the Local Area Partnerships that have been set up are vital in helping us with this task at a local level.





7. Transforming Our Services

Key to driving the improvement of our services and doing more with less will be our transformational approach to service delivery. This plan discusses how we will provide better value for money, focus on core services, and work well with partners. It also explores how we will ensure services are more responsive to individual and local needs, eradicate waste and inefficiency, and ultimately improve overall performance. We recognise the need to radically review our approach, in partnership with other organisations, to achieve these things.

Our plans as to how we can achieve this are laid out in our corporate Transformation Programme. Traditional approaches no longer meet user needs effectively, and demand for services is changing and rising rapidly which means significant financial challenges. It is clear to the Council that in rethinking our approach in these areas, much more can be done to achieve our priorities, often for less cost.

The current programme includes a major redesign of services for children, adults, health and well-being and transport, and a huge amount has been achieved so far. For example, in Adult Services we have achieved significant savings by

eliminating duplicated efforts, and providing integrated services with health partners. We have already invested and made improvements in safeguarding, preventative and re-ablement services – keeping people safe, independent and well for as long as possible.

The Transformation Programme is dynamic and is regularly reviewed, taking into account our performance, local needs and views, budget constraints and national guidance. It plays a key role in helping to shape and deliver the objectives within this Corporate Plan and individual service plans, working within the Council's emerging financial scenario. For the future, we will focus on improving services at a local level and examining which services might be better delivered by other agencies and partners.

8. What We Want for the Future

“

We want to make Cheshire East a place that is talked about for all the right reasons!

”

We want to make Cheshire East a place that people choose to live in, work in and visit. We want it to be a place that people say good things about, which has a great range of things to do, is a great place to live, a place where people feel happy and successful with fantastic open spaces and that is run by an excellent council.

We are committed to making this happen and are carefully planning our priorities to make sure it does and have set ourselves rightly ambitious corporate objectives. These objectives will be the basis upon which departmental and service plans are written and will form a fundamental part of every day life for all staff working within the Council. We will make sure that everything that we do as a council contributes towards making Cheshire East 'the' place.

A summary of the objectives is set out below, the full objectives can be found in Appendix 1.

Corporate objective one:

To give the people of Cheshire East more choice and control around services and resources

We want all people in Cheshire East to have more choices and access locally to good information. We will develop new ways of working, be honest about what the Council can offer and help people when they want that help. We will draw upon people's experiences and ideas and help them to play a much bigger part in informing plans for future services.

Corporate objective two:

To grow and develop a sustainable Cheshire East

We want to ensure the right environment for businesses to grow. We will provide business support, plan for the needs of future generations and provide employment and public services where people need them. We will work with our partners across the public sector to increase aspirations and realise the potential of all our community. We will provide transport solutions, support cultural projects and revitalise town centres. We will increase the number of visitors to Cheshire East through marketing our towns and major attractions.





Corporate objective three:
To improve life opportunities and health for everybody in Cheshire East

We want people in Cheshire East to make more healthy-eating choices and healthier lifestyle choices. We will encourage higher aspirations on the part of children, young people and their families and we will work to reduce the differences which currently exist in both opportunities and health in areas across Cheshire East. We will work to ensure better outcomes in life for those who are most vulnerable and to build a solid foundation for future prosperity through the development of a strong and skilled workforce.

Corporate objective four:
To enhance the Cheshire East environment

We will provide clean and well-maintained streets, public spaces and protect our heritage, natural and recreational environment for the benefit of local communities. We will tackle the effects of climate change and deliver a sustainable solution to waste across Cheshire East. We will continue to maintain and improve conditions for the use of all users, and in particular, focus on reducing the number of road traffic accidents.

Corporate objective five:
To be an excellent council and work with others – to deliver for Cheshire East

We will focus on core services that best meet the needs and aspirations of local people and communities. We will work to ensure that services and priorities are properly resourced and successfully managed within budget. As part of this, we will ensure that the overall increase in Council Tax does not exceed inflation and is below inflation where possible each year. We will work to deliver services fit for the 21st century.

Delivering the objectives will be a challenge but one we will rise to and achieve. We will be constantly looking at our performance and ensuring that we are always working towards our objectives and making changes and improvements to make sure we make them a reality. We know that we will have to make difficult decisions, but we will make them and be very clear about why we have made them and how they will contribute to our objectives. We will be publishing our service plans so that you can see in greater detail the daily work that we will be doing to move this forward, how this work contributes to our objectives and what difference we are making.

9. How We Will Resource Our Priorities

Cheshire East Council spends over £713m a year on delivering services to local people.

Despite lower levels of funding from central government than other comparable councils, we are pleased that we still provide good value services. Lower government funding obviously has an impact on our finances, with spending per head of population in Cheshire East being estimated at £1,368, compared to £1,598 per head in comparable councils – some 14% less. The Council operates a rolling three-year Business Planning process which enables the Council to take account of the needs of the community, set priorities and allocate the budget to deliver them. £422m of the Council's funding is provided for specific purposes. In 2010 the balance of funding has been allocated by the Council as shown in Figure 1 (top right).

It is predicted that inflation will rise over the next three years but our budget will rise at a lower rate. During the period, funding levels from government are also expected to decrease. This makes it increasingly important that the Council allocates its own resources to priority spending areas.

Whilst spending across the Council will increase overall, our priority areas will benefit the greatest. These will be caring for children, caring for adults, the road network and housing. These will be funded by taking resources away from lower priority services such as the Council's support functions. Figure 2 (bottom right) demonstrates the changes in local funding that the Council will make by 2012/2013. This reflects the impact of policy options to recognise and protect priority areas and responds to our budget consultation meetings with the public.

In social care provision there is a successful transformation programme underway to improve outcomes within a challenging budget. This has contributed to delivering the Putting People First priorities, notably prevention, personalisation and a 'whole-system' response to social care need.

Figure 1
Council spending 2010/11

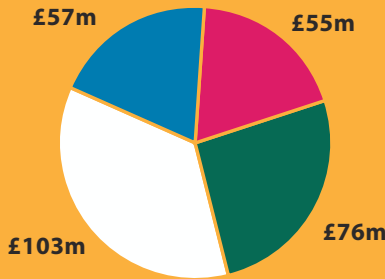
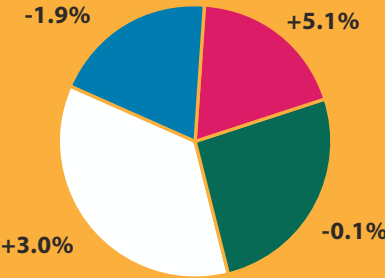


Figure 2
% Changes to local funding by 2012/13



Source: Cheshire East Financial Scenario

Key

- Learning and Social Care
- Support Service Areas
- Places
- Social Care Provision

Guide to services

Support Service Areas:
includes finance, IT, HR

Learning and Social Care:
includes further education, lifelong learning, schools

Social Care Provision:
includes health advice, family based care, services for disabled people

Places:
includes waste, highways

10. Organising to Deliver

Council Leadership and Cabinet

Cheshire East Council has appointed a Leader and a Cabinet to make strategic decisions for the organisation. Cabinet meets once a month, and their meetings are open to the public, with time being made available for members of the public to speak.

Each Cabinet member has their own portfolio responsibilities, and act as champions for key issues. They work closely with managers to ensure we perform well as a council.

In addition to the Leader of the Council, Cabinet is made up of members with the following portfolio responsibilities:

- Safer and Stronger Communities
- Resources
- Health and Well-being
- Environmental Services
- Performance and Capacity
- Procurement, Assets and Shared Services
- Adult Services
- Children and Family Services
- Prosperity.

Overview and Scrutiny Committees

We recognise how important it is that the administration of your services is challenged and suggestions made for their improvement. Our five Overview and Scrutiny Committees involve 58 council members and ensure that the Council is being run efficiently and effectively. Again, you are welcome to attend these meetings, which occur ten times per year. The five committees are:

- Children and Families
- Environment and Prosperity
- Sustainable Communities
- Corporate
- Health and Adult Social Care.

Elected members

Cheshire East's 27 wards are represented by 81 councillors. The role of these elected members is to reflect the views, and pursue the interests, of the communities that they represent.

The full council meets six times per year, and is responsible for setting the overall policy directions and the budget.

Through these council meetings, we make sure that the concerns and

suggestions that councillors bring from their communities are properly considered and acted upon. We also make sure that our councillors are properly supported in their work with their communities, providing tools and expertise to make a real difference to their area.

The full council appoints committees to deal with statutory decisions on planning, licensing and regulatory matters. There is also a Standards Committee which ensures the probity of our operations.



Managing the Council

Our Corporate Management Team is led by the Council's Chief Executive, and includes:

- Strategic Director, Places
- Director, Adults and Community Health
- Director, Children and Families
- Head of Human Resources and Organisational Development
- Head of Policy and Performance
- Head of Service Improvement
- Borough Treasurer and Head of Assets
- Borough Solicitor (Monitoring Officer).

The Corporate Management Team is responsible for ensuring that our corporate objectives are met and that the right priorities are set to make this happen. They will listen to the feedback from partners, local people and communities, set the priorities and then allocate the tasks to colleagues across the Council. They will work closely with Cabinet and provide information and advice where needed.

Managing our performance and risks

In order to deliver the improvements that we detail in this plan, we have robust performance monitoring and management arrangements in place. These involve the regular review of the Council's key priorities and projects,

along with the setting of clear targets and actions for staff. This gives the strong evidence to demonstrate our improvements and to highlight areas that require attention.

In managing our risks, through using an effective risk management framework, we aim to add value by improving decision-making, planning and prioritisation. This contributes to a more efficient use of resources and optimises our performance and delivery. Good management of our performance will involve setting clear objectives, developing robust service plans, reporting progress to Corporate Management Team and Cabinet and reviewing and updating our plans according to developments.

Working for Cheshire East

We want Cheshire East Council to be well respected in our community, with councillors viewed as community leaders, and members of staff, many who live in the local area, feeling proud of the Council and acting as its ambassadors.

Our staff survey, carried out in September 2009, told us that our staff are generally satisfied with their jobs, that they feel they achieve something worthwhile at work and that team work and working with others is critical to success. A third of employees would

speak highly of the Council if asked, whilst most other staff preferred to remain "neutral" in opinion at this stage in the Council's development.

Our reputation depends very much upon how each of us interacts with our clients, citizens, colleagues and partners. We are committed to investing in, and developing our staff, and building a positive and constructive organisational culture and values.





Our values – ASPIRE

Our core values reflect our aspirations for both our culture and our standards for serving the people of Cheshire East and we strive to demonstrate these values in all that we do:

aspire...

- | | |
|--------------------|---|
| Action | - take responsibility for making the right things happen |
| Support | - work and learn together in order to succeed |
| People | - put customer and community needs at the heart of what we do |
| Integrity | - be open, honest and fair, expecting the same of others |
| Recognition | - value all views, efforts and achievements |
| Excellence | - strive to improve all that we do |

Equality and inclusion

Cheshire East is committed to providing high-quality, customer-focused services for all people living in, working in or visiting the area. Promoting fairness and providing equality and inclusion is one of our important values, and relates to:

- Accessing the Council's services
- Accessing employment opportunities with the Council, or with its contractors who supply goods or services to the Council
- Accessing voluntary work supported by the Council
- Developing policies and plans that impact upon communities and individuals.

We are determined to develop further our equality and inclusion agenda to provide quality customer services, meet our statutory responsibilities, and as part of the achievement of our corporate aims and objectives. Our aim is to deliver inclusion for all.

Cheshire East Council

Corporate Plan 2010-2013

Appendix 1

Page 25

Cheshire East Council
Corporate Plan 2010-2013

Your Council, Your Services, Your Plan

Corporate Objective One

To give the people of Cheshire East more choice and control about services and resources

What do we want to achieve?

We want all people in Cheshire East to have more choices about the help they receive and greater control over the resources which are available to help them.

To achieve this we want to ensure that people have access locally to good information, advice and guidance about our services and those of others.

We want to develop new ways of working with people who turn to us for help. We want to work alongside people, listening to what they think they need, being honest about what the Council can offer and helping them, when they want that help, to work out tailor-made ways of meeting those needs.

We want to draw upon people's experiences and ideas, helping them to play a much bigger part in designing services for themselves, in running local services, if they are interested in doing that, and in informing plans for future services.

What will we do to achieve our ambition?

- Continue the work we have started to redesign Social Care Services so that more people can be given cash in hand rather than services, if they are comfortable with that approach
- Get service providers, both our own and those of other agencies, to re-think what they offer and make services ever more relevant to the needs of local people
- Strengthen the abilities of people to tackle their own problems, while intervening earlier ourselves when we are clear that our intervention really is needed
- Support the development of local decision-making and service delivery in our communities
- Encourage activity on the part of local volunteers and organisation
- Increase the take-up of cultural, leisure and sport services.

How will we know if we have been successful?

- A steadily increasing number of people will be getting direct cash payments and making their own decisions about how to use the money to improve their lives
- The monitoring of our Access Points will show that an increased number of people are getting the information, advice and guidance which they need
- Informal carers will routinely and consistently be offered a separate assessment of their needs and that information will be used in the commissioning of services
- As an employer, the Council will have recruited a greater number of disabled people into its workforce
- Where local people want to take on the running of services and facilities, those services and facilities will have been passed into their hands.

As a result of this work,
we want people to say:

“
Cheshire East has a
great range of things
to do and places to
go for everyone.
”

Corporate Objective Two

To grow and develop a sustainable Cheshire East

What do we want to achieve?

We want to ensure the right environment for businesses to grow through: providing access to business support; developing a skilled workforce; providing land for new homes and new commercial development; and securing resources to build strong transport and digital links across the Borough.

It's important that we plan for the needs of future generations and provide employment and public services where people need them. We will work with our partners across the public sector to deliver investment in schools, leisure facilities and young people centres to increase aspirations and realise the potential of all our community.

We will provide transport solutions which are safe, accessible and enable social mobility of our most vulnerable communities and focus on increasing independence, flexibility and choice.

We want to celebrate the distinctiveness of all our towns and villages by supporting cultural projects and revitalising town centres. We will increase the number of visitors to Cheshire East through marketing our towns and major attractions such as Tatton Park.

What will we do to achieve our ambition?

- Deliver a new Local Development Framework and Local Transport Plan, Local Economic Assessment and Housing Strategy which provide for future growth and prosperity of Cheshire East
- Work with employers through our Business Engagement Framework to ensure the Council is listening to their needs and remodel our Regulatory Services to balance protection with support
- Working with local partners, we will celebrate and support the distinctiveness of all our market towns and develop joint action plans to support their future
- Working with local partners, promote major regeneration in our key towns of Macclesfield and Crewe through delivery of the respective business plans
- Transform our Development Management service to deliver an efficient, customer-facing approach
- Develop a parking strategy across the area which addresses local issues
- Maximise developer contributions to improve infrastructure, culture, leisure and green spaces.

How will we know if we have been successful?

- Our Local Development Framework and Local Transport Plan will reflect the priorities of the Sustainable Community Strategy and the needs of businesses
- The economy of Cheshire East will continue to grow above the rate of growth across the North West
- Our market towns will thrive and prosper, supported by strong local partnership arrangements
- The Council will increase performance in key service areas whilst reducing costs such as development management and highways and transport
- The number of affordable homes available across the area will exceed current targets. The number of empty homes brought back into use will increase and provide an additional supply of housing in the Borough
- The value of the visitor economy to Cheshire East will exceed £700m per annum
- The levels of young people who are positively engaged in education, employment and training is high and they report positively on the opportunities and experience.

As a result of this work, we want people to say:

“
Cheshire East is a great place to live, where we can make real choices around housing, jobs and where to enjoy our leisure time, whilst feeling safe in our communities.
”

Corporate Objective Three

To improve life opportunities and health for everybody in Cheshire East

What do we want to achieve?

We want people in Cheshire East to make more healthy eating choices and healthier lifestyle choices.

We want to see higher aspirations on the part of children, young people and their families about what they can achieve in their lives.

We want to see some narrowing of the gap which currently exists in both opportunities and health between those who are most successful in Cheshire East and those who are most challenged in their lives.

We want better outcomes in life for those who are most vulnerable, particularly our cared for children, unpaid carers and minority groups.

We want a solid foundation laid for future prosperity through the development of a strong and skilled workforce.

What will we do to achieve our ambition?

- Target action towards those schools and colleges where levels of attainment are not as high as they should be
- Develop and implement a plan for tackling health inequalities in Cheshire East
- Focus resources most sharply upon our more deprived and challenged communities, to raise aspirations and address unemployment
- Work positively with partners to ensure that there are joined-up approaches to tackling problems – for example, childhood obesity
- Raise awareness about alcohol misuse and pursue priority actions to address that problem within Cheshire East
- Work across the Council to ensure that the Council itself provides more employment opportunities for vulnerable and disabled people
- Through a clear strategy, target our Health and Well-being Services much more towards groups and communities most in need of that sort of intervention.

How will we know if we have been successful?

- We will have seen, within the whole clientele of those using leisure and cultural services, a shift in the balance between the general public and those specifically referred, either by themselves or by others in order to address particular health and well-being challenges
- The implementation of a whole system plan for reducing the harm caused by alcohol abuse will have helped more people to reduce their drinking to safe levels and will have consequently reduced the calls upon the NHS and other services which arise from alcohol harm
- Schools which are not doing well or which are just coasting will have improved their performance, so that all become either good or outstanding
- A greater proportion of our school leavers are engaged in work, training or further education of some sort
- A significant reduction has been made in the most extreme of the health inequalities, and, in particular, for older people more of their remaining years are healthy years
- Progress will have been made in putting in place a comprehensive

- pattern of specialist provision for people with dementia and their carers
- The Children Trust will have shifted the whole system for children and families, so that interventions are made much earlier, when problems become apparent.
 - Children who are cared for by the Council will achieve far better at school, and a much greater proportion of them will progress from school into worthwhile, paid employment.

As a result of this work,
we want people to say:

“
*I feel happier,
healthier and
more successful
than before*

”

Corporate Objective Four

To enhance the Cheshire East environment

What do we want to achieve?

We believe in taking a responsible approach to enhancing and nurturing our environment. We will provide clean and well maintained streets, public spaces and protect our heritage, natural and recreational environment for the benefit of local communities.

We will tackle the effects of climate change through a comprehensive approach to reducing carbon emissions and promoting sustainable approaches.

We will also deliver a sustainable solution to waste across Cheshire East by increasing the levels of recycling and providing a long-term arrangement for the management of residual waste.

The condition of our roads is important for local businesses and communities. We will continue to maintain and improve our roads with particular focus on reducing the number of road traffic accidents.

What will we do to achieve our ambition?

- Continue to work with our local partners in the police, fire and rescue service to promote road safety and reduce casualty levels across Cheshire East
- Deliver our 'Total Transport' transformation programme which will provide a more efficient approach delivering highways and transport services
- Deliver the Cheshire East Waste Strategy including providing a new residual waste facility through PFI and a harmonised approach to waste across the area
- Continue to promote recycling and reduction of waste through a major 'Love Food Hate Waste' marketing campaign
- Achieve and increase existing level of Green Flags in our Greenspace sites
- Develop and deliver a Carbon Management Plan for Cheshire East which sets targets for reducing carbon emissions.

How will we know if we have been successful?

- Customer satisfaction in key areas such as street cleansing and waste management will have increased and the services will be operating more efficiently
- Highway condition will be maintained on main routes despite recent winter damage and expected reduced investment from Government
- Casualties from road accidents will continue to fall in areas where targeted support has been provided
- We have achieved and increased the existing level of Green Flags in our Greenspace sites
- Carbon emissions from the Council will have reduced and the Council will be respected as a leading example across the Borough on climate change issues.

As a result of this work, we want people to say:

“

We have a fantastic environment across Cheshire East. Public spaces and recreational areas are well maintained and our heritage and natural environment is protected and nurtured by the Council

”

Corporate Objective Five

Being an excellent Council and working with others – to deliver for Cheshire East

What do we want to achieve?

In Cheshire East we want to be clear about the services local people and communities want from the Council and our partners. This will enable the Council to focus on core services that best meet the needs and aspirations of local people and communities, along with whether those services can be best delivered directly or in partnership with other organisations, including Town and Parish Councils. In this way, we will see the number and scope of services being delivered by our partners increase.

Key to what we can achieve will be our challenging finances. We will therefore carefully and strategically plan so that our services and priorities are properly resourced and successfully managed within budget. As part of this, we will ensure that the overall increase in Council Tax does not exceed inflation and is below inflation where possible each year.

So that we can deliver services fit for the 21st century, we will develop a multi-skilled workforce, which is flexible, competent and capable.

What will we do to achieve our ambition?

- Improve how we communicate with our residents and our towns and parishes to fully understand the needs and aspirations of our communities
- Improve access to services for all Cheshire East areas, in particular rural communities
- Increase the ability of all residents to live independently for longer through the transformation of services and the effective use of technology
- Develop a flexible and skilled workforce that can support and respond to how we deliver services
- Further develop robust financial planning and use limited resources imaginatively and effectively
- Regularly review whether each service is providing value for money
- Focus on our core services and priorities and optimise working in partnership where this improves services or makes better use of public resources.

How will we know if we have been successful?

- Our local people and communities will say that the Council provides excellent services and uses its resources well in doing so
- Council Tax rises will be at or below inflation
- The Government will rate us as good and improving over years one and two and excellent by year three
- We will deliver value for money services within budget each year
- Employee satisfaction and engagement levels will increase each time we hold an employee survey
- We will have increased the number and scope of council services delivered with or by our partners / local communities each year.

As a result of this work, we want people to say:

“
The Council is very well managed and uses its resources effectively in supporting the key changes and improvements we want to see in Cheshire East.
”

Contacts and Further Information

This Plan provides a summary of our vision, our corporate objectives and our immediate priorities. If you would like further information about our services, please visit our website at www.cheshireeast.gov.uk or contact us on **01270 686 016** or alternatively visit us at the address below.

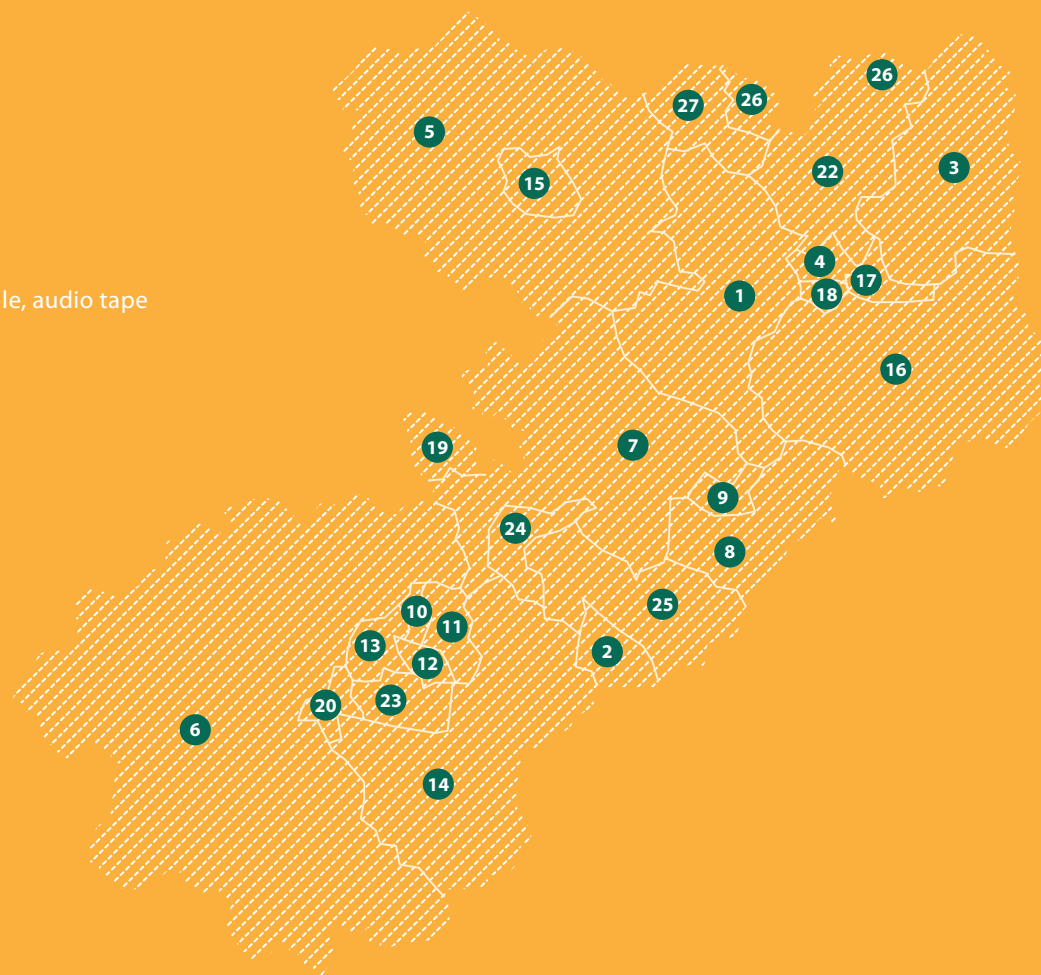
If you would like additional copies of this Plan, or if you have any queries, please contact;

Vivienne Quayle, Head of Policy and Performance
Cheshire East Council
Westfields
Middlewich Road
Sandbach
Cheshire
CW11 1HZ

If you would like a copy of the text in this document in large print, Braille, audio tape or in another language, please contact us at the above address.

Unitary Wards in Cheshire East

- | | |
|--------------------------|--------------------------------|
| 1. Alderley | 15. Knutsford |
| 2. Alsager | 16. Macclesfield Forest |
| 3. Bollington and Disley | 17. Macclesfield Town |
| 4. Broken Cross | 18. Macclesfield West |
| 5. Bucklow | 19. Middlewich |
| 6. Cholmondeley | 20. Nantwich |
| 7. Congleton Rural | 21. Poynton |
| 8. Congleton Town East | 22. Prestbury and Tytherington |
| 9. Congleton Town West | 23. Rope |
| 10. Crewe East | 24. Sandbach |
| 11. Crewe North | 25. Sandbach East and Rode |
| 12. Crewe South | 26. Wilmslow North |
| 13. Crewe West | 27. Wilmslow South |
| 14. Doddington | |





CHESHIRE EAST COUNCIL REPORT TO: CABINET

Date of Meeting:	14 th June 2010
Report of:	Head of Policy and Performance
Subject/Title:	2009/10 Performance Report
Portfolio Holder:	Cllr. David Brown

1.0 Report Summary

- 1.1 Cheshire East is committed to continuous improvement and excellence in all that it influences and delivers. This report gives summary and detailed information about its performance in the first year including major successes in creating a new authority and a commentary on performance against overall priorities and detailed performance indicators, areas that need to improve and key challenges going forward. The timing of this report means that the financial outturn is not finalised but, where relevant, the key financial implications are noted.
- 1.2 The report reflects a developing framework to embed a performance management culture. During 2010/11 this will be further developed with formal challenge sessions on performance improvement and a clearer link between performance information and scrutiny activity.
- 1.3 Our vision, corporate plans, financial allocations, democratic and organisational structures are all designed to help us achieve the outcomes that matter to the people of Cheshire East. Performance reporting and a focus on improvement are fundamental to achieving our long term ambitions.

2.0 Decision Requested

- 2.1 To note the assessment of performance and consider issues raised in relation to underperformance against targets and how these will be addressed.

3.0 Reasons for Recommendations

- 3.1 The Council is committed to high standards of achievement and continuing improvement. Performance information plays a vital role in ensuring that the Council understands its performance in key areas and addresses issues of under performance. The Council and LSP partners have identified priority areas for improving outcomes for local people. Indicators in the Local Area Agreement reflect this commitment to local improvement by partners and form a core element of performance monitoring.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

5.1 All

6.0 Policy Implications including - Climate change, Health

6.1 Performance management supports delivery of all key Council policies including climate change and health

7.0 Financial Implications 2010/11 and beyond (Authorised by the Borough Treasurer)

7.1 The Council's financial resources are aligned to its priorities and used to deliver priority outcomes for local communities. Monitoring performance helps ensure that resources are used effectively and that business planning and financial decision making are made in the context of performance. In addition there is financial reward attached to the achievement of Local Area Agreement (LAA) targets in 2010/11 that will benefit the Council and partners.

8.0 Legal Implications (Authorised by the Borough Solicitor)

8.1 The Council is required to report to Government on its performance against measures in the National Indicator Set. Monitoring and reporting on performance is considered to be part of the requirements for inspection and the relationship between local authorities and the public.

9.0 Risk Management

9.1 Performance and risk management are part of the key management processes of the Authority. Risks are captured both in terms of the risk of underperforming and the risk to the Council in not delivering its ambitions for the community of Cheshire East. The performance reporting system will be integrated with risk reporting in 2010/11.

10.0 Access to Information

10.1 The background papers relating to this report can be inspected by contacting:

Name: Vivienne Quayle
Designation: Head of Policy and Performance
Tel No: 01270 685859
Email: Vivienne.quayle@cheshireeast.gov.uk

2009/10 Performance Report – 14th June 2010
Head of Policy and Performance

1.0 Purpose

- 1.1 The report summarises the key performance outcomes in terms of successes, achievements, areas for improvement and an assessment of performance indicators for the local area agreement and national and local indicators.
- 1.2 The Appendices contain detailed performance commentaries in the key areas of front line delivery. In addition Appendix B contains all of the performance indicators monitored for 2009/10 and an assessment of achievement based on a red, amber, green scoring method with a brief comment on each.
- 1.3 The report enables Members to gain a picture of overall performance across the Council; areas of commendable performance and areas where more focus is required. It also provides a position statement in order to build on the current performance and drive forward improvements across the range of priorities within our sustainable community strategy and corporate plan.

2.0 Overview of Performance in 2009/10.

- 2.1 The setting up of Cheshire East Council, maintaining and improving services and finding new and better ways of serving our community was a significant challenge in 2009/10.
- 2.2 Cheshire East inherited a set of local area agreement indicators originally negotiated for Cheshire County Council and since refreshed for Cheshire East with Government Office North West (GONW) consisting of a total of 48 indicators of which 34 contribute to the assessment dictating whether a Performance Reward Grant (PRG) is payable in 2010/11.
- 2.3 At the beginning of 2009/10 the Authority agreed a set of performance indicators in addition to the LAA indicators based on the national indicator set with some local adaptation. In total this equates to over 200 indicators across the range of Council priorities and services.
- 2.4 Performance against the indicators is reported quarterly and each one given a rating to denote its achievement status. A red, amber or green score is given to reflect likely achievement with red indicating that the target will under achieve by over 10%.
- 2.5 The LAA indicators are reported to the LSP Executive as their achievement depends on the successes of the partnership arrangements. The PRG payable to the partnership is based on a percentage of the Council's net

budget and for the current year this amounts to £2.13m. It is paid as 72% revenue and 28% capital. Any payments will be made in two parts; in 2011-12 and 2012-13. Projections for the likely achievement in 2010/11 are currently being calculated and are being discussed with the LSP.

2.6 Overall LAA achievement status

Table 1

	Designated and non designated Indicators or part indicators	%
Total no. of whole or part indicators	48	100
Place Survey/no data *	7	14
Green	20	42
Amber	13	27
Red	8	17

2.7 Non LAA PI achievement status

Table 2

	National and Local Performance indicators	%
Total no. of indicators	168	100
Place Survey/no data *	54	32
Green	59	35
Amber	31	19
Red	24	14

[* Some indicators are dependent on survey data that is bi-annual, some report in line with academic years or other reporting periods. Where there is no definitive data a comment has still been made on performance within the detailed appendices and the performance considered in providing the summary information]

- 2.8 The full set of performance indicators showing 2009/10 achievement, previous year comparators and a comment on performance is shown in Appendix B. This is being used by officers to challenge performance and to build on the indicators for use in 2010/11 and beyond, aligning service plans and the new Corporate Plan to the Performance reporting arrangements.

- 2.9 More detailed comparisons against benchmarks are used by officers and a performance score card approach used to assess achievement. These are available on request.

3.0 Performance Achievements - Key Council Services & Indicators

This section covers each of our main priority areas highlighting overall performance issues. Appendix A (1 – 7) provides more information on performance in each key service area including the challenges going forward.

3.1 Children and Young People Services

- 3.1.1 Actual and predicted performance against the main indicators continue to indicate that children's services in Cheshire East generally perform well. The latest rating from OFSTED is "good" and a number of initiatives during the year have led to improvements. For example:

- the opening of a new Community High School in Crewe removing a significant number of surplus school places;
- successful pilot of 10 hour free childcare for most disadvantaged 2 year olds;
- closure of two inadequate children's homes and opening of two smaller provisions;
- increase in percentage of parents securing their first preference school,
- increasing the number of schools and early years settings rated as "good or better",
- successfully transferring post 16 funding responsibilities from the Learning and Skills Council
- a concentration on reviewing child protection cases
- an improved position in relation to reducing the number of young people entering the youth justice system.

- 3.1.2 Of the 82 indicators within Children's services there are 11 areas causing concern.

- The gap between looked after children's achievement compared to the average in Cheshire East (although this is based on low numbers);
- Progress toward narrowing the gap in achievement between those accessing free school meals and the average in Cheshire East
- Under 18 conception rate
- The number of 16 – 19 year olds who are not in education, employment or training (NEETs) including young offenders. Performance is strong against comparable areas but the target has not been reached, reflecting the affects of the recession.
- Tackling childhood obesity

- Achieving the target for referrals to children's social care going on to initial assessment

Actions are in place to tackle these issues and further developed in the service and team plans for this area of the Council and with its partners.

Further information is provided in Appendix A (1) and Appendix B

3.2 Adult Services

- 3.2.1 Overall performance across this area is strong, evidenced by the achievement of indicators relating to achieving independence and NI 130 (Social care clients receiving self directed support). This NI is closely linked with the personalisation agenda which Cheshire East has adopted with a review of the whole Service and the results are a positive illustrative of the progress made towards achieving the government's targets for personalisation. Achievement on PIs relating to timeliness of social care assessments and packages is also positive.

Further examples of successes are:

- All adult services registered with the Care Quality Commission have either retained or improved on their good or excellent status;
- A community support centre in Crewe (Lincoln House) is receiving a face lift and extension to improve facilities and enhance services for people with dementia
- All planned Extra Care housing schemes are now opened and occupied.
- A Cheshire East Learning Disability Partnership has been put in place
- Domestic Abuse "Achieving more through partnerships" initiative has been commended regionally.

- 3.2.2 The main area of concern is the non achievement of NI 135 (and LAA indicator). This relates to the percentage of carers receiving needs assessments. For 08/09 the outturn was 46% and the target 48%. The data collection methodology has changed and this is no longer an accurate target. Performance in 2009/10 shows 15% achievement. Comparators score mainly between 20-30% outturn. The longer term issue is being addressed through the social care redesign process. The completion of carer data recording has been discussed with operational and the need to complete electronic records.

- 3.2.3 A further two areas of performance are being actively addressed:

NI 145 Adults with Learning Difficulties in settled accommodation - This indicator has not achieved the target score, partly due to recording issues which are being addressed and partly due to the backlog of LD reviews to be completed, this is being addressed through LD Task Team.

NI 146 Adults with learning disabilities in employment. Work to establish Supported Employment Service (SES) reviews to capture data for this NI within the client record system continues, data for the NI has included that entered on the SES spreadsheet. Not all the cohort (62) have been included because not all of them have been reviewed. Further work to clarify data recording will be done in 10/11 as will work to improve the Learning Disability (LD) review backlog via the LD Task Team.

Further information is provided in Appendix A (2) and Appendix B.

3.3 Health and Well Being

3.3.1 Of the fifteen indicators in this area a number have no data available yet as the information is based on annual survey information. Of the 6 LAA indicators those relating to participation in Leisure and mortality rates from circulatory diseases and stopping smoking are on track to achieve. Those relating to all age mortality are “amber.” This is because the year on year decline in cancer rates has slowed.

3.3.2 Participation in volunteering and sport and active recreation are both high in Cheshire East against benchmarks. In addition use of libraries and satisfaction with libraries are both high against national benchmarks.

Other notable performance issues in this area are:

- A 27% increase in children and young people swimming and an 89% increase in people over 60 swimming as a result of the free swimming scheme. Cheshire East is ranked 11th out of 253 participating authorities.
- A successful grant bid for £84k to provide safe cycling for children
- The Queen’s Park lottery funded refurbishment
- Six parks receiving or reaffirming their green flag status.
- Nearly 4000 children taking part in the Summer reading challenge; an increase of 38%.

3.3.3 Addressing health inequalities and health improvement are priority areas for the Council and also for the Local Strategic Partnership. Over the last year the Council has worked with partners, particularly the Primary Care Trust, to deliver targeted health improvement services. This has included smoking cessation work, improving diet, increasing breastfeeding, and a range of activities and projects to increase sport and physical activity. In addition, successful work has been undertaken to address alcohol misuse including a marketing campaign, backed by Robinson’s brewery and piloted in the Travellers Rest pub in Macclesfield and the Horseshoe Pub in Crewe, encouraging drinkers to have a “wind down” hour at the end of the evening where they choose a non-alcoholic drink.

- 3.3.4 Extensive work has been done during 2009/10 to fully understand the health issues across Cheshire East. This has included the Joint Strategic Needs Assessment which is now hosted on the Council's website, a detailed audit of all health-related services across Cheshire East Council and partners, and a detailed analysis of health issues for each of the 7 Local Area Partnerships, currently being presented to each group. This assessment will be used to inform a new health inequalities strategy for Cheshire East in 2010, and to ensure services continue to be targeted at the areas of high need.

Further information is provided at Appendix A (3) and in Appendix B

3.4 Safer Communities

- 3.4.1 Achievement in this area has been generally strong and most indicators are green. Some key data is dependent on the Place Survey which relates to perceptions of crime and opinion. This is also being addressed alongside actions to actually reduce crime and anti-social behaviour. Targets and indicators relating to knife crime, gun crime, domestic violence (reporting and incidents), anti-social behaviour (reporting and criminal damage), all fire related indicators, offender accommodation and employment, food premises and business satisfaction have all been achieved and in some cases exceeded e.g. fire related indicators.

It is worth highlighting the achievements in relation to incidents of anti-social behaviour which have fallen from 19,292 in 2008/09 to 17,905 against a target of 18,327.

- 3.4.2 Areas that are slightly under achieving relate to Serious crime (125 against a target of 109). This remains top quartile performance and concerted effort remains in this area. Although the adult re-offending rate target was slightly below target (NI 18) the prolific and priority offenders' scheme is performing well over target and is considered to be one of the best within the region. The alcohol related arrest target has not been met but funding and an action plan are in place to address this which began in quarter 3.
- 3.4.3 A significant achievement during 2009/10 was the harmonisation of the former Congleton BC car parking arrangements. Cheshire East Council inherited a number of operational and strategic anomalies concerning the management of both on and off street car parking.

During the first year we started to resolve the exceptions in the former Congleton Borough Council area by implementing an Off-street Control Order and taking on Civil Enforcement Powers for On-street restrictions. This ensures the whole of the Cheshire East Borough is now covered by the appropriate Orders under the Traffic Management Act 2004.

3.4.4 Other notable performance outcomes are:

- Police accreditation of the community safety wardens (accredited person's certificate)
- A leading Authority for doorstep crime initiatives including 24/7 rapid response rota and creation of no cold calling zones.
- Creation of air quality management areas (AQMA)

Further details are contained in Appendix A (4) and in Appendix B.

3.5 Regeneration/Economy

3.5.1 This is the highest risk area in terms of non achievement of LAA targets based on 2009/10 performance. There are five "red" areas relating to LAA:

- Social enterprise development
- People killed or seriously injured in road traffic accidents
- Working age population claiming out of work benefits
- Principal Roads where maintenance should be considered
- Non Principal Roads where maintenance should be considered

Clearly there is a link with the recession and Cheshire East has fared better than many areas. The target for social enterprise development was stretching and performance was an improvement on 2008/09 but fell short of the target (18 versus 28). The claiming of benefits percentage has risen since 2008/09 from 25.3 to 28.3; the target was a reduction to 25.6%.

The performance against the road safety indicator is an issue relating to target setting. The number of people killed or seriously injured has fallen from 311 in 2008/09 to 262 but the targets are based on a reduction from a base line several years ago making it impossible to achieve this target.

Road condition and level of maintenance has been affected by the adverse weather conditions and the targets for principal and non principal roads have either continued at the base line or slightly deteriorated. Resources have, by necessity, been diverted to reactive rather than preventative maintenance e.g. patching and filling pot holes.

3.5.2 There are, however, a number of notable successes. The PI relating to increasing the visitor economy has exceeded the target as well as new business registration rates. In addition congestion indicators and bus services running on time were achieved. Access to key services have been achieved including access to health care and employment.

Other notable successes during 2009/10 are the recession mitigation plan, which has received widespread recognition and the significant progress

made in developing the long term visions for Crewe and Macclesfield town centres.

- 3.5.3 The Council is developing a strong strategy to deliver against climate change aiming to reduce carbon emissions and ensure the council is providing appropriate leadership. The indicator (NI188) relating to this was not achieved for 2009/10 as we are in the initial stages of developing our action plan. An action plan is now in place and the indicator is expected to move to amber/green during 2010/11.

Further details are provided in Appendix A (5) and Appendix B

3.6 Planning and Policy

- 3.6.1 Of the indicators within this area nine indicators have been achieved and 3 have not been achieved

Of particular note is the achievement of the housing targets – NIs 154, 155 and 156. This has been achieved by a very significant focus on housing as a key priority for Cheshire East. In the context of the economic conditions this achievement is notable and commendable. Housing Associations have been a key partner in this achievement. However, this good work needs to continue and develop if we are to address the housing needs of the Borough.

- 3.6.2 Performance on the processing of planning application continues to be an issue. This relates particularly to major planning applications. The year end outturn is 57.6% processed within 13 weeks. Whilst this is close to the target of 60%, the top quartile performance in 2008/09 was 89% which indicates a considerable improvement is required. Minor applications met the target of 65% (at 79%). However, top quartile performance is 86% for this indicator. There is an upward trend in performance and the inherited position was low performing. The service continues to be a focus for improvement activity with an acknowledgement that applications already in the system will mean it will take several months before the overall figure rises to much better levels.

- 3.6.3 Other successes during the year have been the launch of the Cheshire East choice based letting system for allocation of housing. This has been an example of strong partnership working providing more choice for existing and prospective tenants. Effective consultation has taken place on the Core Strategy (with the Sustainable Community Strategy) and there has been a proactive approach to enforcement action to prevent and pre-empt unauthorised development in the green belt.

Further information is provided in Appendix A (6) and Appendix B.

3.7 Environmental Services

- 3.7.1 Indicators show that most areas are on track to achieve 2009/10 targets. The two key LAA indicators relate to residual household waste collected and the percentage sent for reuse, recycling or composting. It is likely that the residual waste target will be achieved although the figures need approving by DEFRA. This is a commendable achievement given the potential disruption caused by integrating the services of the three former Districts and the successful implementation of alternate weekly collections of residual waste in the ex Congleton Borough area. It should be noted, however, that the achievement of the 594kg target would still mean we were some way from achieving top quartile performance (approx 500kg).
- 3.7.2 There is a chance that the percentage sent to reuse, recycling and composting will not be achieved as winter weather affected the collection of green waste in quarter 3. Third quarter figures show 47.4% against a target of 51%. It should be noted that the baseline figure (2008/09 actual) is 42 % so this still represents a considerable improvement. Top quartile was 43% in 2008/09.
- 3.7.3 Indicators relating to street and environmental cleanliness are on target. Actions are in place to improve these indicators as they are not currently in top quartile performance based on 2008/09 indicators. Fly tipping is currently being investigated and, in particular NI 196 indicating a fall in performance.

Notable performance successes in this area are:

- Significant progress on the construction of A34 – Alderley Edge By Pass
- Queen's Park Restoration Project
- Winter gritting and minimising travel difficulties caused by the worst weather for 30 years

Further information is provided in Appendix A (7) and Appendix B.

3.8 Financial Indicators (Treasury and Assets)

- 3.8.1 Of the 6 indicators – 3 are rated as green and 3 as amber. Successful achievement of the collection rate for business rates (NNDR), improving on previous levels is excellent performance. The time taken to pay creditors has met the target of 80% within 30 days – although this is below national averages and is an area for improvement.
- 3.8.2 The collection rate for Council Tax has fallen below the levels achieved by the predecessor authorities but still remains a higher than average collection rate.
- 3.8.3 The time taken to process Housing and Council Tax Benefit claims is likely to remain within the upper quartile of all Councils, although lower than that in the previous year, increasing from 9.8 days in 2008/09 to 10.5 days in 2009/10. This is against a context of relocating teams and systems across

the Borough and generally increasing volumes due to the recession. The take up of benefits campaign has meant that £1m additional benefits have been secured across Cheshire East as part of the recession action plan. In addition, building relationships across the Council's services is underway with joint working and support beginning to evolve across Adult Social Care and Benefits, aiming over the longer term to improve the co-ordination of services provided to vulnerable individuals within the community.

- 3.8.4 The value for money indicator (NI 179) was a stretching target – at over £20m and this will not be achieved. The exact figure will not be known until the final year- end figures are produced but it is likely that 50% of the target will be achieved. It should be noted that this is a considerably higher figure than the previous performance against this NI (at £7.5m).

Further information is contained in Section 4.5 and Appendix B.

3.9 HR Indicators

- 3.9.1 The HR indicators show we have met our targets in terms of top 5% of earners being women and from ethnic minorities, ethnic minority representation across the workforce and sickness absence levels.
- 3.9.2 Targets that have not been achieved relate to percentage of top 5% of earners who are disabled and percentage of employees with a disability. One of the contributory factors appears to be that in disaggregating the County staff, for compassionate reasons, people with a disability were given higher priority to transfer to Cheshire West and Chester (the location remaining the same). Further work is in progress to ensure all relevant data is captured.

Further information on developing our workforce is contained in section 4.1

4.0 Building Capacity and Corporate Indicators

4.1 Developing our workforce:

- Our first Employee Survey confirmed several positives about how employees felt but also highlighted some priorities for action. We have made good progress in responding to issues raised through: the development of the corporate training programme; reviewing and driving forward an improved employee Performance Development System and progressing with, and learning from the findings from our Investors in People strategy.
- Cheshire East is committed to engaging its workforce to enable all of our people to realise their potential and deliver the improvement within the context of challenging efficiencies. We have made good progress in ensuring that our workforce is empowered and enabled to model excellence and deliver 'more with less'. We have developed an Engagement Plan. The Engagement plan will involve, enthuse and engage our staff through a range of mechanisms including Corporate Management Team road show events, informal lunches with the Chief

Executive, and continuing to hold a series of Leading Improvement Conferences for the 'top 400' leaders within the Council.

- The Leading Improvement Conferences have been extremely successful in developing shared understanding and ownership of our priorities and of the culture we are committed to creating and more importantly the critical role they play as leaders in driving forward improvement through engagement.
- The first year of Cheshire East's First Line Management Development Programme has been extremely successful in developing leadership capacity at grass roots level across the Council. Focussed on the practical, a key component of the programme has been the sponsorship and involvement of participants' line managers who review progress made and workplace assignments and projects

4.2 Focus on Transformation

- The Council recognises that it must take a transformational approach to service delivery and radically review its approach in partnership with other organisations in order to provide better value for money, focus on core services, be more joined up with partners, ensure services are more responsive to individual and local needs, eradicate waste and inefficiency and ultimately improve overall performance.
- The Council has developed a Corporate Transformation Programme in 2009/10 to address the areas which are in need of a different approach to service delivery and where traditional approaches no longer meet user needs effectively. The current programme includes major redesign work for Children's, Adult's, Health and Wellbeing and Transport services.
- During the year the transformation of the Adults Service began aiming to remove wasted effort, integrate working with health partners, and through up-front investment in prevention and reablement, allow individuals to remain in the community, without the need for costly and long term intensive care packages. Over two years the transformation will remove in excess of £7m from the annual cost base, helping to support the overall Council's financial strategies, in addition to the strategic and operational objectives of the service

4.3 Putting Customers First

- Our website is a key access channel for our customers. The Cheshire East website received a 3* rating in its first annual SOCITM Better Connected survey, placing it within the top 25% of local authority websites. Customer usage increased throughout the year, with Q4 seeing a 125% increase in customer visits compared to Q1 as a result of improved functionality and usability, but also through increased promotion of online services. As an example, Cheshire East received 78% of its school admission applications online in 2010, compared with only 41% for Cheshire County in 2009.

- The Council began a programme to transfer local customer access points to libraries. A successful pilot has meant that Congleton Customer Service Point has already transferred. This initiative will optimise the use of Council resources initially in seven local communities, providing longer and more flexible opening hours at a range of times to suit all residents, reinforcing the role of the libraries as the local community hub to access a range of Cheshire East services, and helping to encourage customer adoption of web self service through the People's network.
- The first point of contact for customer calls has been significantly improved and rationalised. The Social Services switchboard, elections calls and certain types of Council tax calls were transferred into our Contact Centres located in Macclesfield and Middlewich to provide an improved customer experience, ensuring that calls are answered promptly, while also optimising the use of the Contact Centre resources through multi-skilling.
- A key customer centre in Crewe (Delamere House) was refurbished and re-opened to customers on 16th April 2010. The new centre provides a modern environment for both customers and staff, including a dedicated play area for children while parents are being served. There is also an automated queuing system to improve efficiency and reduce customer queues, increased public access to the internet, double the number of private interview rooms, and wall-mounted plasma screens informing customers about great offers, such as the council's free swimming sessions.

4.4 Working in Partnership

2009/10 has been an important year in setting the foundations for partnership working. There are lots of examples across the Authority of working with partners to achieve our aims. Activities that have helped lay the foundations include:

- Established the Local Strategic Partnership (LSP), managed by an Executive Board, with representation from police, fire, health, housing, business, education and third sector.
- Two LSP assemblies providing opportunity for debate and discussion
- Established five thematic partnerships to lead on delivery covering health; children and young people; environment and sustainability; economy and skills and; community safety.
- Set up seven local area partnerships across Cheshire East delivering local priorities against an action plan.
- Prepared the first Cheshire East Sustainable Community strategy involving five successful area consultation events, an on-line discussion document and a Town and Parish Council conference.

4.5 Getting our finances right

We are clear that aligning our financial resources to our priorities is the key to a successful authority. Key achievements are:

- Managed the process to achieve a balanced budget through consultation and strong focus on priorities including extensive stakeholder involvement.
- Produced a medium term financial strategy including a capital strategy with clear protocols for future approvals
- Produced unqualified statement of accounts for the 3 predecessor districts
- Prepared for the adoption of International Reporting Standards for accountancy
- Contained Council Tax increases to a minimum (1.7% increase)
- Achieved efficiency savings of over £10m towards meeting the LGR efficiency targets

4.6 Getting the best from our Assets

A key aim for Cheshire East is to ensure the best use of all our assets. A number of key initiatives and strategies have been put in place to manage our asset base. The most significant requirement was to move staff out of County Hall and other premises and rationalise and relocate hundreds of staff to fit for purpose, cost effective and efficient premises; maximising use of space and flexible working opportunities. Other work has included establishing the opening asset balances for Cheshire East, reviewing all office space and reviewing key assets including the farm estate.

4.7 Getting the best from Technology

We recognise that a successful organisation is underpinned by an effective ICT strategy. Achievements have included:

- £2.5m efficiency savings compared to base budgets
- Cheshire East Website (a 3* rating)
- Compliance with the Code for Government Connect
- Phasing out of some insecure memory protocols
- Cost saving arrangement with Cheshire Fire for Internet connection
- Partnership with Warrington BC to share data centre services
- Working with the NHS to improve the performance systems providing support for the elderly at home

Ambitious plans continue into 2010/11 and are contained in the recently updated ICT strategy.

4.8 Getting our Governance Right

Good governance is important to us and essential if we are to work effectively with our communities. Achievements include:

- Adopted a constitution, Local Code of Corporate Governance and successfully embedded the Council's decision-making and scrutiny functions
- Conducted a Community Governance Review for Crewe
- Conducted the European Elections successfully and prepared for the general election in 2010/2011.
- Achieved charter status for member development
- Developed a ward member protocol

5.0 Next Steps and Concluding Remarks

- 5.1** Overall performance in many areas is good and the Council and its partners have an understanding of those areas that need to improve and be the focus of improvement activity.
- 5.2** The Performance Management system will continue to be developed to ensure that there is appropriate challenge in all areas and that the Council continues to improve and build capacity to do even better.
- 5.3** The importance of working with significant partners is well recognised and further development work on performance management across the LSP and thematic groups is a key area of focus for 2010/11.

2009-10 Performance Commentary

Service: Children & Families

Number of Indicators:	82
Including LAA Indicators:	10

Overview commentary on Performance Indicators achieved

Of the 82 indicators at quarter 4 update we had 25 assessed as achieving target, 46 progressing towards target/ awaiting information and 11 where we felt there were areas of concern.

Some of the indicators are automatically calculated by the DCSF following statutory information returns. For Children's social care these are not submitted until May and June.

3 indicators are derived from the National Tell Us Survey and therefore it is difficult to predict outcome

Where achievement in exams are quoted these relate to the performance in August 2009.

Overview commentary on Performance Indicators not achieved

NI 56 - Obesity in Primary School Age Children in Year 6

- Data is not yet available

NI 58 - Emotional and behavioural health of looked after children

- Data will only be available once the Strength & Difficulty Questionnaire (SDQ) results are received

NI 112 - Under 18 Conception rate

- Progress remains limited against the target set from 1998. However radical reform of CASH services now underway by PCT and steps being taken to design and develop services on school sites.

NI 117 - 16 to 18 year olds who are NEET

- Whilst below target we continue to compare favourably with our statistical and northwest neighbours. A number of local indicators have been established are being monitored to further improve the figure. Significant issues of youth unemployment nationally as a result of the recession. Against that backdrop performance is encouraging.

NI 68 - Percentage of referrals to children's social care going on to initial assessment.

- We are currently reporting an underachievement in this area. There has been difficulty in clarifying the difference in a 'contact' and 'referral' to social care within the authorities ICS system which has impacted on the performance of this indicator. Measures have been taken to address this. Additionally work on thresholds is identified as priority by the LSCB and Children's Trust and is underway with partner agencies. Finally participation on the GONW/REIP sponsored project to develop and pilot thresholds is agreed with work being facilitated from June.

The other key areas for concern are some of the Social Care indicators.

The CIN census is being completed for the first time for a full year and will highlight areas for addressing. This will provide a much firmer information footing to move forward in 2010-11.

Measures in 2009-10 in terms of reviewing the way social care teams work has already taken substantial strides into reducing the timescales from referral to assessment.

Key challenges in achieving targets in 2009/10

- Clarification and re issue of Information sharing protocols between partner agencies following LGR has delayed the receipt of regular monthly management information which has resulted in issues not being addressed as quickly as possible
- Review of targets is underway based upon Cheshire East profile rather than previous whole County position
- LGR inevitably impacted upon achievement of targets due to the need to build teams and systems. Significant restructuring and transformation of services has been achieved .

Key challenges in achieving targets into 2010/11

Some of the key stage 2 indicators may be affected by the industrial action to boycott the SATS in May 2010.

Tackling Health inequalities with special reference to teenage pregnancies continues to be a difficult area to address locally despite a number of initiatives – effective partnership work will remain crucial to obtaining an improved outcomes.

Narrowing Gap with youngster from deprived areas and children in care together with tackling underachievement in schools will remain a key focus of the department.

Significant recruitment to social care teams is underway but already evidence of some difficulties in recruiting in key areas (e.g. Practice Consultants in social care and safeguarding).

Continued transformation of services with partner agencies to secure early identification and intervention in families to reduce the need to recourse to costly statutory interventions is developing.

Commentary on indicative financial outturn 2009/10

The financial outturn indicates a deficit of approximately £1m within the Children and Families Service, which in the main can be attributed to continued shortfalls in relation to transport, an area of service that is subject to a major review. During the year, in line with budget policies for 2010/11 there has been an increased application of a variety of grants to help support our children and families

2009-10 Performance Commentary



Service: Adults

Number of Indicators:	21
Including LAA Indicators:	7

Overview commentary on Performance Indicators achieved

The following NI's are Social Care related and data is collected by the Council.

NI 125 achieving independence for OP through rehab/intermediate care - Local target exceeded, this is an indicator jointly collected with Health and measures the progress of people leaving hospital to be supported to live independently for 3 months or more.

NI 130 social care clients receiving Self Directed Support - this NI is closely linked with the personalisation agenda which Cheshire east has adopted with a whole review of the Service. The results of this NI are illustrative of the progress made towards achieving the government's targets for personalisation.

NI 132 timeliness of social care assessment (referral to assessment completed within 4 weeks) - NI was reported low in year, supported through data quality work and the circulation of regular team reports/lists. This NI will no longer exist after 09/10, however it may be kept as a local indicator for 10/11.

NI 133 timeliness of social care packages (assessment to all services in place 4 weeks) - Clarity of recording with DQ work assisted in improvements and also year end work to include blank records. Services are inevitably delayed for some users beyond 4 weeks- eg if a person is still receiving treatment in hospital after the discharge plan has been agreed. This NI will no longer exist after 09/10, however it may be kept as a local indicator for 10/11.

NI 136 people supported to live independently through social services - NI collected annually only due to the number of manual add ins including the Grant Funded survey carried out during the year.

NI 141 Percentage of vulnerable people achieving independent living and **NI 142** Percentage of vulnerable people who are supported to maintain independent living - Both SP targets have been exceeded, the first two quarters have been confirmed by CLG but it is currently taking approx 6 months for them to confirm our figures. However, as they confirmed the first two quarters and the calculations have been done in the same way we don't anticipate any issues with the figures.

Overview commentary on Performance Indicators not achieved

NI 135 - For 08/09 the outturn was 46% and the target 48% this was based on a survey of good quality work that was considered representative of overall performance. It appears this was over optimistic. Comparitors score mainly between 20-30% outturn. While there is a recording issue, it is likely that there is also a real performance problem in respect of carers assessments and reviews not being completed. The longer term issue is being addressed through the social care redesign process. Meanwhile we are monitoring the completion of carer data recording with operational staff being reminded that they are required to complete PARIS in respect of carers work and are being assisted to do so.

NI 145 Adults with LD in settled accommodation - This indicator has not achieved the target score, partly due to recording issues which are being addressed through the work of the Team Support Officers and data quality reports and partly due to the backlog of LD reviews to be completed, this is being addressed through LD Task Team. Also as the NI was calculated through 6 months data being multiplied up (as per definition 08/09) the data may not have been a true reflection of a full years work. DQ and monitoring of recording in the client record system will continue in 10/11.

NI 146 Adults with learning disabilities in employment - Work to establish SES reviews towards data being included for this NI within the client record system continues, data for the NI has included that entered on the SES spreadsheet. We have not been able to include all the SES cohort (62) due to not all of them being reviewed. Further work to clarify dta recording will be done in 10/11 as will work to improve the LD review backlog via the LD Task Team.

Key challenges in achieving targets in 2009/10

The main challenges have been

Data Quality – being addressed through the new team support officer roles

Lack of capacity on performance in key parts of the organisation – addressed through the restructure of former individual commissioning team into new Local Independent Living Team Structure.

Disruption caused by reorganisation of Local Government that caused a slower start than desirable in 2009/10

Key challenges in achieving targets into 2010/11

Continued restructuring of Adult Services and its integration with Health and Wellbeing and closer alignment with NHS.

Further development and placement of the new Team Support Service (TSS) will focus on improvement of performance with data quality and monitoring of team performance as a priority. The TSS will also support new Local Independent Living Teams (LILTs) to use new ways of working in a flexible and mobile working environment and further embed data collection requirements, including some local indicators and monitoring of these. There will also be a focus for achieving positive and innovative outcomes for people using social services also measured as part of the Service assessment by the Care Quality Commission (CQC).

Regular performance reports will be available to managers and workshops will be held through the year to ensure clarity of performance requirements and progress both positive and poor is noted, with action being able to be taken for the latter.

Integration with Health should assist performance with a seamless service and recording of data, work to achieve this will take place in 2010.

The CAF bid, a project to assess how/if the various data systems can be linked, to give one point of access is progressing updates are expected during 2010.

Commentary on indicative financial outturn 2009/10

During 2009/10 in addition to continuing to support an increasing number of individuals requiring care, the Adults Service embarked on an ambitious transformation programme that will remove in excess of £7m from the annual cost base over the first two years of the Council. Budget pressures, with double running costs and rising numbers of individuals requiring care packages, resulted in a forecast overspend at the mid and three quarter position, as efforts focus on the transformation agenda. It is anticipated that the final outturn will report an overspend of approximately £3m

This page is intentionally left blank

2009-10 Performance Commentary

Service: Health & Wellbeing

Number of Indicators:	15
Including LAA Indicators:	6

Overview commentary on Performance Indicators achieved

Much of the data used in the H&W Performance management is gathered from nationally organised annual surveys and is not yet available. This prevents a comprehensive overview from being given at this time. Indications from our local indicators suggest that the Culture and Leisure related indicators will all see improvement. Of the health related indicators the PCT are confident that NI121 (Mortality Rate from all circulatory diseases) and NI123 (Stopping Smoking) will both achieve target. These are both important in relation to the aspiration to reduced health inequalities.

Overview commentary on Performance Indicators not achieved

The All Age All cause Mortality Rate indicator (NI120a and b) has been flagged by the PCT as being at risk of not achieving target because of a slowing in the decline of cancer death rates. There is a risk that NI8 (Adult Participation in Sport and Active Recreation) will see improvement, but not achieve the target.

Action plans will be reviewed and updated to take into account any underperformance.

NI122 (Mortality Rate from all Cancers for at ages under 75) will not achieve target and may see a decline in performance because of a surge in deaths of women from lung cancer. This emphasises the need to continue to focus on smoking cessation and early detection of cancer. There has also been a decline in performance in relation to NI126 (early Access for Women to Maternity Services). The PCT Commissioning manager is reviewing with Providers the issues that have led to this decline and an improvement plan will be put in place.

Note NI137 (Healthy Life Expectancy at age 65) will not be reported upon until 2012-2013.

Key challenges in achieving targets in 2009/10

Inevitably the Local Government Reorganisation process resulted in managers having to spend time on structures and budgets over the last year. Despite this the culture and leisure services have sustained if not improved participation at facilities.

Within health there has been improvement in key areas such as stopping smoking, but some of the mortality indicators have been difficult to improve as the consequences of unhealthy lifestyles in the past take their toll upon individuals. It emphasises the need to focus on the promotion of healthy lifestyles and preventative actions to improve things in the future.

Key challenges in achieving targets into 2010/11

Budget pressures in both the Authority and PCT will increase the difficulties in achieving targets. Very clear prioritisation will be required to ensure that capacity is directed at services that impact upon the indicators directly.

Commentary on indicative financial outturn 2009/10

The Health and Wellbeing Service have anticipated budget pressures from the outset, starting with budget reductions in excess of £1m, although the aggregated cost base proved higher than anticipated especially around some aspects such as energy costs. There has, because of the disaggregation of County Council and the merging together of three District Council's budgets, been significant difficulty in clarifying budgets for individual managers making the budget management process a challenge

Through careful management the Service have managed to deliver over half of the budget reductions, with plans for further reductions and efficiencies in 2010/11 and later years. Whilst managing to achieve budget reductions there are no obvious direct impacts upon the performance indicators or the service delivered across the leisure and culture services.

2009-10 Performance Commentary

Service: Safer and Stronger Communities

Number of Indicators:	38
Including LAA Indicators:	11

Overview commentary on Performance Indicators achieved

All the fire related indicators are performing well above target due to a number of targeted arson reduction campaigns delivered across Cheshire East.

Violent crime and domestic abuse indicators are either performing on target or just under target. However, the figures are low compared to national/regional averages and Cheshire East is in the Top Quartile nationally for violent crime.

The anti social behaviour and criminal damage local indicators are both performing on target. ASB figures have reduced significantly throughout the last 12 months and this is largely due to the success of the 'Not in my neighbourhood weeks' that have been carried out during key times throughout the year i.e. Bonfire night and Halloween. The sub-regional Community Safety & Justice Commission will prioritise tackling ASB this year and this partnership approach will see improvements in response standards, information sharing and reporting mechanisms during 2010/11.

Business satisfaction with regulatory services is high at 87%. This is a good result when set against the backdrop of re-organisation. The ongoing drive for better regulation in 2010/11 onwards should see this indicator improve further.

Overview commentary on Performance Indicators not achieved

Although the target for serious crime was not achieved, Cheshire East is performing in the top quartile nationally.

Adult re-offending rate target was not met however the prolific and priority offenders' scheme in Cheshire East is performing well over the target and is considered to be one of the best schemes within the region.

Offenders who are in employment at the end of their Probation order has not met the target however Safer Cheshire East Partnership are now working closely with Job Centre Plus and hopefully the new working partnership will help to get more offenders back into employment.

Key challenges in achieving targets in 2009/10

Local Government Review
Uncertainty over funding streams
Vacancies in key areas such as Trading Standards

NI 190 is a new target for 2009-2010 and as such is a baseline year of data with no comparative information. However as is identified in the key challenges section there is a high likelihood that improvement on the baseline will not be seen during 2010-2011.

Key challenges in achieving targets into 2010/11

Unfilled posts/vacancies in key services of Environmental Health and Community Safety although these should be resolved during the first half of the year.

A reduction of 50% in capital allocation from the Area Based Grant and longer term concerns over revenue grant levels and allocation.

Playing our part in tackling the continued budget challenges for Cheshire East BC.

NI 190 – Due to a high number of intensive animal health investigations planned in 2010-2011 there is a high chance that this indicator will suffer as it is a measure of overall performance within animal health including the Framework Agreement set in conjunction with Defra. This has been acknowledged within the financial aspect of the Agreement and a review of the plan submitted for 2010-2011 is to be carried out to avoid any prospect of financial penalty within the grant funding arrangements.

Commentary on indicative financial outturn 2009/10

Community Safety and Regulatory Services delivered in-year savings of around £755k (over and above the £348k original savings target set during the LGR process) This was largely due to staff vacancies. However, the services have continued to perform well despite these pressures and 2010/11 should see further improvement now that resources are in place.

2009-10 Performance Commentary

Service: Regeneration

Number of Indicators:	24
Including LAA Indicators:	9

Overview commentary on Performance Indicators achieved

Regeneration Performance Indicators can be grouped in four key areas:

- economy and skills
- highway + transport provision
- road safety/traffic accidents
- climate change

During 2009/10 despite the economic downturn **LA 50 (Increase the value of the Visitor Economy)** has exceeded the target. Early in 2009/10, the Council developed clear priorities for increasing visitor numbers through the year and supported investment in key projects including Jodrell Bank and Tatton Park. **NI171 (New Business Registration Rate)** achieved target evidencing the strong entrepreneurial culture which is a key strength of the Cheshire East economy. The Council/Regeneration has supported a range of enterprise/business support activities during 2009/10 as part of our Recession Mitigation action plan.

NI 167 (Congestion – ave journey time/mile) was achieved. Journey times in Cheshire East have shown a slight improvement. We will continue to investigate minor improvements to the highway network that reduces congestion, mitigate the impact of new development on the network through robust travel planning and commuted sums for improvements and take necessary action to effectively manage all streetworks on our highway network.

Work is progressing to develop a new local indicator to specifically monitor traffic delays in major urban centres. Public transport services are reporting strong delivery during 2009/10 with **NI 178 A (Bus services running on time)** achieving targets. The new Local Transport Plan will provide more detailed performance targets for public transport which include the coverage and quality of provision.

In terms of access to services, **NI 175 & 176** targets have been achieved and include access to Health care (proxy Leighton Hospital. Both of these indicators are under review by the Department for Transport and it is expected that Local Transport Plan 3 will develop a broader indicator

NI 198 (Travel to School) is on track to achieve target though final data not released until August 2010. The target is based on overall proportion of children travelling to school by car. Revised targets to be considered as part of Local Transport Plan 3 process.

Other key achievements for the Service during 2009/10 include:

- Overall lead for the Recession Mitigation Action Plan which received regional/national recognition
- Development of a strategic framework for Crewe which generated strong partner support
- Progress in Macclesfield to bring forward major private sector investment in the town centre
- Established a Sustainable Towns network/framework to work with town/parish councils on market town renewal

- Brought in over £3m public sector investment to Cheshire East.
- Delivered 80 young people into jobs through the Future Jobs Fund
- Developed Cheshire East Visitor Economy Hub – secured external funding for Tatton Park
- Developed Cheshire East Visitor Economy Framework/Forum
- Secured a partner to manage Street Works Noticing Performance and issue Fixed Penalty Notices
- Integrated Ward Member priorities into new LTP Capital programme for 2010/11
- Developed strong evidence base for the preparation of our new Local Transport Plan 2011/14
- Commenced the Total Transport Transformation programme including a review of transport delivery.

Overview commentary on Performance Indicators not achieved

The economic downturn has had a major impact on many indicators including:

LAA 051 – Social Enterprise Development

NI 151 – Overall Employment Rate

NI 152 – Working age population on out of work benefits

NI 153 – Working age population out of work in worst performing neighbourhoods

NI 174 – Skill gaps in the current workforce reported by employers

The Regeneration Service has been tracking the impact of the recession on the economy across Cheshire East which evidences that there has been a major downturn in performance during 2008/9 and 9/10. Whilst the evidence shows that Cheshire East has fared better than many areas, the overall impact on employment levels is clear despite strong leadership and intervention by the Council through the Recession Mitigation Action Plan. The Regeneration Service has developed clear economic priorities for the Borough through the draft Economic Development Strategy – the service is working through the LSP Economic Development Thematic Group to ensure all partners are working to tackle the priorities and resources are aligned.

The worst winter for thirty years has also had an impact on performance during 2009/10. Resources are increasingly being diverted to reactive rather than preventative maintenance, in the main this is patching roads and filling pot holes. There is evidence to track the performance of the following indicators to the severe conditions this year:

NI 168 – Principle roads where maintenance should be considered

NI 169 – Non- principle classified roads where maintenance should be considered

NI 177 – Local bus and light rail passengers originating in the authority area

The inherited targets for Road Safety were always unachievable for Cheshire East due to the fact that they were set on the basis of a peak in performance during 2006/8 where the outturn performance figures were much lower than previous and latter years and therefore skewed the baseline targets for the period 2009-12. The indicator is reported on the basis of a 3 year rolling average. Poor performance in 2008 has meant that, even with the significantly improved performance reported in 2009, the 2010 target is unachievable. Data for the whole former Cheshire County Council area was used to set the target, this masked areas of higher risk (Cheshire East) when target setting.

The Council has met DfT targets relating to road safety and the trajectory of performance is positive ie the numbers are decreasing year on year. The Council is working hard with partners to ensure that figures go down further and attempt to meet the target for 2010/11. Work is ongoing to gather and interpret accident data to enable the partnership to target resources towards key groups/areas. Specific projects are also underway to tackle known hot spot areas such as the Average Speed Cameras on the A34 (Cat & Fiddle). Key performance indicators not achieved on Road Safety are:

NI 47 – People killed or seriously injured in road traffic accidents

NI 48 – Children killed or seriously injured in road traffic accidents

The Council is developing a strong strategy to deliver against Climate Change which aims to reduce Carbon Emissions and ensure that the Council is providing leadership where required across Cheshire East. **NI 188 (Planning to adapt to Climate Change)** was not achieved during 2009/10 largely due to the fact that the new Council is only in the initial stages of developing our Climate Change Action Plan. This is now approved and performance against this indicator is expected to move to Amber/Green during 2010/11.

Key challenges in achieving targets in 2009/10

The key challenges are outlined above including the economic downturn, worst winter for thirty years and the baseline targets inherited for road safety.

Key challenges in achieving targets into 2010/11

All the above challenges are unfortunately still relevant for 2010/11 however the Council is working proactively with partners to address performance for this year.

On the economy, it is expected that the lag on unemployment is expected to continue until 2012 onwards, even if there is an overall growth during 2010/11. The Economic Recovery Task Group and LSP Thematic Group will continue to monitor performance and target actions to tackle priorities highlighted through the indicators.

In terms of road condition/transport delivery, the impact of last winter will continue to have an effect on highway condition. The authority inherited a poor highway condition and with capital and revenue investment expected to reduce by up to 50% from DfT from 2011/12 onwards there is a high risk of further deterioration. A greater share of LTP resource for 2010/11 has been allocated to road maintenance and there is additional support through Government. However the overall impact is expected to cost at least £5m to repair to the standard prior to last winter. Work in 2010/11 will target the worst affected parts of the network with a surface dressing programme to seal the integrity of these roads as a short to medium term solution. Having said this, budgets mean that not all of these roads will be tackled. A further challenge for 2010/11 is managing the significant increase in the number of third party claims as a result of the deterioration of the network

On road safety, we will focus on conducting a more robust data analysis and implementing its outcomes to ensure resources from all of our road safety partners are targeted on key groups and effect maximum impacts in terms of reducing casualties.

Commentary on indicative financial outturn 2009/10

The Service delivered a financial outturn of £10.2m against a net budget of £11.3m, achieving its efficiency targets for 2009/10.

Areas where efficiencies were delivered including strategic highways and economic development. This was achieved despite significant in year pressures resulting from loss of income in highways with the reduction in developer contributions.

2009-10 Performance Commentary

Service: Planning & Policy

Number of Indicators:	14
Including LAA Indicators:	3

Overview commentary on Performance Indicators achieved

Of the 14 indicators within the service, 9 have been achieved, 3 have not been met and 2 are not applicable to Cheshire East. Consequently 75% of the relevant indicators are on target – and all three LAA targets have been achieved.

Meeting targets on the total numbers of houses built and the total affordable homes completed is particularly welcome, given the prevailing recession in the housing market. Some other targets have also been comfortably exceeded – such as NI157 b (13 percentage points over target) and NI156 (temporary accommodation) where the outturn is a 50% improvement on the target.

Overview commentary on Performance Indicators not achieved

NI157a – Major Planning Applications

The final out turn is 57.58% against a target of 60% determined within 13 weeks. The Council suffered very poor performance during Q1 of 2009/10, largely as a result of dislocation linked to Local Government Reorganisation. Since then performance has increased steadily over the year:

NI157a 2009/10			
Q1	Q2	Q3	Q4
45.67%	42.86%	54.55%	66.67%

By quarter 4 performance had comfortably exceeded the Target figure. This is a consequence of better performance management and complimentary measures to eradicate delays. The challenge will be to maintain this momentum and significantly improve this level into 2010/11

NI157d – County Matter Applications

A target of 70% was set for this indicator – but the final outturn was 42.86%. These applications relate to waste and minerals proposals – which by their very nature tend to be very large and complex proposals. Only 14 of this type were determined out of a total of 3344 planning applications. There is no national target for this indicator – reflecting the scale and nature of these developments. The Council handled a number of large schemes through the year, which took correspondingly longer to determine.

NI197 – Improved Local Biodiversity

At present this indicator is showing a nil return as the data is awaited from a third party. The Council uses the Cheshire Wildlife Trust to compile information on biodiversity. The final outturn is currently awaited from the trust.

Key challenges in achieving targets in 2009/10

Of the indicators within the Service, the following have proved particularly challenging:

NI154 – Net Additional Homes Provided (LAA Indicator)

This indicator has been severely affected by the down turn in the housing market and the recession in the construction industry and has just exceeded the target. There is over a 5 year supply of housing land in Cheshire East – but available supply has not been taken up because of uncertainty in the market. Efforts to facilitate development have been made – for example through revised s.106 agreements – but these have not compensated for the wider impact of the recession. On a positive note, of those houses that have been built, a greater proportion than normal have been affordable homes. This is because Housing Associations have been able to access funding and can ensure that homes are taken up and occupied.

The 2009 Local Development Framework Annual Monitoring Report reported on housing completions from 2003. The average number of net additional homes completed between 2003 and 2008 in Cheshire East was 1341, well above RSS requirement of 1150.

Nationally and within the North West, house building completions peaked in 2007-8. In March 2009 completions nationally were 44% down on March 2008. In the Northwest region the number of new houses started dropped from 17,130 in March 2008 to 7,110 in March 2009.

The national recession has had a severe impact on house building rates throughout the country and this is reflected in the number of completions in Cheshire East in 2008-09 of 739 and in 2009-10 of 634. Additional public sector funding during 2009-10 has resulted in an increase in the number of affordable housing completions, and these have accounted for almost half of all housing completions in 2009-10.

Several major house builders have recently started to review sites with planning permission and to reconsider the mix of houses in the light of changed economic conditions and mortgage availability. However, very few new sites have been commenced recently, with the implications for a continued low level of completions next year.

NI 156 Number of affordable homes delivered (LAA indicator)

A total of 444 affordable homes have been completed over the year, against a target of 364. This is an improvement on 2008/09 when 370 new affordable homes were delivered across Cheshire East compared to a target of 344

Demand for affordable housing in England is increasing faster than the supply of new affordable homes and traditional methods of delivering affordable housing are failing to deliver sufficient numbers of new units. This position applies to Cheshire East where house prices are high compared to many other areas in England and there are problems accessing affordable housing and insufficient rented accommodation. During 2009, prices in Cheshire East have increased from a low of £150,000 in Q1 to £175,000 by Q3, representing an increase of 16.7%. This varied across the Authority with average house prices in the old districts of Congleton at £189,757, Crewe and Nantwich £163,891 and Macclesfield £290,399. In terms of relative affordability, Cheshire East is ranked 8th least affordable District in the North West (out of 39 Authorities). The Affordability problem has been further highlighted in the recent Strategic Housing Market Assessment for the Borough, which set a figure of unconstrained housing need of 1243 affordable homes.

The Recession has served to limit the numbers of affordable dwellings built as part of conventional market schemes, but conversely Housing Associations have been able to tap into funding sources that the market has been unable to access. The Council's Housing and planning teams have worked closely with Housing Associations to facilitate developments – and this has resulted in an improved performance this year.

Key challenges in achieving targets into 2010/11

NI 154 & NI 156

The limited recovery in the housing market will continue to impact on both indicators. However the Council is being proactive in reviewing options, including the use of its own assets, to stimulate development.

NI 157a, b& c

The Council's planning functions are undergoing a transformation process during 2009/10 this will improve systems and processes and will enable the speed of determination to be improved. However this will to some extent be offset by a number of applications already on the books which have exceeded their 13 week targets. Nevertheless the trend in improving performance should continue.

NI 159

The Council is progressing its core Strategy which will identify significant growth through to 2026. However the benefits of this will not be realised until after 2010/11. Consequently sufficient land must be made available through the planning system in the shorter term.

Commentary on projected financial outturn 2009/10

The Service's 2009-10 outturn (a £741k overspend against a £3m net budget) reflects the downturn in the economy, principally resulting from a decline in Planning Fees and search fees income of £1.2m. However the Service was able to partially offset the impact of this by achieving £721k of savings from other areas of the budget.

The prospects for 2010-11 are improving as the economic recovery leads to a gradual rise in the Planning fee income.

This page is intentionally left blank

2009-10 Performance Commentary

Service: Environmental Services

Number of Indicators:	7
Including LAA Indicators:	2

Overview commentary on Performance Indicators achieved

The extension of alternate weekly collection of residual waste and garden waste across the whole borough and improved recycling at household waste recycling centres has proven to be successful in supporting delivery of the challenging performance targets set for waste and recycling indicators.

Environmental quality indicators remain generally high and some marginal improvement has been delivered. Effective local partnership in some communities has made visible improvements.

Overview commentary on Performance Indicators not achieved

n/a

Key challenges in achieving targets in 2009/10

The severe winter weather produced challenging conditions for recycling by the public and our collection operations. Street cleansing activities were disrupted.

Staff from our waste collection and streetscape teams were also redeployed to road and footway clearance during Q 3 and Q4, which put indicators at increased risk.

Key challenges in achieving targets into 2010/11

Performance is relatively high across the suite of key environmental services indicators and the challenge will be to maintain or marginally improve performance while improving value for money through the service's efficiency drive.

Commentary on indicative financial outturn 2009/10

(*NB: Including any key pressures affecting performance outturn)

The escalating costs of waste disposal contracts and landfill tax, totalling £1.7m and the exceptional highways winter maintenance costs of £867k are the key financial pressures affecting the service in 2009/10 (£36.8m Out-turn compared to £34.1m Budget). Further landfill tax escalation is planned for next few years at £8/tonne.

This page is intentionally left blank

Appendix B - 2009/10 Fourth Quarter Performance

People / Children & Families

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 019	Rate of proven re-offending by young offenders	-17.8%	-	-	-	Data available end of July	-	Cllr Findlow/ Lorraine Butcher	Data for Q4 is not available until July based on counting rules
NI 043	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	4.8%	-	8%	14.90%	2.60%	Green	Cllr Findlow/ Lorraine Butcher	Q4 has seen a dramatic U turn in sentencing decisions by courts based on the previous quarters target. Further analysis regards reasons for this will be completed once data for NI 19 is available to compare offending, offences and outcomes.
NI 044	Ethnic composition of offenders on Youth Justice System disposals	-	-	-	-	0%	Green	Cllr Findlow/ Lorraine Butcher	This is an annual data return. Information normally broken down into 6 ethnic groups. Indicator identifies differences in representation within the Youth Justice system to reduce disproportionate representation for BME. A zero outturn is deemed to be good.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 045	Young offenders' engagement in suitable education, training and employment	66.3%	90%	51.7%	-	57.5%	Red	Cllr Findlow/ Lorraine Butcher	Gradual increase from mid year position. YOS continue to work to improve this.
NI 046	Young Offenders' access to suitable accommodation	99.1%	100%	100%	98.40%	98.00%	Amber	Cllr Findlow/ Lorraine Butcher	Performance still remains close to 100%, with very small single numbers not in suitable accommodation at the end of their outcome. In addition the YOS continues to monitor accommodation type supplementary as part of safeguarding performance.
NI 050	Emotional health of children	-	-	-	-	61%	Amber	Cllr Findlow/ Lorraine Butcher	The % relates to children who enjoy good relationships with their family and friends based upon 4 questions from the Tell Us survey.
NI 051	Effectiveness of child and adolescent mental health (CAMHS) services	100%	100%	100%	100%	100%	Green	Cllr Findlow/ Lorraine Butcher	Continues to remain at 100%

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 052a	Take up of school lunches - Primary	40%	45%	43.80%	45.30%	44.80%	Green	Cllr Findlow/ Lorraine Butcher	Return data up to March 19th
NI 052b	Take up of school lunches - Secondary	40%	42%	35%	36.6%	38.71%	Green	Cllr Findlow/ Lorraine Butcher	Return data up to March 19th
NI 053a	Prevalence of breastfeeding 6-8 weeks from birth	36.70%	37.50%	42.90%	39.70%	39.40%	Amber	Cllr Findlow/ Lorraine Butcher	
NI 053b	% of infants whose breastfeeding status is recorded	97.80%	86.00%	100%	93.40%	95.10%	Amber	Cllr Findlow/ Lorraine Butcher	
NI 054	Services for disabled children	New indicator for 2009/10	-	-	-	Rating of 60	Amber	Cllr Findlow/ Lorraine Butcher	Currently rated 60 - national average 61
NI 055	Obesity in primary school age children in Reception	-	-	-	-	Not available to date	Data collected annually	Cllr Findlow/ Lorraine Butcher	Data expected in September
NI 056 (LAA 040)	Obesity in primary school age children in Year 6	17.9% (2007)	17% with 87% coverage	-	89.4% 17.9% obese	Not available to date	Amber	Cllr Findlow/ Lorraine Butcher	Data not available until September
NI 057	Children and young people's participation in sporting opportunities	-	-	-	-		Data collected annually DCSF Survey	Cllr Findlow/ Lorraine Butcher	Data expected in September

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 058	Emotional and behavioural health of looked after children	15.2	-	-	-	Not available to date		Cllr Findlow/ Lorraine Butcher	Performance based upon pupil performance in Strength & Difficulty Questionnaire (SDQ)
NI 059	Percentage of initial assessments for children's social care carried out within 7 working days of referral	75.73%	80%	62%	60%	76% (Q4) 65% (Outturn)	Amber	Cllr Findlow/ Lorraine Butcher	Variance between teams has been highlighted and positive response within teams where lower percentages occurring
NI 060	Percentage of core assessments for children's social care that were carried out within 35 working days of commencement.	80.12%	80%	70% (69% year to date)	56% (64% year to date)	73% (Q4) 67% (Outturn)	Amber	Cllr Findlow/ Lorraine Butcher	Variance between teams has been highlighted and positive response within teams where lower percentages occurring
NI 061	Timeliness of placements of looked after children for adoption following agency decision that the child should be placed for adoption	100%	-	100%	100%	Not available to date	Amber	Cllr Findlow/ Lorraine Butcher	This data is currently being produced for the SSDA 903 return and information is being validated – the outturn will be available mid June.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 062	Stability of placements of looked after children: number of placements	9.77%	10%	7.7%	9%	Not available to date	Amber	Cllr Findlow/ Lorraine Butcher	Although the position at the end of Q3 is Good (9%) both Numerator and Denominator for this P1 will change by Q4
NI 063	Stability of placements of looked after children: length of placement	68%	-	63%	67.40%	Not available to date	Amber	Cllr Findlow/ Lorraine Butcher	This data is currently being produced for the SSDA 903 data and is being validated.
NI 064	Child Protection Plans lasting 2 years or more	0%	0%	10%	16% (12% year to date)	9.8% (outturn)	Red	Cllr Findlow/ Lorraine Butcher	Year end - 14/143 CP plans ceased during the year that had been subject to a plan for 2 yrs or longer
NI 065	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time	9%	Below 14%	-	-	Not available to date	Data collected annually	Cllr Findlow/ Lorraine Butcher	This data is currently being produced for the CIN Census data and is being validated - early indications are that we will be in line/ better than last years outturn
NI 066	Looked after children cases which were reviewed within required timescales	96%	98%	-	-	Not available to date	-	Cllr Findlow/ Lorraine Butcher	This data is currently being produced for the SSDA 903 data and is being validated.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 067	Percentage of child protection cases which were reviewed within required timescales	99%	100%	98%	100%	99%	Green	Cllr Findlow/ Lorraine Butcher	All CP reviews in Q4 within timescale with exception of one family
NI 068	Percentage of referrals to children's social care going on to initial assessment	75.30%	75%	56% (63% year to date)	45% (55% year to date)		Currently unvalidated data	Cllr Findlow/ Lorraine Butcher	Number of referrals over the year: Q1 = 443 Q2 = 574 Q3 = 827 Q4 = 1025 These are not cumulative totals
NI 069	Children who have experienced bullying	-	-	-	-	31%	Amber	Cllr Findlow/ Lorraine Butcher	This figure relates to the % of children who have experienced bullying once or more in a school year over a 4 week period based upon the Tell Us Survey (820 responses)
NI 070	Hospital admissions caused by unintentional and deliberate injuries to children and young people	-	-	-	-	Not available to date	Data collected annually	Cllr Findlow/ Lorraine Butcher	
NI 071	Children Missing from Home or Care	8	-	9	-	-	-	Cllr Findlow/ Lorraine Butcher	

LAA Indicators

Non LAA Indicators

Statutory Indicators

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 072	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	61.70%	71.90%	60.70%	60.70%	60.70%	Amber	Cllr Findlow/ Lorraine Butcher	
NI 073	Achievement at level 4 or above in both English and Maths at Key Stage 2	79%	84%	78%	81%	81%	Green	Cllr Findlow/ Lorraine Butcher	Updated FFTD database = 83%
NI 075	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	57%	66%	57%	55%	Current data 58% Projected 63%	Amber	Cllr Findlow/ Lorraine Butcher	Current data for Q4 represents a conservative estimate based on school predictions via SIPs. Projected outcome 63%.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 076	Reduction in number of schools where fewer than 55% of pupils achieve level 4 or above in both English and Maths at KS2	6	4	8	4	1	Green	Cllr Findlow/ Lorraine Butcher	SIP data as of march shows that only one school projecting below 55% - Underwood West
NI 078	Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*- C grades at GCSE and equivalent including GCSEs in English and Maths	1	0	0	0	0	Green	Cllr Findlow/ Lorraine Butcher	4 schools currently within National Challenge to support this indicator - KGrove, Macclesfield, SWStanier and Ruskin. No school predicting below 30%

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 079	Achievement of a Level 2 qualification by the age of 19	76.3%	-	83%	83%	83%	Green	Cllr Findlow/ Lorraine Butcher	Annual return, data source is the Matched Administrative Data used for the Statistical First Release (SFR) on Level 2 and 3 attainment by young people will be provided by DCSF. Neither local authorities or schools will have to provide or match data
NI 080	Achievement of a Level 3 qualification by the age of 19	51.8%	-	58%	58%	58%	Green	Cllr Findlow/ Lorraine Butcher	Annual return, data source is the Matched Administrative Data used for the Statistical First Release (SFR) on Level 2 and 3 attainment by young people will be provided by DCSF. Neither local authorities or schools will have to provide or match data

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 081	Inequality gap in the achievement of a Level 3 qualification by the age of 19	-	29%	32%	32%	32%	Amber	Cllr Findlow/ Lorraine Butcher	Annual return, data source is the Matched Administrative Data used for the Statistical First Release (SFR) on Level 2 and 3 attainment by young people will be provided by DCSF. Neither local authorities or schools will have to provide or match data
NI 082	Inequality gap in the achievement of a Level 2 qualification by the age of 19	-	29%	34%	34%	34%	Amber	Cllr Findlow/ Lorraine Butcher	Annual return, data source is the Matched Administrative Data used for the Statistical First Release (SFR) on Level 2 and 3 attainment by young people will be provided by DCSF. Neither local authorities or schools will have to provide or match data
NI 084	Achievement of 2 or more A*- C grades in Science GCSEs or equivalent	60%	61.5%	60.4%	60.4%	60.4%	Amber	Cllr Findlow/ Lorraine Butcher	Q4 data taken from DCSF statistical first release (SFR01/2010) published on 13 January 2010
NI 085a	Post 16 participation in Physics	406 A Level 96 AS Level	-	-	-	144	Green	Cllr Findlow/ Lorraine Butcher	Q4 data taken from DCSF statistical first release (SFR02/2010) published on 13/01/10

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 085b	Post 16 participation in Chemistry	249 A Level 144 AS Level	-	-	-	208	Green	Cllr Findlow/ Lorraine Butcher	Q4 data taken from DCSF statistical first release (SFR02/2010) published on 13/01/10
NI 085c	Post 16 participation in Maths	507 A Level 185 AS Level	-	-	-	394	Green	Cllr Findlow/ Lorraine Butcher	Q4 data taken from DCSF statistical first release (SFR02/2010) published on 13/01/10
NI 086	Secondary schools judged as having good or outstanding standards of behaviour	76.0%	96%	81%	87%	87%	Green	Cllr Findlow/ Lorraine Butcher	No Ofsted judgements in Q3 in identified schools. Remaining schools are Shav. Macc HS, SWS
NI 087	Secondary school persistent absence rate	5.70%	-	5.80%	5.80%	5.80%	Red	Cllr Findlow/ Lorraine Butcher	Q4 value taken from the DCSF Achievement & Attainment tables
NI 088	Percentage of schools providing access to extended services	62%	100%	90%	90%	99%	Green	Cllr Findlow/ Lorraine Butcher	There are currently only 2 schools outstanding in terms of access

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 089a	Reduction of number of schools judged as requiring special measures and improvement in time taken to come out of the category	1	0	2	1	1	Green	Cllr Findlow/ Lorraine Butcher	Sandbach now removed from NTI category. Single school is Haslington
NI 089b	Reduction of number of schools judged as requiring special measures and improvement in time taken to come out of the category	0	0	0	0	0	Green	Cllr Findlow/ Lorraine Butcher	2 schools identified as High Risk - Shavington and Macclesfield HS. Macclesfield within a 'Notice to Improve' category
NI 090	Take up of 14-19 learning diplomas	127	-	331	331	331	Amber	Cllr Findlow/ Lorraine Butcher	Cheshire rate 15/1000 National 10/1000
NI 091	Participation of 17 year-olds in education or training	96.40%	-	94.60%	93.30%	90%	Amber	Cllr Findlow/ Lorraine Butcher	

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 092	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	31.90%	31.60%	31.60%	31.60%	31.60%	Green	Cllr Findlow/ Lorraine Butcher	Data currently collected annually
NI 093	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	82%	92%	83%	89%	89%	Green	Cllr Findlow/ Lorraine Butcher	Q3 and Q4 figures are an indicative grade based upon tracking data extracted from School Improvement Reports. The figure is a cumulative one which is a summation of all predictions from schools. This gives us the most accurate ability to track performance over the year.
NI 094	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	81%	90%	83%	87%	87%	Green	Cllr Findlow/ Lorraine Butcher	Q3 and Q4 figures are an indicative grade based upon tracking data extracted from School Improvement Reports. The figure is a cumulative one which is a summation of all predictions from schools. This gives us the most accurate ability to track performance over the year.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 099	Looked after children reaching level 4 in English at Key Stage 2	73.7% Sept 08	-	18%	18%	18%	Red	Cllr Findlow/ Lorraine Butcher	2 out of 11 achieved level 4
NI 100	Looked after children reaching level 4 in mathematics at Key Stage 2	58% Sept 08	-	27%	27%	27%	Red	Cllr Findlow/ Lorraine Butcher	3 pupils out of 11 achieved Level 4
NI 101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics)	8.30% Sept 08	-	3%	3%	3%	Red	Cllr Findlow/ Lorraine Butcher	30 OC2 1 obtained 5 A*-C GCSE inc Eng & Maths
NI 102a	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2	25pp	20pp	24pp	24pp	23.6pp	Red	Cllr Findlow/ Lorraine Butcher	Actual FSM target = 64%. Overall performance = 84% hence 20% target. 66% Of primary schools have 2 or less pupils on FSM.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 102b	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4	38.1pp	37pp	36.2pp	36.20pp	36.4pp	Red	Cllr Findlow/ Lorraine Butcher	Actual FSM target = 29%. Overall performance = 66% hence 37% target.
NI 103a	Special Educational Needs – statements issued within 26 weeks - excluding exceptions	92%	-	96%	96%	93%	Amber	Cllr Findlow/ Lorraine Butcher	
NI 103b	Special Educational Needs – statements issued within 26 weeks - including exceptions	-	-	94%	95%	87%	Amber	Cllr Findlow/ Lorraine Butcher	This drop is due to the Congleton area and relates to 8 cases completed within the time out of 10 in total.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 104	The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold	53pp	-	55.9pp	55.9pp	55.3pp	Amber	Cllr Findlow/ Lorraine Butcher	There has been a reduction in number of SEN pupils and greater confidence that SEN are correct in terms of targeted
NI 105	The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*- C GCSE including English and Maths	45.1pp	-	40.1pp	40.1pp	51.5pp	Amber	Cllr Findlow/ Lorraine Butcher	The Q4 data is based on final data; earlier calculations were based on provisional data. National comparison - 7% of LAs have seen widening of gap at KS4.
NI 106	Young people from low income backgrounds progressing to higher education	New indicator for 2009/10	N/A	N/A	N/A		Data collected annually	Cllr Findlow/ Lorraine Butcher	
NI 107	Key Stage 2 attainment for Black and minority ethnic groups	-	33% Trav 25% Gyp/R 61% other W	28.5pp white other	28.5pp white other	28.5pp white other	Amber	Cllr Findlow/ Lorraine Butcher	Size of cohorts small - must be above 30 to set a target. Largest is white other - 116. No black grps above 30

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 108	Key Stage 4 attainment for Black and minority ethnic groups	-	67% Trav 50% Gyp/R 48% other W	5.6pp white other	5.6pp white other	5.6pp white other	Amber	Cllr Findlow/ Lorraine Butcher	Size of cohorts small - must be above 30 to set a target. Largest is white other - 60 No black grps above 30. Q4 data is the gap between white other and all pupils
NI 109	Delivery of Sure Start Children's Centres	60%	100% designation by March 2010; 60% designated by March 2010	15% designated and full core offer	25% designated and full core offer	100% designation	Green	Cllr Findlow/ Lorraine Butcher	Majority of our Children's Centres were phase 3 which was why there has been a significant change in Q3 to Q4.
NI 110 (LAA 041)	Young people's participation in positive activities	-	-	-	-	62%	Amber	Cllr Findlow/ Lorraine Butcher	This relates to the % of young people in Year 10 who responded Yes to participation in any grp activity led by an adult outside school over a 4 week period. Taken from the Tell Us survey (820 responses)

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 111 (LAA 042)	First time entrants to the Youth Justice System aged 10 – 17	518 (-31.4% reduction)	492	46 (118 cumulative)	48 (166 cumulative)	58 (224 cumulative)	Green	Cllr Findlow/ Lorraine Butcher	Performance in Q4 is consistant with other quarters in this financial year. Overall performance for the whole year is significantly less than antipated based on the data collated by the YOS, and we are waiting for validation of data with the Police nation information. We anticiapate a significant variation in in figures once validation has taken place.
NI 112 (LAA 043)	Under 18 conception rate	-8.10%	-29%	-	-	-9.1%	Red	Cllr Findlow/ Lorraine Butcher	The figure shown for Q4 is based upon the 2008 ONS data and does not reflect within year change. Target not met
NI 113a	% of 15-24 year olds accepting a test for Chlamydia	15%	25%	17%	18.5%	24.63%	Amber	Cllr Findlow/ Lorraine Butcher	Chlamydia Screening recovery plan in place since sept resulting in 49.99 increase in numbers screened.
NI 113b	Chlamydia in under 25 year olds. Positive diagnosis	-	-	8%	7.1%	5.93%	Amber	Cllr Findlow/ Lorraine Butcher	Despite increase in number of people being screened % positive diagnosis continues to full which is a promising trend.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 114	Rate of permanent exclusions from school	0.07% (38 pupils)	-	-	5 pupils	19 pupils (outturn) (50% reduction)	Green	Cllr Findlow/ Lorraine Butcher	All permanent = Secondary schools. The overall figure of 19 compared to 38 in the previous year suggests a predicted reduction.
NI 115 (LAA 044)	Substance misuse by young people	-	-	-	-	9%	Amber	Cllr Findlow/ Lorraine Butcher	the % relates to the young people reporting either frequent misuse of drugs/substances or alcohol or both as shown within the Tell Us survey (820 responses)
NI 116	Proportion of children in poverty	-	-	-	-		Data collected annually	Cllr Findlow/ Lorraine Butcher	
NI 117 (LAA 045)	16 to 18 year olds who are not in education, employment or training (NEET)	5.2% (2007)	4.40%	7.80%	5.80%	5.60%	Red	Cllr Findlow/ Lorraine Butcher	Performance compared to stat. neighbours and NW is good.
NI 118	Take up of formal childcare by low-income working families	-	-	-	-		Data collected annually	Cllr Findlow/ Lorraine Butcher	
NI 147	Care leavers in suitable accommodation	95.20%	-	95%	92%	95%	Green	Cllr Findlow/ Lorraine Butcher	cohort size 19 18 in suitable accommodation
NI 148	Care leavers in education, employment or training	52.38%	-	95%	58%	62%	Amber	Cllr Findlow/ Lorraine Butcher	cohort size 19 12 in EET

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 161	Number of Level 1 qualifications in literacy (including ESOL) achieved	-	-	-	-		Data collected annually	Cllr Findlow/ Lorraine Butcher	Annual data return, data from the Learning and Skills Council's (from April 2010 Skills Funding Agency's) Individualised Learner Record (ILR)
NI 162	Number of Entry Level qualifications in numeracy achieved	-	-	-	-		Data collected annually	Cllr Findlow/ Lorraine Butcher	Annual data return, data from the Learning and Skills Council's (from April 2010 Skills Funding Agency's) Individualised Learner Record (ILR)
NI 163	Proportion working age qualified to Level 2	73.9% (2007/08)	81.3%	-	73% at Nov 2009 based on 2008 APS data	73%	Amber	Cllr Findlow/ Lorraine Butcher	Based upon Nov 2009 using 2008 APS data
NI 164	Proportion working age qualified to Level 3	53.2%	59.4%	-	53.1% at Nov 2009 based on 2008 APS data	73%	Amber	Cllr Findlow/ Lorraine Butcher	Based upon Nov 2009 using 2008 APS data

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 165	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher	36.6%	-	-	-		Data collected annually	Cllr Findlow/ Lorraine Butcher	

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

People / Adults

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 39	Rate of Hospital Admissions per 100,000 for Alcohol Related Harm	1608 (PCT)	1883	-	-		-	Cllr Domleo/ Phil Lloyd	PCT
NI 40	Number of drug users recorded as being in effective treatment	-	1939 (2%)	-	-			Cllr Domleo/ Phil Lloyd	PCT
NI 125	Achieving independence for older people through rehabilitation / intermediate care	74.4%	74.0%	-	84.5%	81.57	Green	Cllr Domleo/ Phil Lloyd	Local target exceeded, target for 10/11 to be set agreed + 1% at LAA start so 82.5%.
NI 127	Self reported experience of social care users	-	-	-	-		2009/10 Introduction	Cllr Domleo/ Phil Lloyd	Reported by NHS Information Centre via Social Care User experience surveys
NI 128	User reported measure of respect and dignity in their treatment	-	-	-	-		2009/10 Introduction	Cllr Domleo/ Phil Lloyd	Reported by NHS Information Centre via Social Care User experience surveys

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 129	End of life care – access to appropriate care enabling people to be able to choose to die at home	-	-	-	-	-	-	Cllr Domleo/ Phil Lloyd	Reported by DoH via ONS data
NI 130	Social Care clients receiving Self Directed Support	275.1 New definition 09/10	2950 People NI score target 30%	952 People	1280 People	3459 People NI score 33%	Green	Cllr Domleo/ Phil Lloyd	LAA indicator. The total at 4 th quarter includes approx 2850 prescriptions (before checks for duplications) as personal budgets. New definition for 09/10. For indicator score target was 30%, outturn score 33%. Review for last year of LAA monitoring though 60% target originally agreed.
NI 131	Delayed transfers of care	-	17 per 100,000	16 per 100,000	-	-	-	Cllr Domleo/ Phil Lloyd	NHS via UNIFY2 system
NI 132	Timeliness of social care assessment (all adults)	73.3%	70.0%	66.5%	68.0%	73.3%	Green	Cllr Domleo/ Phil Lloyd	Target achieved and outturn matched from last year. This NI was reported low in year, supported through data quality work and the circulation of regular team reports/lists. This NI will no longer exist after 09/10, however it may be kept as a local indicator for 10/11.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 133	Timeliness of social care packages following assessment	90.2%	88.0%	44.6%	48.3%	94.6%	Green	Cllr Domleo/ Phil Lloyd	Target achieved and outturn for last year exceeded. Clarity of recording with DQ work assisted in improvements and also year end work to include blank records. Services are inevitably delayed for some users beyond 4 weeks- eg if a person is still receiving treatment in hospital after the discharge plan has been agreed. This NI will no longer exist after 09/10, however it may be kept as a local indicator for 10/11.
NI 134 (LAA 046)	The number of emergency bed days per head of weighted population	3963	3300	1876 (Est)	-			Cllr Domleo/ Phil Lloyd	Health Indicator, limited information held by CEC Corporate Performance Team at present

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 135	Carers receiving needs assessment or review and a specific carer's service, or advice and information	46.4%	48.0%	-	9.0%	14.9%	Red	Cllr Domleo/ Phil Lloyd	LAA indicator. For 08/09 the outturn was 46% and the target 48% this was based on a survey of good quality work that was considered representative of overall performance. It appears this was over optimistic. Comparitors score mainly between 20-30% outturn. While there is a recording issue it is likely that there is also a real performance problem in respect of carers assessments and reviews not being completed. The longer term issue is being addressed through the social care redesign process. Meanwhile we are monitoring the completion of carer data recording with operational staff being reminded that they are required to complete PARIS in respect of carers work and are being assisted to do so.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 136 (LAA 047)	People supported to live independently through social services (all adults)	3130.38	3200.00	-	-	3333.64	Green	Cllr Domleo/ Phil Lloyd	NI collected annually only due to the number of manual add ins including the Grant Funded survey carried out during the year.
NI 139	The extent to which older people receive the support they need to live independently at home	31.0%	-	-	-		Place Survey	Cllr Domleo/ Phil Lloyd	
NI 140	Fair treatment by local services	72.5%	-	-	-		Place Survey	Cllr Domleo/ Phil Lloyd	
NI 141	Percentage of vulnerable people achieving independent living	55.07%	56.07%	78.05%	84.95%	79.71%	Green	Cllr Domleo/ Phil Lloyd	Both SP targets have been exceeded, the first two quarters have been confirmed by CLG but it is currently taking approx 6 months for them to confirm our figures. However, as they confirmed the first two quarters and the calculations have been done in the same way we don't anticipate any issues with the figures.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 142	Percentage of vulnerable people who are supported to maintain independent living	97.68%	98.00%	99.14%	99.32%	98.89%	Green	Cllr Domleo/ Phil Lloyd	Both SP targets have been exceeded, the first two quarters have been confirmed by CLG but it is currently taking approx 6 months for them to confirm our figures. However, as they confirmed the first two quarters and the calculations have been done in the same way we don't anticipate any issues with the figures.
NI 145	Adults with learning disabilities in settled accommodation	37.3%	45.0%	8.3%	22.0%	34%	Red	Cllr Domleo/ Phil Lloyd	This indicator has not achieved the target score, partly due to recording issues which are being addressed through the work of the Team Support Officers and data quality reports and partly due to the backlog of LD reviews to be completed, this is being addressed through LD Task Team. Also as the NI was calculated through 6 months data being multiplied up (as per definition 08/09) the data may not have been a true reflection of a full years work. DQ and monitoring of recording in the client record system will continue in 10/11.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 146	Adults with learning disabilities in employment	6.4%	6.9%	1.0%	1.0%	4.7%	Red	Cllr Domleo/ Phil Lloyd	Work to establish SES reviews towards data being included for this NI within the client record system continues, data for the NI has included that entered on the SES spreadsheet. We have not been able to include all the SES cohort (62) due to not all of them being reviewed. Further work to clarify data recording will be done in 10/11 as will work to improve the LD review backlog via the LD Task Team.
NI 149	Adults in contact with secondary mental health services in settled accommodation	4.7% (Cheshire)	-	-	-		Data collected annually	Cllr Domleo/ Phil Lloyd	MH Trust data collection limited information collected by Corporate Performance Team
NI 150	Adults in contact with secondary mental health services in employment	1.6% (Cheshire)	-	-	-		Data collected annually	Cllr Domleo/ Phil Lloyd	MH Trust data collection limited information collected by Corporate Performance Team

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

People / Health & Wellbeing

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 006	Participation in regular volunteering	23.9%	25%	N/A	N/A	Available 2011	Place Survey (Nationally best quartile 24.5% and median is 21.9%)	Cllr Knowles/Guy Kilminster	NI 006 focuses on the proportion of adults who have over the previous 12 months given unpaid help through groups, clubs or organisations, which support social, environmental, cultural or sporting objectives at least once a week or less than once a week but at least once a month.
NI 008	Adult participation in sport and active recreation	25.0%	27.0%	25.5%	N/A	Available December 2010	Annual; Active People Survey Nationally best quartile 24% and median 22%	Cllr Knowles/Guy Kilminster	Action plans are in place to increase participation in sport and active recreation. Internal usage data shows an increase of 3% in usage of leisure facilities in 2010/11. In addition the Leisure & Play Development Team are running targeted activities to increase participation amongst hard to reach groups. A 1.6% increase in participation overall is suggested by October 2008 – October 2009 data.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 009	Use of public libraries	53.1%	54.1%	N/A	N/A	Available December 2010	Annual Active People Survey Nationally best quartile is 52%, median is 49%	Cllr Knowles/Guy Kilminster	Internal usage figures shows 1,994,000 visits to libraries, a reduction in usage of 1% compared to 2008-2009. However three libraries, Macclesfield, Nantwich and Sandbach were each closed for a fortnight to have RFID installed. The Service has action plans in place to increase usage. As an example the take up of the Summer Reading Challenge for children increased by 29% with 44% more boys involved following targeted promotion through schools.
NI 10	Visits to museums and galleries	53.5%	54.5%	N/A	N/A	Deleted Indicator	Annual Active People Survey Nationally best quartile is 57%, median is 53%	Cllr Knowles/Guy Kilminster	The Authority has little influence over this indicator as visits to Museums could be anywhere in the country, it is not specific to museums in Cheshire East DELETED from NI set from April 2010.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 11	Engagement in the arts	47.8%	48.8%	N/A	N/A	Available December 2010	Annual Active People Survey Nationally best quartile is 50%, median 44%	Cllr Knowles/Guy Kilminster	The Authority has little influence over this indicator as engagement in the arts can be anywhere in the country and includes arts events not organised by the Council.
NI 119	Self-reported measure of people's overall health and wellbeing	79.2%	80%	N/A	N/A	Available 2011	Place Survey Nationally best quartile is 79.2%, median 76%	Cllr Knowles/Guy Kilminster	Overall health of the population in Cheshire East is good, but with pockets of poor health and significant gaps in terms of life expectancy. Work is ongoing to develop a health inequalities strategy and to deliver targeted interventions to promote healthy lifestyles.
NI 120a	All-age all cause mortality rate	Females 488.69 (est)	Female 439	Females 481.41 (est)	N/A	Not yet available	Amber Nationally best quartile 434, median 472	Cllr Knowles/Guy Kilminster	Cardiovascular mortality continues to fall but the year on year decline in cancer rates has slowed. Office of National Statistics provides data
NI 120b	All-age all cause mortality rate	Male 666.18 (est)	Male 633	Males 611.69 (est)	N/A	Not yet available	Amber Nationally best quartile 599, median 656	Cllr Knowles/Guy Kilminster	Cardiovascular mortality continues to fall but the year on year decline in cancer rates has slowed. Office of National Statistics provides data

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 121	Mortality rate from all circulatory diseases at ages under 75	68.71 (est)	66.62	64.59 (est)	N/A	Not yet available	Green Nationally best quartile 55, median 65	Cllr Knowles/Guy Kilminster	Although mortality from circulatory disease has continued to fall, there remains a large inequality gap between the least and most deprived areas in Cheshire East. Narrowing the gap is a priority for the Local Strategic Partnership.
NI 122	Mortality rate from all cancers at ages under 75	No data	100.99	N/A	N/A	Not yet available	Red Nationally best quartile 98, median 108	Cllr Knowles/Guy Kilminster	Provisional data suggests an increase in lung cancer mortality among women.
NI 123	Stopping smoking	795 (2007/08)	2499 (668 per 100,000 pop)	327	520	Not yet available	Green Nationally best quartile 236, median 195	Cllr Knowles/Guy Kilminster	Targeted initiatives are ongoing, for example with the Polish Community in Crewe (48% smoke). Cheshire East Tobacco Alliance established to lead work.
NI 124	People with a long-term condition supported to be independent and in control of their condition	82.0%	82.5%	N/A	N/A	Not yet available	Annual GP Patient Survey nationally best quartile 79%, median 75%	Cllr Knowles/Guy Kilminster	Refers to people with conditions such as diabetes, asthma or dementia. Data expected June/July

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 126	Early Access for Women to Maternity Services	-	88%	N/A	N/A	81.14 (estimate)	Red	Cllr Knowles/Guy Kilminster	Performance has declined. The PCT Commissioning Manager is raising the issue with the providers of services to develop action plans to improve performance.
NI 137 (LAA 048)	Healthy life expectancy at age 65	No data	N/A	N/A	N/A	N/A	Data Due 2012/13 after 2011 census	Cllr Knowles/Guy Kilminster	No data due until 2012/13
NI199	Children and young people's satisfaction with parks and play areas	40.7% (Cheshire)	44%	N/A	N/A	54%	Green Annual Tellus survey	Cllr Knowles/Guy Kilminster	Investment through the Playbuilder Scheme has seen 12 new/refurbished play areas in 2009-2010. It is hoped this will be reflected in the actual for this Indicator.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Places / Safer & Stronger

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 015	Serious violent crime	0.3 (109)	109	0.15 (51)	0.24 (83)	0.34 (125)	Amber	Cllr Bailey / Peter Hartwell	Actual slightly above Target, but Cheshire East performing in Top Quartile nationally
NI 016	Serious acquisitive crime	10.2 (3665)	3663	4.41 (1595)	6.68 (2414)	8.90 (3213)	Green	Cllr Bailey / Peter Hartwell	Target exceeded. Serious acquisitive crime reducing.
NI 017	Perceptions of anti-social behaviour	16.3%	Place survey	Place survey	Place survey	Place survey	Place Survey	Cllr Bailey / Peter Hartwell	Place Survey completed biannually. Next survey due 10/11. No target set for 09/10.
NI 018	Adult re-offending rates for those under probation supervision	8.31%	8.20% (275)	8.97% (+1.12%)	8.43% (-4.57%)	Lagged data, available Aug 2010	Amber	Cllr Bailey / Peter Hartwell	Rate of adult re-offending continues to remain below predicted rate.
NI 020	Assault with injury crime rate	5.2 (1868)	5 (1819)	3.22 (1007)	4.42 (1442)	5.08 (1833)	Amber	Cllr Bailey / Peter Hartwell	Outturn within tolerances of target. Partnership Projects planned for 10/11 to reduce crime rate by April 2011.
NI 021	Dealing with local concerns about anti-social behaviour and crime by the local council and police	25.4%	27.3%	Place survey	Place survey	Place survey	Place Survey	Cllr Bailey / Peter Hartwell	Place Survey completed biannually. Next survey due 10/11. No target set for 09/10. LAA 036 and 039 indicators below show reductions in ASB incidents. British Crime Survey data to Sept 2009 for Cheshire shows 48.2% and local confidence survey for Cheshire East shows a combined Police and LA result of 61.0%.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 022	Perceptions of parents taking responsibility for the behaviour of their children in the area	34.4%	Place survey	Place survey	Place survey	Place survey	Place Survey	Cllr Bailey / Peter Hartwell	Place Survey completed biannually. Next survey due 10/11. No target set for 09/10.
NI 023	Perceptions that people in the area treat one another with respect and consideration	25.6%	Place survey	Place survey	Place survey	Place survey	Place Survey	Cllr Bailey / Peter Hartwell	Place Survey completed biannually. Next survey due 10/11. No target set for 09/10.
NI 026	Specialist support to victims of a serious sexual offence	N/A	N/A	N/A	N/A	N/A	N/A	Cllr Bailey / Peter Hartwell	New indicator deferred to 2010 by CLG
NI 027	Understanding of local concerns about anti-social behaviour and crime by the local council and police	25%	Place survey	Place survey	Place survey	Place survey	Place Survey	Cllr Bailey / Peter Hartwell	Place Survey completed biannually. Next survey due 10/11. No target set for 09/10. LAA 036 and 039 indicators show reductions in ASB incidents. British Crime Survey data to Sept 2009 for Cheshire shows 48.2% and local confidence survey for Cheshire East shows a combined Police and LA result of 61.0%.
NI 028	Serious knife crime rate	0.4 (147)	No target set	0.12 (43)	0.19 (70)	0.21 (74)	Green	Cllr Bailey / Peter Hartwell	Serious knife crime reduced by half from 08/09 baseline. No target set due Police priorities.

LAA Indicators

Non LAA Indicators

Statutory Indicators

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 029	Gun crime rate	0.1 (53) Cheshire outturn figure	No target set	0.03 (10)	0.05 (17)	0.06 (20)	Green	Cllr Bailey / Peter Hartwell	Gun crime rate reduced from 08/09 baseline. No target set due to Police priorities.
NI 030	Re-offending rate of prolific and priority offenders PPO - Local Indicator	210 offences (Oct 07 – Sept 08) Varies – 12 months before they became PPOs Total 506 offences	15% reduction (e.g. > 178 offences to be committed) 40% reduction in offending	72 offences 64% Reduction	Awaiting data from GONW 74% Reduction	Data not expected from GONW until August 2010 69% Reduction	Green	Cllr Bailey / Peter Hartwell	Data from GONW has a minimum 3 month lag time to allow for offenders to attend court and be convicted Total year end Local Indicator reduction rate 70%
NI 032	Repeat incidents of domestic violence	31%	26%	29%	27%	26%	Green	Cllr Bailey / Peter Hartwell	Whole partnership approach, of which Multi-Agency Risk Assessment Conferencing (MARAC) is central, has been shortlisted for IdeA Innovations Award. Revision of target for 10/11 being discussed with GONW.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 033a	Deliberate primary fires	325 (2007/08)	214	81	117	168	Green	Cllr Bailey / Peter Hartwell	Target exceeded
NI 033b	Deliberate secondary fires	669 (2007/08)	408	213	291	361	Green	Cllr Bailey / Peter Hartwell	Target exceeded
NI 034	Domestic violence - murder	0.0 (1)	0	0	0	0	Green	Cllr Bailey / Peter Hartwell	No cases of domestic violence (murder) reported during 09/10
NI 035	Building resilience to violent extremism	2	3	Annual reporting	Annual reporting	3	Green	Cllr Bailey / Peter Hartwell	Self assessment completed. A Contest Board established in Cheshire East.
NI 036	Protection against terrorist attack	APACS data trialled during 08/09	New indicator – no target set	Annual reporting	Annual reporting	Action Plan agreed with Home Office	Green	Cllr Bailey / Peter Hartwell	Counter-Terrorist Security Advisers completed First Responders training, led by Cheshire Police. Report on vulnerable site completed. Minor CCTV Scheme to be delivered 2010/11.
NI 037	Awareness of civil protection arrangements in the local area	11%	Place survey	Place survey	Place survey	Place survey	Place Survey	Cllr Bailey / Peter Hartwell	Place Survey completed biannually. Next survey due 10/11. No target set for 09/10. Swine Flu and Winter Response has raised profile of service in 09/10.
NI 038	Drug-related (Class A) offending	N/A	N/A	N/A	N/A	N/A	New Indicator for 2009/10	Cllr Bailey / Peter Hartwell	New indicator for 09/10. Time lag accounts for delayed reporting.
NI 041	Perceptions of drunk or rowdy behaviour as a problem	29.5%	Place survey	Place survey	Place survey	Place survey	Place Survey	Cllr Bailey / Peter Hartwell	Place Survey completed biannually. Next survey due 10/11. No target set for 09/10.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 042	Perceptions of drug use or drug dealing as a problem	26%	Place survey	Place survey	Place survey	Place survey	Place Survey	Cllr Bailey / Peter Hartwell	Place Survey completed biannually. Next survey due 10/11. No target set for 09/10.
NI 049a	Number of primary fires per 100,000	per 100,000 population 176.00 Actual raw number: 635	per 100,000 population 156.6	per 100,000 population 78.56 Actual raw number: 284	per 100,000 population 112.86 Actual raw number: 408	per 100,000 population 146.88 Actual raw number: 531	Green	Cllr Bailey / Peter Hartwell	Target exceeded. Number of primary fires reduced during 09/10.
NI 049b	Number of primary fires related fatalities per 100,000	per 100,000 population 0.28 Actual raw number: 1	per 100,000 population 0	0	0	0	Green	Cllr Bailey / Peter Hartwell	Target achieved. No fatalities related to primary fires in 09/10.
NI 049c	Number of primary fires related casualties per 100,000	per 100,000 population 6.10 Actual raw number: 22	per 100,000 population 5.81	per 100,000 population 1.38 Actual raw number: 5	per 100,000 population 3.04 Actual raw number: 11	per 100,000 population 4.42 Actual raw number: 16	Green	Cllr Bailey / Peter Hartwell	Target achieved. Number of casualties associated with primary fires reduced.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 143	Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence	82.8%	75%	Annual report	Annual report	88%	Green	Cllr Bailey / Peter Hartwell	Target exceeded. 291 out of 331 offenders under probation supervision living in settled and suitable accommodation at the end of their order licence.
NI 144	Offenders under probation supervision in employment at the end of their order or licence	42.6%	50%	Annual report	Annual report	44%	Green	Cllr Bailey / Peter Hartwell	Target exceeded. 138 out of 313 offenders under probation supervision in employment at the end of their order or licence
NI 182	Satisfaction of business with local authority regulatory services	76%	80%	89%	87%	87%	Green	Cllr Bailey / Peter Hartwell	Target achieved. Continued drive with LBRO to improve regulatory activity and reduce 'burden' on businesses should see further satisfaction in 10/11 onwards.
NI 183	Impact of local authority trading standards services on the fair trading environment	1.25%	1.00	Annual reporting	Annual reporting	0.86%	Green	Cllr Bailey / Peter Hartwell	Data to be submitted to Data Interchange Hub June 2010. Indicator now deleted from national set but will retain locally.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 184	Food establishments in the area which are broadly compliant with food hygiene law	84%	86%	88%	88%	88%	Green	Cllr Bailey / Peter Hartwell	Target achieved. This indicator is a function of the hygiene compliance rates of food businesses inspected in any one year. Therefore as there is a rolling programme of inspection, A and B rated premises feature in every inspection year, but C, D and E rated premises are rotated within this time
NI 189	Flood and coastal erosion risk management	New Indicator	Submit Action Plan	Annual reporting	Annual reporting	Action Plan submitted to Environment Agency	Green	Cllr Bailey / Peter Hartwell	Environment Agency to calculate the NI baseline from information received
NI 190	Achievement in meeting standards for the control system for animal health	N/A	N/A	N/A	N/A	Reported annually. First return available June 2010	New indicator for 2009/10	Cllr Bailey / Peter Hartwell	New indicator. Data to be submitted to Data Interchange Hub June 2010 following agreement with regional vet.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 194	Air quality - % reduction in NOx and primary PM10 emissions through local authority's estate and operations	NOx 84,964kg PM10 2,491kg	Reduction from baseline	Annual reporting	Annual reporting	Data not released until July 2010	To be assessed July 2010	Cllr Bailey / Peter Hartwell	New indicator. GONW / DECC requested amended spreadsheets in January 2010. Linked to NI 185 managed by Climate Change team.
LAA 036	Reported incidents of Anti Social Behaviour	19,292 (11,657 BG6)	18,327 (11,074 BG6)	10,803	14,582	17,905	Green	Cllr Bailey / Peter Hartwell	Seasonal variation following Christmas period has seen reduction in reported incidents of anti-social behaviour.
LAA 037	Increase in proportion of non-Police referrals to the Cheshire DAFSUs and MARACs	15%	35%	XXX	38%	Awaiting data from DA Team (Judith Gibson)	XXX	Cllr Bailey / Peter Hartwell	XXX
LAA 038	Alcohol arrest referrals	120 brief interventions per quarter	200 brief interventions per quarter	75 brief interventions	165 brief interventions	263 brief interventions	Amber	Cllr Bailey / Peter Hartwell	Funding approved in Third Qtr 09/10 and service improved. On course to achieve/ exceed future targets based on current resources.
LAA 039	Anti social behaviour - criminal damage	4944	4697 (5% decrease)	1045	No Q3 reporting	4216 (11.69)	Green	Cllr Bailey / Peter Hartwell	Target exceeded. Major multi-agency focus in 2009/10 on ASB at key times (e.g. Halloween, Bonfire Night)

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Places / Regeneration

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
LAA 050	Increase the value of the Cheshire visitor economy (STEAM)	£0.532 billion	£0.593 billion	Annual reporting	Annual reporting	£0.65 billion	Green	Cllr Macrae / Caroline Simpson	Target exceeded. Increase in value of CE visitor economy slowed due to recession, which will affect future growth targets.
LAA 051	Enterprise development - new social enterprises demonstrating growth after 12 months	13	28	Annual reporting	Annual reporting	18	Red	Cllr Macrae / Caroline Simpson	Recession major contributing factor to decline. ERDF bid not confirmed until April 2010. New social enterprises identified and still emerging. Achievements due to CWSEP network activity.
LAA 052 (NI 171)	New business registration rate (Crewe only)	83.2%	98.6%	Annual reporting	Annual reporting	49.6 (100% of NW figure)	Amber	Cllr Macrae / Caroline Simpson	Recession major contributing factor to decline. Schemes in place to support new businesses – Business Link Intensive Start Up Programme; full time support of Enterprise Coach; and CE Recovery Action Task Group Action Plan.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 047	People killed or seriously injured in road traffic accidents	2008 = 311 3 Yr/Av = 277 1.1% reduction	233	134	264	262 (Actual)	Red	Cllr Menlove / Caroline Simpson	LSP / LAA Delivery Plan under authority of Cheshire Fire Service / Cheshire Safer Roads Partnership. 10/11 intelligence based Action Plan to be produced for focussed work as part of LTP 3 process. Overall performance trajectory is positive but targets overall not met.
NI 048	Children killed or seriously injured in road traffic accidents	2008 = 35 3 Yr/Av = 23.6 -20.3%	16	20 (09/10 figure; not 3 Yr/Av)	25 (09/10 figure; not 3 Yr/Av)	27 (Actual)	Red	Cllr Menlove / Caroline Simpson	10/11 intelligence based Action Plan to be produced for focussed work as part of LTP 3 process. Overall performance trajectory is positive but targets overall not met.
NI 151	Overall Employment rate (working-age)	76.8%	82%	76.8%	76.2%	75.8%	Red	Cllr Macrae / Caroline Simpson	Underperformance principally due to recession. Action Plan includes Future Jobs Fund (now extending beyond project target of 200, which has already been achieved), People into Jobs Programme and linked into JCP provision.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 152	Working age people on out of work benefits	7.8%	6% reduction	8.5%	9%	9.4%	Red	Cllr Macrae / Caroline Simpson	Recession major contributing factor to decline. Data source 'Work & pensions Longitudinal Study'. Reported by JobCentre Plus. Action Plan under review. Revised targets being set which compare against national data. Action Plan same as NI 151
NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods	26.3% Dec 08	25.64% (0.33% reduction)	26.4%	27.4%	28.3%	Red	Cllr Macrae / Caroline Simpson	Recession major contributing factor to decline. JobCentre Plus lead organisation. Targets currently being reviewed at Regional level. Currently, only Crewe wards fall into this definition. Places Performance Focus recognises that there is a need to develop a corporate response to this as there is a lack of Action Plan distinct to these neighbourhoods

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 166	Median earnings of employees in the area	£450.3	£483 (To exceed £460, which is NW median, by 5%)	Annual reporting	Annual reporting	Data not released until November 2010	To be assessed November 2010	Cllr Macrae / Caroline Simpson	Data not released until November 2010. Reported by Office for National Statistics.
NI 167	Congestion – average journey time per mile during the morning peak	2 minutes 4 seconds (2007/08)	Reduction from baseline	Annual reporting	Annual reporting	2 minutes 1 second (2008/09)	Green	Cllr Macrae / Caroline Simpson	First year of Department for Transport reporting. Indicator calculates average delay on 'A' road network during morning peak and weighted by length of road. Town centre 'hotspots' masked by greater length of 'A' roads. New local indicator being developed as part of LTP3 to specifically monitor urban traffic delay.
NI 168	Principal roads where maintenance should be considered	5%	4%	Annual reporting	Annual reporting	5% <i>Provisional</i>	Red	Cllr Menlove / Caroline Simpson	Decline in road condition due to adverse weather conditions during early 2010.
NI 169	Non-principal classified roads where maintenance should be considered	8%	7%	Annual reporting	Annual reporting	9% <i>Provisional</i>	Red	Cllr Menlove / Caroline Simpson	Decline in road condition due to adverse weather conditions during early 2010.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 171	New business registration rate	71.1 business births per 10,000 residents (134.2%)	71.4 business births per 10,000 residents (134.8%)	Annual reporting	Annual reporting	2008 start-up rate = 67.9 (136.9% of NW rate)	Green	Cllr Macrae / Caroline Simpson	Performing well against North West Regional rate of new business registrations. CEC delivering support through Economic Recovery Task Group funding, in collaboration with external partners.
NI 172	Percentage of small businesses in an area showing employment growth	13.83% (07/08)	Higher percentage	Annual reporting	Annual reporting	Data not released until January 2011	To be assessed January 2011	Cllr Macrae / Caroline Simpson	Data not released until January 2011. Reported by Office for National Statistics. Anticipate significant reduction in small business employment growth
NI 173	Flows on to incapacity benefits from employment	(Cong 0.4) (Crewe 0.7) (Macc 0.3)	Reduction from baseline	Annual reporting	Annual reporting	1.7%	Red	Cllr Macrae / Caroline Simpson	Recession major contributing factor to decline. Anticipated that baselines and targets will be reviewed nationally to reflect new benefits and economic conditions.
NI 174	Skills gaps in the current workforce reported by employers	12.1%	Reduction from baseline	Annual reporting	Annual reporting	19.9%	Red	Cllr Macrae / Caroline Simpson	Reported by Learning Skills Council. Disaggregated figures not available. Cheshire County Council figures applied. Effectively discontinued, as next survey due 2011 and no new commitment to LSC NESS Survey

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 175	Access to services and facilities by public transport, walking and cycling	100 (05/06)	118	Annual reporting	Annual reporting	165	Green	Cllr Macrae / Caroline Simpson	Original LTP 2 Accessibility target achieved. New indicator and target to be included in LTP 3.
NI 176	Working age people with access to employment by public transport (and other specified modes)	79.9 (2007)	To exceed baseline	Annual reporting	Annual reporting	79.9 (2008)	Amber	Cllr Macrae / Caroline Simpson	09/10 New indicator. Reported figures calculated by Department for Transport. New targets under review as part of LTP 3 process.
NI 177	Local bus and light rail passenger journeys originating in the authority area	9,130,000	9,000,000	Annual reporting	Annual reporting	7.963 million	Red	Cllr Macrae / Caroline Simpson	Data reliant on co-operation from bus companies and/or DfT approved on-board passenger surveys. 09/10 decline in passengers due to poor weather during early 2010.
NI 178a	Bus services running on time % of non frequent services on time	84%	85%	Annual reporting	Annual reporting	86%	Green	Cllr Macrae / Caroline Simpson	Data reliant on co-operation from bus companies and/or DfT approved on-board passenger surveys.
NI 185	CO2 reduction from local authority operations	43,031.740 kg	Reduction from baseline	Annual reporting	Annual reporting	Data not released until July 2010	To be assessed July 2010	Cllr Menlove / Caroline Simpson	New indicator. GONW / DECC requested amended spreadsheets in January 2010.
NI 186	Per capita reduction in CO2 emissions in the LA area	8.8 tonnes per capita (2005/06)	99,250 tonnes CO2 (8.53 tonnes per capita)	Annual reporting	Annual reporting	Lagged data, not available until late 2010	Amber	Cllr Menlove / Caroline Simpson	Data only available annually. Annual progress difficult to access. Work programmes underway to put on track to meet targets during 2010/11

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 188	Planning to Adapt to Climate Change	Level 0	Level 1	Annual reporting	Annual reporting	Level 0	Red	Cllr Menlove / Caroline Simpson	09/10 first year of reporting. New Climate Change Action Plan now approved, with planned process to take CE to Level 2 by 2012.
NI 198	Travel to school (mode of transport)	33.7%	34.1%	Annual reporting	Annual reporting	Data not released until August 2010	To be assessed August 2010	Cllr Macrae / Caroline Simpson	Target based on overall proportion of children travelling to school by car (including vans and taxis) for one overall age group (age 5-16 years). On track to achieve target. Revised targets to be considered as part of LTP 3 process.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Places / Planning & Policy Service

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 154	Net additional homes provided	1273	613	Mid Year data not available	335	634	Green	Cllr Macrae / Adrian Fisher	Target has been met, but is well below past rates of completions. The low level of house building is similar to that being seen across the country due to the current economic climate.
NI 155	Number of affordable homes delivered (gross)	130	364	153	260	444	Green	Cllr Macrae / Adrian Fisher	Review of affordable housing currently underway in preparation for inspection.
NI 156	Number of households living in temporary accommodation	231	18 (quarterly target)	11	8	9	Green	Cllr Macrae / Adrian Fisher	Target achieved through utilisation of Homelessness funding; working with CLG to offer Mortgage rescue scheme; and pilot project with associated partners to provide housing for ex-offenders.
NI 157a	Processing of planning applications 'major'	60%	60%	48.39%	51.28%	57.58%	Red	Cllr Macrae / Adrian Fisher	Target based on nationally recommended levels. Performance part of current service review.
NI 157b	Processing of planning applications 'minor'	75.79%	65%	71.31%	75.19%	78.71%	Green	Cllr Macrae / Adrian Fisher	Target based on nationally recommended levels. Performance part of current service review.

LAA Indicators

Non LAA Indicators

Statutory Indicators

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 157c	Processing of planning applications 'other'	86.84%	80%	80.15%	83.54%	85.91%	Green	Cllr Macrae / Adrian Fisher	Target based on nationally recommended levels. Performance part of current service review.
NI 157d	Processing of 'County Matter' planning applications	70.59%	70%	50% (provisional)	54.55%	42.86%	Red	Cllr Macrae / Adrian Fisher	Target not set for CE, based on nationally recommended levels for Cheshire County Council. Performance part of current service review.
NI 158	% non-decent council homes	N/A	N/A	N/A	N/A	N/A	N/A	Cheshire East has no housing stock	Not applicable to Cheshire East
NI 159	Supply of ready to develop housing sites	(Cong 124) (Crewe 115) (Macc 106) 08/09 Actuals – Not 5 year period	5,750 (RSS requirement)	Annual reporting	Annual reporting	103% (5,898 actual no. supplied)	Green	Cllr Macrae / Adrian Fisher	Good performance is where the percentage is 100% or higher.
NI 160	Local authority tenants' satisfaction with landlord services	N/A	N/A	N/A	N/A	N/A	N/A	Cheshire East has no housing stock	Not applicable to Cheshire East

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 170	Previously developed land that has been vacant or derelict for more than 5 years	(Cong 1.70%) (Crewe 0.10%) (Macc 0.50%)	Reduction against baseline	Annual reporting	Annual reporting	0.4%	Green	Cllr Macrae / Adrian Fisher	37.78 ha of land or buildings have been derelict or vacant for 5 or more years. There are 8979.502 ha of developed land within Cheshire East.
NI 187a	% of people receiving income based benefits living in homes with a low energy efficiency rating	SAP less than 35 = 16%	14.48%	Annual reporting	Annual reporting	11%	Green	Cllr Macrae / Adrian Fisher	Target achieved due to investment in home insulation (£320,000) and referrals to Warm Front. Although target exceeded, concern remains as outturn compares poorly against other local authorities.
NI 187b	% of people receiving income based benefits living in homes with a high energy efficiency rating	SAP of 65 or greater = 17%	17.41%	Annual reporting	Annual reporting	19%	Green	Cllr Macrae / Adrian Fisher	Target achieved due to investment in home insulation (£320,000) and referrals to Warm Front. Although target exceeded, concern remains as outturn compares poorly against other local authorities.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 197	Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented	29%	<i>To be confirmed</i>	Annual reporting	Annual reporting	<i>To be confirmed</i>	Data collected annually	Cllr Macrae / Adrian Fisher	<i>No figures yet reported from Cheshire Wildlife Trust</i>

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Places / Environmental Services

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 191	Residual household waste per household	721kg	594kg	300.8kg	442.79kg	Data available 2010/11 Q1	Green	Cllr Menlove / Phil Sherratt	Q4 data will not be available until Q1 of 2010-2011. First three quarters would indicate we will meet our target.
NI 192 (LAA 053)	Percentage of household waste sent for reuse, recycling and composting	42.56%	51%	53.7%	47.4%	Data available 2010/11 Q1	Amber	Cllr Menlove / Phil Sherratt	Winter weather reduced collection of green garden waste in Q3. With the winter weather continuing results for Q4 have reduced with a possibility that the target may be missed when data for the fourth quarter is known.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 193	Percentage of municipal waste landfilled	59%	46.44%	43.2%	49.8%	Data available 2010/11 Q1	Amber	Cllr Menlove / Phil Sherratt	Although not directly connected with NI 193, the Landfill Allowance Trading Scheme (LATS) has set local authorities stringent targets to reduce the quantity of biodegradable municipal waste sent to landfill. CE is well within target for 09/10, but modelling on current figures suggests that if nothing is done, CE would break the LATS target from 2013 onwards. The Council is therefore tendering a PFI for residual waste treatment which if approved will divert BMW from landfill from 2013 onwards.
NI 195a	Improved street and environmental cleanliness (levels of litter)	6%	6%	5%	5%	6%	Green	Cllr Menlove / Phil Sherratt	Cheshire East is currently ranked in the Upper Quartile according to the PWC Benchmarking Group. Ranked 12 th out of 34.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 195b	Improved street and environmental cleanliness (levels of detritus)	12%	12%	13%	12%	12%	Green	Cllr Menlove / Phil Sherratt	Sweeping schedules and weed spraying being improved and reviewed systematically. Cheshire East is currently ranked in the Bottom Quartile according to the PWC Benchmarking Group. Ranked 22 nd out of 33.
NI 195c	Improved street and environmental cleanliness (levels of graffiti)	2%	2%	3%	2%	2%	Green	Cllr Menlove / Phil Sherratt	Planned introduction of Defacement Charter which will include promotion of a community partnership approach to reducing graffiti and fly posting. Cheshire East is currently ranked in the Top Quartile according to the PWC Benchmarking Group. Ranked 10 th out of 34.
NI 195d	Improved street and environmental cleanliness (levels of fly posting)	1%	1%	1%	1%	1%	Green	Cllr Menlove / Phil Sherratt	On Target. Cheshire East is currently ranked in the TOP Quartile according to the PWC Benchmarking Group. Ranked joint 1 st (with 20 other local authorities) out of 32.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 196	Improved street and environmental cleanliness – fly tipping	Grade 2 Effective (estimated)	Grade 2 Effective	Annual reporting	Annual reporting	Grade 3 Not Effective	Amber	Cllr Menlove / Phil Sherratt	Annual reporting. Number of investigations currently being reviewed. NI 196 to be transferred to Safer & Stronger Service for 10/11.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Performance & Capacity / Treasury and Assets

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 179	Value for Money - total net value of ongoing cash-releasing value for money gains that have impacted since the start of the financial year	7,544 (£7.5m)	20,353 (£20.4m)	9,710 (£9.7m)	-	Data collected half-annually	Amber Below target at mid-year, but significant year on year improvement	Cllr Keegan/ Lisa Quinn	The July deadline for reporting out-turn information to CLG will be met. Analysis of the 2009-10 is not yet complete. The best estimates available are the out-turn forecast produced at mid-year, which indicate that 50% of the target savings will be achieved. This still represents however, a significant increase on previous year's savings.
NI 180	The number of changes of circumstances which affect customers' HB/CTB entitlement within the year.	926.43	-	1186.5	-	1521.2 (estimated)	Green Increased volumes reflect positive progress on benefits take-up	Cllr Keegan/ Lisa Quinn	This indicator is calculated by DWP using a data extract sent each month. Data has not been updated by DWP since end of quarter 2, although provided each month.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events.	9.8 days (estimated)	-	12.1 days (estimated)	11.77 (estimated)	10.6 days (estimated)	Amber Marginal reduction in performance against 2008/9, but caseloads are not comparable. Overall performance expected to be close to upper quartile nationally.	Cllr Keegan/ Lisa Quinn	Over the year we have had an increased caseload & workload due to the economic climate. Increased take up of benefits has produced additional benefits of £1,123,195 (78% of which is likely to be spent locally). A current backlog of work is being dealt with by use of overtime and agency staff. Fast track procedures operate for urgent cases. There have been 5 complaints about delays during the year. A new processing system is being implemented to replace the three different predecessor systems in a cost-effective way.
L 008	Percentage of invoices paid on time.	-	80%	80%	81%	80%	Green Target achieved	Cllr Keegan/ Lisa Quinn	2009/10 target of 80% achieved despite some volatility quarter on quarter.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
L 009	Percentage of Council Tax collected.	98.20%	98.20%	59.2%	87.01%	97.9%	Amber	Cllr Keegan/ Lisa Quinn	Targets were initially set to maintain the collection rates achieved by the former districts. However, collection has been impacted by the challenges encountered during reorganisation. Issues around structure, location and systems have affected the ability to maintain a structured recovery process over such a large team. This trend has been borne out through comparison with other reorganising Authorities who also reported reduced rates during the year. Cheshire East has, nonetheless, performed well against these Authorities and performance remains comparatively high overall
L 010	Percentage of Non-domestic Rates collected.	97.86%	97.86%	58.5%	87.73%	98.2%	Green	Cllr Keegan/ Lisa Quinn	The small NNDR team benefitted from bringing best practice and skills together. The potential impact of the recession has been mitigated through promotion of relevant relief and support to businesses

LAA Indicators

Non LAA Indicators

Statutory Indicators

Appendix B - 2009/10 Fourth Quarter Performance

Performance & Capacity / HR & Organisational Development

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
L 002a	Equality Framework for Local Government (former BV 2a)	-	-	-	-	-	Data collected annually	Cllr Brown/ Head of Policy & Performance	The Council has written its action plan taking account of the Equality Framework for Local Government. It is expected that we will become an 'achieving' Council by 2013.
L 011a	Top 5% of Earners: Women (former BV 11a)	-	48%	52.54%	51.85%	53.42%	Green	Cllr Brown/ Melanie Henniker	The Council is pleased with performance against this local indicator. We have improved the percentage of top female earners and have outperformed our target by approximately 5%.
L 011b	Top 5% of Earners: Ethnic Minorities (former BV 11b)	-	0.7%	0.91%	0.88%	0.88%	Green	Cllr Brown/ Melanie Henniker	Performance has exceeded target, and remained consistent throughout 2009/10. There is still work to be done to mirror population demographics of our communities within our senior workforce.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
L 011c	Top 5% of Earners: with a disability (former BV 11c)	-	3.3%	1.7%	0.57%	0.57%	Red	Cllr Brown/ Melanie Henniker	Despite displaying the Disability Two Tick symbol and committing to being a "Mindful Employer" this indicator requires considerable targeted improvement going forward.
L 012	Working days lost due to sickness absence (former BV 12)	9.44 days (2007/08 Cheshire)	9.0 days	2.81 days	5.19 days	7.05 days	Green	Cllr Keegan/ Melanie Henniker	This level of performance is very encouraging, and the Council will seek to maintain excellent performance in 2010/11.
L 016a	Percentage of employees with a disability (former BV 16a)	-	1.6%	0.98%	0.99%	0.98%	Red	Cllr Brown/ Melanie Henniker	Although the number of employees with disabilities has remained consistent, the result is short of target, and we will seek to improve our outturn moving forward.
L 017a	Ethnic minority representation in the workforce – employees (former BV 17a)	-	1%	1.18%	1.22%	1.22%	Green	Cllr Brown/ Melanie Henniker	Performance has exceeded target, and remained consistent throughout 2009/10. We will ensure work is undertaken to mirror population demographics of our communities within our workforce.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Performance & Capacity / Policy & Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 001	% of people who believe people from different backgrounds get on well together in their local area	78.9%	Place survey	Place survey	Place survey	Place survey	Place Survey	Cllr Bailey/ Vivienne Quayle	Place Survey completed biannually. Next survey due 2010/11. The Council is developing a Policy Framework to support equality, inclusion and fairness in service delivery to promote community cohesion.
NI 002	% of people who feel that they belong to their neighbourhood	61.5%	Place survey	Place survey	Place survey	Place survey	Place Survey	Cllr Bailey/ Vivienne Quayle	Place Survey completed biannually. Next survey due 2010/11.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 003	Civic participation in the local area	12.9%	Place survey	Place survey	Place survey	Place survey	Place Survey	Cllr Bailey/ Vivienne Quayle	Place Survey completed biannually. Next survey due 2010/11. The Council promotes civic participation through local area partnerships to encourage local people to participate in formulating responses to community issues. The Council invites representatives from equality groups to participate on the equality impact review panel to ensure that equality impact assessments address the needs of all disadvantaged groups.
NI 004	% of people who feel they can influence decisions in their locality	24.2%	25%	Place survey	Place survey	Place survey	Place Survey	Cllr Bailey/ Vivienne Quayle	Place Survey completed biannually. Next survey due 2010/11. The Council has consulted with local people through its Local Area Partnerships to determine the priorities and issues to formulate objectives in the Sustainable Community Strategy ("Our Ambition For All"). This forms a key commitment in the Council's Corporate Plan.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

Appendix B - 2009/10 Fourth Quarter Performance

Indicator	Title	Baseline (2008/09 outturn unless stated)	2009/10 Target	Mid Year Actual	Third Quarter Actual	Fourth Quarter Actual	Performance Assessment	Portfolio Holder / Service Manager	Comments
NI 005	Overall / general satisfaction with local area	84.6%	Place survey	Place survey	Place survey	Place survey	Place Survey	Cllr Bailey/ Vivienne Quayle	Place Survey completed biannually. Next survey due 2010/11.
NI 007	Environment for a thriving third sector	16.4% (Cheshire 2008)	20.3% (2010)	-	-		Local Survey of Third Sector Organisations	Cllr Brown/ Vivienne Quayle	Baseline data established; follow up survey due October 2010.
NI 013	Migrants' English language skills and knowledge	N/A	N/A	N/A	N/A	N/A	Data collected annually	Cllr Brown/ Vivienne Quayle	Suspended in 2009/10; deleted from 2010/11
NI 014	Avoidable contact The proportion of customer contact that is of low or no value to the customer	16.6%	-	Q2: 14.09%	Q3: 11.07%	Q4: 5.84% (2009/10 Outturn 11.02%)	Green	Cllr Brown/ Paul Bayley	The Council has improved on its baseline performance in 2008/09 to achieve a result which has surpassed top quartile national performance of 12.93% (where a lower result is better). NI 014 will be removed from 2010/11; however as this provides the Council with valuable performance intelligence to shape service improvement, we will continue to capture performance data going forward.

LAA Indicators	Non LAA Indicators	Statutory Indicators
----------------	--------------------	----------------------

CHESHIRE EAST COUNCIL

REPORT TO: CABINET

Date of Meeting:	14th June 2010
Report of:	Borough Solicitor
Subject/Title:	Appointments to Outside Organisations

1.0 Report Summary

- 1.1 The report gives details of proposed changes to the Category 1 list of outside organisations and includes a specific request in respect of Cheshire Peaks and Plains Housing Trust. In addition, as a consequence of a change in representation on the Police Authority, there is a proposed amendment to the nominees to the Cheshire Police Appointments Joint Committee.

2.0 Recommendations

- 2.1 Cabinet is asked to RESOLVE –

- (a) That the changes to outside organisations, as shown in bold and underlined on the appendix to the report be approved;
- (b) That representation on Cheshire Peaks and Plains Housing Trust be reduced from 5 to 3;
- (c) That (subject to agreement to (b) above) Councillors R West, D Thompson and J Narraway be appointed as the Council's three representatives on Cheshire Peaks and Plains Housing Trust; and
- (d) That Councillors W Fitzgerald, A Arnold and H Murray be nominated to the Cheshire Police Appointments Joint Committee.

3.0 Reasons for Recommendations

- 3.1 It is important for the Council to participate as a partner in the network of outside organisations within Cheshire East, and more widely if appropriate. This maintains an important link between it and the wider community.

4.0 Wards Affected

Not appropriate.

5.0 Local Ward Members

5.1 Not appropriate.

6.0 Policy Implications

6.1 None identified.

7.0 Financial Implications 2010/11 and beyond

7.1 Not appropriate. The financial implications were addressed when the initial appointments were made. This report deals with casual vacancies.

8.0 Legal Implications (Authorised by the Borough Solicitor)

Whilst membership of outside bodies carries with it the potential for personal liability for elected Members undertaking such roles as ancillary to their status as a Councillor, Cheshire East Borough Council has already resolved to put in place for elected members the maximum indemnity which is allowed by law.

9.0 Risk Management

9.1 None identified.

10.0 Background and Options

10.1 At its meeting held on 3rd March 2009, Cabinet appointed Members to the list of outside organisations designated as Category 1, i.e top-level strategic organisations at national, regional and local level; for example, the Primary Care Trust, Police Authority, Cheshire Fire and Rescue Service.

These appointments, which the Cabinet has reserved to itself, were made for a two year period ending at the conclusion of the Municipal Year in May 2011.

10.2 Proposed Changes

Following Annual Council on 12th/13th May 2010, a number of changes have been proposed to the list of Category 1 outside organisations as shown in bold and underlined on the appendix attached to this report.

Cabinet is asked to approve the changes.

10.3 Cheshire Peaks and Plains Housing Trust

In March 2009, Cabinet appointed five Members to Cheshire Peaks and Plains Housing Trust ("the Trust") which is one of several housing associations to which the Cabinet makes appointments.

In the early part of 2010, the Trust reviewed its governance arrangements. As part of that review, one of its proposals was to change the composition

of its Board structure, based on best practice and following advice from its trade body, the National Housing Federation.

The Housing Federation suggests a maximum size for a Housing Association Board of 12, with an ideal number being 9. At present, the Trust has a Board of 15, comprising 5 Councillors, 5 Independents and 5 Tenant members.

The original purpose of having five local authority nominees was to protect the Council's interests following the transfer of the housing stock from the former Macclesfield Borough Council to the Trust. That was four years ago and the Trust considers that it has now demonstrated its ability to conduct its own business; it has met the majority of its commitments set out at the time of transfer; and the Audit Commission has given it a 2-star "good" rating with excellent prospects for improvement. The Trust considers that it is now timely to reduce the number of Councillors on its Board.

In March 2010 the Trust wrote to the Council requesting that representation be reduced from 5 to 3 Members.

The proposals are in line with other Housing Trusts to which the Cabinet appoints (Wulvern Housing – reduced from 5 to 3 Members by the former Crewe and Nantwich Borough Council; Dane Housing – reduced from 4 to 2 by Cabinet at Dane Housing's request).

The appointment of Members to outside organisations must be in accordance with the requirements of the organisation, as far as reasonably practicable. The reduction from 5 to 3 Members accords with the Trust's revised governance arrangements and Cabinet is asked to approve this change.

10.4 Cheshire Police Appointments Joint Committee

The Police Authority has an Appointments Joint Committee which approves nominations from the Cheshire Authorities to the Police Authority. This Council's current Members are Councillors W Fitzgerald, A Arnold and B G Silvester. In view of the proposed changes to the nominations to the Police Authority, it is proposed that the nominations to the Appointments Joint Committee should be Councillors Fitzgerald, Arnold and Murray.

11.0 Overview of Year One and Term One Issues

11.1 None identified.

12.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer.

Name: Carol Jones
Designation: Democratic Services Officer
Tel No: 01270 686472
E-mail: carol.jones@cheshireeast.gov.uk

Appointments to Outside Organisations -2009/2011
Revisions to Representation – June 2010

Ref No	Members 09-11	Organisation	Notes
1-31	W Fitzgerald	4 NW Formerly North West Regional Assembly	
1-1	A Kolker	Adoption Panel	
1-3	P Mason	Beth Johnson Housing	
1-4	G Walton	Bridgewater Canal Trust	
1-5	J Macrae	Business Link N-West	
1-6	D Brown	Cheshire ,Warrington and Halton Info Consortium (formerly Ches Info Consortium)	
1-8	G Walton	Cheshire & Warrington Tourist Board (Formerly NW Tourist Board)	
1-10	R West S Furlong	Cheshire Admissions Forum	
1-131	Rachel Bailey <u>Rhoda Bailey</u>	Cheshire and Warrington Local Access Forum	Councillor Rhoda Bailey to replace Councillor Rachel Bailey
1-11	A Knowles <u>J Wray</u>	Cheshire and Wirral Partnership NHS Foundation Trust (Mental Health Services)	Councillor Wray to replace Councillor Knowles
1-12	M Simon J Weatherill J Crockett W Livesley D Topping G Merry C Thorley (L) R Fletcher(LD)	Cheshire Fire Authority (CFA)	
1-13	<u>R West</u> <u>D Thompson</u> <u>J Narraway</u> Ø Hunter J Crockatt	Cheshire Peaks and Plains Housing Trust	Subject to Cabinet decision, membership to be reduced from five to three. Councillors Hunter and Crockatt to be removed.
1-14	P Findlow B Silvester <u>H Murray</u> A Arnold	Cheshire Police Authority	Councillor Murray to replace Councillor Silvester

Note: Whilst the appropriate reference numbers have been included, the list is in alphabetical order, by organisation.

Appointments to Outside Organisations -2009/2011
Revisions to Representation – June 2010

Ref No	Members 09-11	Organisation	Notes
1-85	J Macrae J Hammond D Brown B Moran	Congleton Learning Partnership (wholly owned by South and East Cheshire Enterprise Board)	
1-16	A Thwaite D Beckford A Arnold (LD)	CONNEXIONS Cheshire and Warrington	
1-130	W Fitzgerald P Findlow B G Silvester A Moran <u>R Domleo</u> <u>A Arnold</u>	County Councils Network	Councillors Domleo and Arnold replace Councillors Silvester and A Moran
1-17	D Brown <u>A Barratt</u> P Mason	Dane Housing Trust (known variably as “Plus Dane” and “Dane Housing Group”)	Councillor Barratt to replace Councillor Brown
1-18	B Silvester (Deputy)	Environment Agency (NW) Regional Flood Defence Committee (North West)	Councillor A Needham (CWAC) is the substantive Member for 2 years. Rotational appointment: Will revert to CEC in May 2011.
1-19	G Walton <u>R Menlove</u>	Environment Agency Liaison Group	Councillor Menlove filling the vacancy caused by Councillor Brickhill’s resignation.
1-20	F Keegan	EU STRUCTURAL FUNDS GOVERNANCE GROUP. Programme Monitoring Regional Committee	
1-21	D Brown	European Chemicals Regions Network	
1-22	M A Martin (L)	Fostering Panel	
1-23	J Macrae B Silvester	LGA - Rural Commission	The Council has 1 vote which is given to the “first named Member”. Councillor Macrae will be regarded as the “first named Member”, and therefore will exercise the Council’s vote.
1-25	P Mason B G Silvester <u>H Davenport</u>	LGA - Urban Commission	Councillor Davenport to replace Councillor Silvester. The Council has 7 votes and Councillor H Davenport will exercise all of the Council’s votes.

Appointments to Outside Organisations -2009/2011
Revisions to Representation – June 2010

Ref No	Members 09-11	Organisation	Notes
1-26	J Macrae <u>A Thwaite</u> G Walton (sub) <u>D Neilson (sub)</u>	Liverpool Airport (Consultative Committee)	Councillor Thwaite to replace Councillor Macrae as the substantive Member. Councillor Neilson to replace Councillor Walton as the substitute.
1-27	R Domleo P Findlow <u>A Knowles</u> <u>J Macrae</u> W Fitzgerald A Arnold	LOCAL GOV ASSOCIATION General Assembly	Councillors Knowles and Macrae to replace Councillors Domleo and Findlow. The Council has 7 votes and these are spread across the 4 representatives.
1-28	J Macrae	Manchester Airport Strategic Planning Group	
1-2	G Walton D Stockton D Neilson (LD) G Hunter (sub) <u>A Thwaite (sub)</u>	Manchester Airport Consultative Committee	Councillor Thwaite to replace Councillor Hunter as substitute
1-29	G Walton	Mersey Basin Campaign Southern Catchment Project Group -Members Steer Comm.	
1-32	F Keegan	North West Employers Organisation	
1-40	H Davenport	North-West Rail Campaign	
1-33	H Gaddum	Peak District National Park Authority	
1-80	G Walton A Arnold (LD)	Peaks and Plains of Cheshire Tourism	
1-35	<u>R Menlove</u> J Weatherill S Wilkinson	Road Safety Partnership	Councillor Menlove filling vacancy caused by Councillor Brickhill's resignation.
1-36	A Ranfield L Smetham G Beard <u>W Livesley</u>	Silk Heritage Trust (The)	Councillor Livesley to replace Councillor Beard

Appointments to Outside Organisations -2009/2011
Revisions to Representation – June 2010

Ref No	Members 09-11	Organisation	Notes
1-85	J Macrae J Hammond D Brown B Moran	South and East Cheshire Enterprise Board	
1-37	F Keegan M A Martin (L) S Jones (LD)	Standing Advisory Council on Religious Education (SACRE) (statutory organisation)	
1-38	R Domleo J Macrae D Flude (L)	Supporting People Strategic Partnership	
1-39	B Dykes H Davenport	West Coast Rail 250	
1-41	B Dykes R Westwood <u>M J Weatherill</u> W T Beard (L)	Wulvern Housing (Crewe)	Councillor Weatherill to replace Councillor Westwood

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank