

Children and Families Scrutiny Committee

Agenda

Date: Tuesday, 29th June, 2010
Time: 10.30 am
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. **Minutes of Previous Meeting** (Pages 1 - 6)

To approve the minutes of the meeting held on 1 June 2010.

3. **Declaration of Interest/Party Whip**

To provide an opportunity for Members and Officers to declare any personal and/or prejudicial interests and for members to declare the existence of a party whip in relation to any item on the agenda.

4. **Public Speaking Time/Open Session**

For any apologies or requests for further information, or to give notice of a question to be asked by a member of the public

Contact: Mark Nedderman

Tel: 01270 686459

E-Mail: mark.nedderman @cheshireeast.gov.uk

A total period of 15 minutes is allocated for members of the public to make a statement(s) on any matter that falls within the remit of the Committee.

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

Note: In order for officers to undertake any background research, it would be helpful if members of the public notified the Scrutiny officer listed at the foot of the agenda, at least one working day before the meeting with brief details of the matter to be covered.

5. **Work Programme Update**

To consider issues arising from the emerging work programme approved at the previous meeting. (see minutes of the meeting held on 1 June 2010 for details)

6. **Consultation on School Re-organisation Proposals in Macclesfield**

The Head of Services for Children and Families to update the Committee on proposals to re-organise schools in Macclesfield.

7. **Changing Policy Landscape in Children's Services**

The Head of Services for Children and Families to provide a verbal update on the Coalition Government's proposals as they relate to Children's Services.

8. **Presentation on Adoption, prior to a forthcoming inspection of the service by OFSTED**

To receive a presentation by the Head of Services for Children and Families

9. **Performance - Outturn** (Pages 7 - 28)

To consider a report of the Head of Service Children and Families.

10. **Corporate Plan** (Pages 29 - 64)

To consider a report of the Head of Human Resources considered by Cabinet on 14 June 2010, which set in motion the formal process to consult Overview and Scrutiny Committees in accordance with the Budget and Policy Framework procedure rules. The Committee is asked to consider making observations on the Corporate Plan which will be considered by Cabinet on 19 July 2010.

11. **Forward Plan - extracts** (Pages 65 - 68)

To note the current Forward Plan, identify any new items and to determine whether any further examination of new issues is appropriate

12. **Consultations from Cabinet**

To note any consultations referred to the Committee from Cabinet and to determine whether any further action is appropriate.

13. **Start time of Meetings**

The Chairman to seek the views of the Committee about the possibility of starting meetings of the Children and Families Committee at 2.00pm to avoid clashing with CMT on Tuesdays mornings.

This page is intentionally left blank

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Children and Families Scrutiny Committee**
held on Tuesday, 1st June, 2010 at Delamere 1 Floor 2, Delamere House,
Delamere Street, Crewe, CW1 2J2

PRESENT

Councillor R Westwood (Chairman)
Councillor D Neilson (Vice-Chairman)

Councillors A Barratt, D Flude, J Goddard, A Kolker, W Livesley, G Merry and
M Simon

Apologies

Councillors D Beckford, M Parsons and A Ranfield, Jill Kelly

92 ALSO PRESENT

Councillor R Bailey – Cabinet Support Member.

93 OFFICERS PRESENT

Fintan Bradley
Mark Nedderman

94 MINUTES OF PREVIOUS MEETING

RESOLVED – That the minutes of the meeting held on 22 March 2010 be
approved as a correct record.

95 DECLARATION OF INTEREST/PARTY WHIP

Councillor D Flude declared a personal interest in respect of item 5 - Work
programme the ground that she was a Director of EIPC Ltd and a Governor of
Pebble Brook School Crewe.

96 PUBLIC SPEAKING TIME/OPEN SESSION

There were no members of the public present who wished to address the
Committee.

97 WORK PROGRAMME UPDATE

The Committee considered a report of the Borough Solicitor setting out a process
to approve the work programme for 2010/2011.

Corporate Scrutiny Committee at its meeting held on 19 April 2010 had approved a
paper entitled 'Strengthening the Scrutiny Function' which proposed a more formal
approach to the work programme setting process in 2010 to enable the views of

Cabinet to be fed into the process. This approach had also been considered and endorsed by the Scrutiny Chairs Group. The main aim of the new approach was to share work programmes with colleagues in Cabinet and Corporate Management Team (CMT) at the outset, so that Overview and Scrutiny became an integral part of the corporate business planning process of the Council. Work programme items would subsequently be linked to relevant Corporate plan targets, and where appropriate, Performance Indicators and LAA targets.

It was intended that emerging work programmes of all five Overview and Scrutiny Committees would be presented to Cabinet informally in June, and then each Committee would formally endorse its work programme before the summer recess. It was suggested that this Committee would approve its work programme on 29 June 2010. *(Note: since the meeting it has transpired that the work programme will not be approved until July 2010 because of changes to the consultation arrangements with Cabinet)*

The committee was reminded that it needed to ensure that there was sufficient leeway to allow for additional activities throughout the year.

A schedule attached to the report, set out all existing items in the work programme together with a number of suggestions provided by the former portfolio holder and members of the Committee.

Members were also requested to have regard to the emerging Corporate Plan and Sustainable Communities Strategy, both of which were currently in consultation stage and expected to be adopted by Council in July.

The Committee reviewed each work programme item and made the following comments

Issue	Description /	Comment	Date
Safeguarding and Redesign of Children's Services	Committee to be kept updated on the current position with the redesign - Challenges and Opportunities, emerging work programme, update on redesign of integrated service delivery - and given the opportunity to comment	Separate Safeguarding from Redesign of Children's Services But keep as a standard item on agendas to receive regular updates	On-going
Performance reporting	(key exceptions – red/amber and explanations/commentary) to include adoption rates, staffing information and profile of children in Cheshire East.	Continue with on a 3 monthly basis reporting but if any red flags are identified, a full explanation of the background be given at every meeting.	Every quarter
Corporate Parenting	Training event	Completed – As there are new Committee Members, this training	TBA

		session be repeated and offered again to all members of the Committee	
Inspections	Committee to be informed of the outcome of any relevant inspections	Regular reports from individual members who have undertaken regulation 33 inspections	TBA
Children's Services Performance rating	Report on Performance rating	Also need a regular agenda item to update the committee on progress on post - inspection action plan	6 Monthly
Youth Offending Inspection	YOS Action plan to be considered at a future meeting		
Fostering Inspection	Report on the outcome from inspection		
Review of Residential Provision	Task/Finish Group set up and underway	Review nearing completion	Final report expected July 2010.
Family Support Services	Task/Finish Group set up	3 meetings held, next meeting on 1 June 2010	Final report expected October 2010
School Admissions Policy	Formerly TLC. Review completed, several new policies recommended in the report.	Scrutiny to be consulted when policies called for in the report are developed Delete from Work programme	As appropriate
Education Attainment	Headlines submitted when available. Detailed analysis follows	Set up a Task and Finish Group to review the work of the multi agency Improvement and Achievement group.	To be set up after completion of Family Support Group.
Early Years Funding Reform	Consultation	Arrange a briefing by Children's directorate on the national formula and the pathfinder status of Cheshire East.	July 2010
Post 16 Transfer of Funding to Local authorities		No further action recommended at the moment. Put on reserved list for possible action 2011/2012	On hold.

Children's centres	Investigation into the role and purpose of Children's Centres	Included in the scope of task and finish Group on Family Support Services	
Transport for Young People	Access arrangements for young people in education and/or employment.	Arrangements be made for a presentation at a future meeting and Provision Task and Finish group set up in the Autumn	TBA
Draft Children's plan/children's trust	Presentation on current position	Further training agreed at meeting on 18 January 2010	TBA, but ASAP
Teenage Pregnancy Reduction	Committee to be kept updated on action taken as a result of the visit by the National support team	Report be submitted on the action plan	Completed
Budget	Scrutiny Consulted on draft budget 2010/2011	Committee represented on Budget Consultation Group preparing for the 2011/12 Budget. Chairman to provide regular update reports to Committee.	Ongoing
Analysis of School Performance	Connected with the Educational attainment item	To be included in School attainment (as above)	
School Status Report	New Government policies could significantly influence the status of schools and the relationship with the LEA.	Presentation to future meeting on current status	June 29 meeting
Schools White Paper	Presentation	Completed – delete from work programme	N/A
Sex and Relationships Education (Completed – delete from work programme	N/A
IT Systems	Review of IT systems as they relate to the redesign of children's services	Include section on Children's IT systems such as PARIS as part of the briefing on redesign of children's services	TBA
Foster Services	Review of adequacy	Set up a task and finish Group	To be set up after the

			completion of the residential provision Task and Finish Group report
Connexions – Value for money	Investigation recommended in light of funding reductions in the North West	A Full meeting be reserved to deal with Connexions, in terms of the services provided and the commissioning role of the Council	16 September 2010
Every Child matters	Re visit the ECM agenda	Refresher Training session be arranged	TBA
NEET's –	availability of schemes for college places entry into employment etc	Include as part of the review of Connexions	
CRB checks for Members and Corporate Parenting. And Regulation 33 visits		Not a matter for work programme, but all members of the Committee be given an opportunity to undertake such visits	TBA

(Note: The Committee also agreed that a spreadsheet be developed to maintain a record of the frequency of items listed for regular review)

98 FORWARD PLAN - EXTRACTS

The Committee considered the Forward plan as it related to Children and Family Services.

RESOLVED – That the forward plan be noted.

99 STANDARD ASSESSMENT TESTS (SAT'S) BOYCOTT

The Services Manager Improvement and Achievement Children's Services reported upon action taken by NUT and the National Association of Head Teachers in respect of the boycotting SAT's in some primary schools within Cheshire East. Over the period 10-13 May 2010, 36 schools out of a total of 136 in Cheshire East had taken part in the boycott.

RESOLVED – That the report be received and noted.

100 CONSULTATIONS FROM CABINET

There were no consultations from Cabinet.

The meeting commenced at 10.32 am and concluded at 12.37 pm

Councillor R Westwood (Chairman)

Previous reporting period **Quarter 3**

Currently reporting period **Quarter 4: January - March 2010**

C&F NI indicators

15th JUNE - UPDATED

ANALYSIS

Q3	Q4
RED - 13	11
AMBER - 43	46
GREEN - 26	25

Reporting Process

SMT, ELT, other key C&F staff, Scrutiny Committee

RAG Rating Criteria

	Significant concerns that 2009/10 Target will not be achieved and/or within year trends are downward
	Progress towards 2009-10 Targets is on track - some areas of concern including within year trends
	Positive progress to achieve 2009-10 Targets - improving trends and secure outcomes

National Indicator

Local Area Agreement Indicator

Set Gradings

Statutory & other identified National Indicators

Key Performance or Outcome Description	2008-9 outturn	2009-10 Target (actual or indicative)	Quarter 2	Quarter 3	Quarter 4	Trends: last 3 quarters	Quarter 3 Position in relation to Target (RAG)	Quarter 4 Position in relation to Target (RAG)	Commentary & Agreed ELT Actions: Quarter 4	CAA RAG Rating - February 2010 and AUDIT commission Quartile	Team plan responsible for NI
--	----------------	---------------------------------------	-----------	-----------	-----------	-------------------------	--	--	--	--	------------------------------

PREVENTION & EARLY INTERVENTION (Including Safeguarding)

NI 68 - Percentage of referrals to children's social care going on to initial assessment	75.30%	75% 85%	56% (63% year to date)	45% (55% year to date)	a.40% 71% b. c. 81%	↑			a = The indicative figure currently available from the CIN census initial analysis. b = the projected figure based upon manual cleansing of CIN census data. C = figure based upon last 5 months of year following changes to protocols.	Q4	Dave Richards U&T Services Manager (Access Manager: Helen Brookes)
NI 111 - The number of first-time entrants to the youth justice system.	518 (-31.4% reduction achieved during 0/09)	513	46 118 cumulative for year	48 166 cumulative for year	58 244 cumulative for year	↑			Performance in Q4 is consistent with other quarters in this financial year. Overall performance for the whole year is significantly less than anticipated based on the data collated by the YOS, and we are waiting for validation of data with the Police national information. We anticipate a significant variation in figures once validation has taken place.	Q1	Penny Sharland Youth Offending Service (Dave Cornwall)
NI 19 - Rate of proven re-offending by young offenders	-17.80%		Available Mid February	n/a	n/a	n/a			Data for Q4 is not available until July based on counting rules		Penny Sharland Youth Offending Service (Dave Cornwall)

Key Performance or Outcome Description	2008-9 outturn	2009-10 Target (actual or indicative)	Quarter 2	Quarter 3	Quarter 4	Trends: last 3 quarters	Quarter 3 Position in relation to Target (RAG)	Quarter 4 Position in relation to Target (RAG)	Commentary & Agreed ELT Actions: Quarter 4	CAA RAG Rating - February 2010 and AUDIT commission Quartile	Team plan responsible for NI
NI 43 - Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	4.60%		8%	14.90%	2.60%	↑			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.	Q2	Penny Sharland Youth Offending Service (Dave Cornwall)
NI 44 - Ethnic composition of offenders on Youth Justice System disposals		0%	n/a	n/a	0%	→			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.		Penny Sharland Youth Offending Service (Dave Cornwall)
NI 46 - Young offenders' access to suitable accommodation	99.1%	100%	100%	98.40%	98.00%				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.	Q1	Penny Sharland Youth Offending Service (Dave Cornwall)
NI 71 - Children Missing from Home or Care	8		9		not available to date						Paul Jackson Safeguarding Manager (supported by Julie Lewis)
NI 72 - Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	61.70%	71.9% 63.2%	60.70%	60.7	60.7	n/a			data currently collected annually	Q1	Carol Sharples: EY & Childcare Strategy (Excellence & Equity Team Plan)
NI 73 - Achievement at level 4 or above in both English and Maths at Key Stage 2	79%	84% 85%	78%	81%	81%	↑			Updated FFTD database = 83%	Q1	Lesley Oldfield : Monitoring & Interventions Manager (QA)
NI 75 - Achievement of 5 or more A* - C grades at GCSE or equivalent including English and Maths	57%	66% 69%	57%	55- 62%	Current data 58% Projected 63%	↑			Current data for Q4 represents a conservative estimate based on school predictions via SIPs. Projected outcome 63%.	Q1	Lesley Oldfield : Monitoring & Interventions Manager (QA)
NI 76 - 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 1	8	4	1	↑			SIP data as of march shows that only one school projecting below 55% - Underwood West	Q1	Lesley Oldfield : Monitoring & Interventions Manager (QA)
NI 78 - 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	0	→			4 schools currently within National Challenge to support this indicator - KGrove, Macclesfield, SWStanier and Ruskin. No school predicting below 30%	Q1	Lesley Oldfield : Monitoring & Interventions Manager (QA)
NI 93 - Progression by 2 levels in English between Key Stage 1 and Key Stage 2	82%	92% 92%	83%	89%	89%	↑			Q3 data based upon predicted returns from schools via SIPs	Q1	Lesley Oldfield : Monitoring & Interventions Manager (QA)

Key Performance or Outcome Description	2008-9 outturn	2009-10 Target (actual or indicative)	Quarter 2	Quarter 3	Quarter 4	Trends: last 3 quarters	Quarter 3 Position in relation to Target (RAG)	Quarter 4 Position in relation to Target (RAG)	Commentary & Agreed ELT Actions: Quarter 4	CAA RAG Rating - February 2010 and AUDIT commission Quartile	Team plan responsible for NI
NI 94 - Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	81%	90% 91%	83%	87.00%	87%	↑			Q3 data based upon predicted returns from schools via SIPs	Q1	Lesley Oldfield : Monitoring & Interventions Manager (QA)
NI59 - Initial assessments for children's social care carried out within 7 working days of referral	75.73%	80%	62% (62% year to date)	60% (59% year to date)	76% (65% for the year)	↑			Variance between teams has been highlighted and positive response within teams where lower percentages occurring	Q2	Shirley Jordan : Children in Need & Child Protection Manager
NI 60 - Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement.	80.12%	80%	70% (69% year to date)	56% (64% year to date)	73% (67% for the year)	↑			Variance between teams has been highlighted and positive response within teams where lower percentages occurring	Q3	Shirley Jordan : Children in Need & Child Protection Manager
NI 61 - Timeliness of placements of C4C for adoption following an agency decision that the child should be placed for adoption	100.00%		100%	100%	73%	↓				Q1	Julie Lewis : Cared for Children Manager
NI 62 - Stability of placements for Cared for Children 3 or more placements in year	9.77%	10%	n/a	9%	15%	↓			Although the position at the end of Q3 is Good (9%) both Numerator and Denominator for this P1 will change by Q4	Q2	Julie Lewis : Cared for Children Manager
NI 64 - Duration on the child protection register (2+ years)	0.00%	0.00%	10%	16% (12% year to date)	9.8% year end position	↑			Year end - 14/143 CP plans ceased during the year that had been subject to a plan for 2 yrs or longer	Q4	Paul Jackson Safeguarding Manager & Julie Lewis C4C Manager
NI 65 - Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time	9%	Below 14%	n/a	n/a	9%	n/a					Paul Jackson Safeguarding Manager & Julie Lewis C4C Manager
NI 66 - Timeliness of Reviews for Cared for Children	96%	98%	n/a	n/a	75%	↓			data not available as yet - expected for out turn		Paul Jackson Safeguarding Manager
NI 67 - Child Protection Cases reviewed in timescale	99%	100%	98%	100%	99%	↑			All CP reviews in Q4 within timescale with exception of one family	Q1	Paul Jackson Safeguarding Manager
NI 84 - Achievement of 2 or more A*-C grades in Science GCSEs or equivalent	60%	61.5%	60.4%	60.40%	60.40%	→			Q4 data taken from DCSF statistical first release (SFR01/2010) published on 13 January 2010	Q1	Lesley Oldfield : Monitoring & Interventions Manager (QA)

Key Performance or Outcome Description	2008-9 outturn	2009-10 Target (actual or indicative)	Quarter 2	Quarter 3	Quarter 4	Trends: last 3 quarters	Quarter 3 Position in relation to Target (RAG)	Quarter 4 Position in relation to Target (RAG)	Commentary & Agreed ELT Actions: Quarter 4	CAA RAG Rating - February 2010 and AUDIT commission Quartile	Team plan responsible for NI
NI 86 - Secondary schools judged as having good or outstanding standards of behaviour	76.0%	96% 96%	81%	87%	87%	↑			No Ofsted judgements in Q3 in identified schools. Remaining schools are Shav. Macc HS, SWS	Q1	Karen Porter: Behaviour, Attendance & Exclusions (Excellence & Equity Team Plan)
NI 89a - Primary - Reduction of number of schools judged as requiring special measures and improvement in time taken to come out of the category	1	0 0	2	1	1	↑			Sandbach now removed from NTI category. Single school is Haslington	Q2 - CONTRADICTION IN Audit & CAA judgement.	Lesley Oldfield : Monitoring & Interventions Manager (QA)
NI 89b - Secondary - 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	0	→			2 schools identified as High Risk - Shavington and Macclesfield HS. Macclesfield within a 'Notice to Improve' category	q1	Lesley Oldfield : Monitoring & Interventions Manager (QA)
NI 109 - Delivery of Sure Start Children's Centres	60%	100% designation by March 2010 100%	15% designated & full core offer	25% designated	100% designation	↑			Majority of our Children's Centres were phase 3 which was why there has been a significant change in Q3 to Q4.	no audit judgement	Dave Richards Universal & Targeted Services Manager
Child Care Strategy : 10 hrs of free childcare for most disadvantaged 2 year olds	N/A	73	0	24	93	↑			Due to initial underspend on this project, additional places were made available and the allocation of 73 places was exceeded by the end of the financial year.		Carol Sharples: EY & Childcare Strategy (Excellence & Equity Team)
No of CAF's Completed	142 08/09 CAFs	200	39 cumulative 94	64 cumulative 158	102 cumulative 277	↑					Tilly Heigh : Strategy Manager CAF/ Contact Point (Policy & Strategy Team)
Children with a Child Protection Plan	155		n/a	157	158	n/a			Figure represents 20.7% per 10,000 population		Shirley Jordan : Children in Need & Child Protection Manager
Serious Case reviews judged inadequate in year to date	1	0	0	0	0	→					Paul Jackson Safeguarding Manager
Number of Schools classed as inadequate following OFSTED Inspection	New for CEC	Primary 0 Secondary 0 Special 0	Primary 2 Secondary 0 Special 0	Primary 1 Secondary 0 Special 0	Primary 1 Secondary 1	↑			Haslington currently in a category. Macclesfield added following ofsted in February		Lesley Oldfield : Monitoring & Interventions Manager (QA)
NARROWING THE GAP IN LEARNING OUTCOMES											
NI 92 - Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	31.90%	31.6% 28.2%	31.60%	31.60%	31.60%	n/a			data currently collected annually	Q2	Carol Sharples: EY & Childcare Strategy (Excellence & Equity Team)

Key Performance or Outcome Description	2008-9 outturn	2009-10 Target (actual or indicative)	Quarter 2	Quarter 3	Quarter 4	Trends: last 3 quarters	Quarter 3 Position in relation to Target (RAG)	Quarter 4 Position in relation to Target (RAG)	Commentary & Agreed ELT Actions: Quarter 4	CAA RAG Rating - February 2010 and AUDIT commission Quartile	Team plan responsible for NI
NI 99 - Looked after children reaching level 4 in English at Key Stage 2	73.7% Sept 08	No East Target 44%	18%	18%	18%	n/a			2 out of 11 achieved level 4	Q4	Phil Mellon : Virtual Headteacher C4C (E&E Team)
NI 100 - Looked after children reaching level 4 in mathematics at Key Stage 2	58% Sept 08	No East Target 56%	27%	27%	27%	n/a			3 pupils out of 11 achieved Level 4	Q4	Phil Mellon : Virtual Headteacher C4C (E&E Team)
NI 101 - Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English & Maths)	8.30% Sept 08	No East Target 31%	3%	3%	3%	n/a			30 OC2 1 obtained 5 A*-C GCSE inc Eng & Maths	No audit judgement	Phil Mellon : Virtual Headteacher C4C
NI 63 - Stability of Placement of LAC - longer term	68%	n/a	63%	67.40%	77%	↑				Q3	Julie Lewis : Cared for Children Manager
NI 102a - Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2	25pp	20pp 15%	24pp	24pp	23.6pp	n/a			Actual FSM target = 64%.Overall performance = 84% hence 20% target. 66% Of primary schools have 2 or less pupils on FSM.	Q3	Mike Harris: Developing Provision : Excellence & Equity Team
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 25%	36.2pp	36.20%	36.4pp	n/a			Actual FSM target = 29%.Overall performance = 66% hence 37% target. 66%	Q4	Mike Harris: Developing Provision : Excellence & Equity Team
NI 104 - The Special Educational Needs (SEN)/non-SEN gap - achieving Key Stage 2 English and Maths threshold	53pp		55.9pp	55.9	55.3pp	→			There has been a reduction in number of SEN pupils and greater confidence that SEN are correct in terms of targeted support.	Q4	Pam Davies SEN Adviser E&E Team
NI 105 - The Special Educational Needs (SEN)/non-SEN gap - achieving 5 A*-C GCSE including English and Maths	45.1pp	n/a	40.1pp	40.1	51.5pp	→			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.	Q4	Pam Davies SEN Adviser E&E Team
NI 106 - Young people from low income backgrounds progressing to higher education									Higher Education providers ?		
NI 107 - Key Stage 2 attainment for Black and minority ethnic groups (Level 4+ combined)	n/a	33% Trav. 25% Gyp/R 61% other W	28.5pp white other	28.5pp white other	28.5pp white other	n/a			Size of cohorts small - must be above 30 to set a target. Largest is white other - 116. No black grps above 30		Mike Harris: Developing Provision : Excellence & Equity Team
NI 108 - Key Stage 4 attainment for Black and minority ethnic groups	n/a	67% Trav. 50% Gyp/R 48% other W	5.6pp white other	5.6pp white other	5.6pp white other	n/a			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		Mike Harris: Developing Provision : Excellence & Equity Team
NI 103a - Special Educational Needs - statements issued within 26 weeks - excluding exceptions	92%	N/a 98%	96	96	93%	↓				No audit judgement	Barbara Logan: Startegy manager Aiming High (P&D Team)

Key Performance or Outcome Description	2008-9 outturn	2009-10 Target (actual or indicative)	Quarter 2	Quarter 3	Quarter 4	Trends: last 3 quarters	Quarter 3 Position in relation to Target (RAG)	Quarter 4 Position in relation to Target (RAG)	Commentary & Agreed ELT Actions: Quarter 4	CAA RAG Rating - February 2010 and AUDIT commission Quartile	Team plan responsible for NI
IN 103b - Special Educational Needs - statements issued within 26 weeks - including exceptions		N/A 95%	94	95	87%	↓			This drop is due to the Congleton area and relates to 8 cases completed within the time out of 10 in total.	No audit judgement	Barbara Logan: Startegy manager Aiming High (P&D Team)
Number of Looked after Children	355		389	413 54/10,000	427	↑			% increase in full year - 24% specific age groups increase - 0-4 = 39% 5-10 = 54%		Julie Lewis : Cared for Children Manager
Completion of Reg 33 Visits	New for CEC	100%	1	1	6 (100%)	N/a					Glynis Williams Safeguarding Manager Conf & Reviews
LAC placements with parents			n/a	17%	14%	↓					Julie Lewis : Cared for Children Manager
LAC in foster placements or placed for adoption	82.3	80%	77.30%	72%	76%	↑			Annette Butler		Julie Lewis : Cared for Children Manager
% LAC with relatives and friends	18.75%	18%	17.00%	16%	18%	↑			The year has seen a consistent figure within the high 6's - last quarter has seen figures increase to 70's - peak of 80 in January		Julie Lewis : Cared for Children Manager
% LAC absent from school for more than 25 days	13.40%		11.6	11.6	not available to date				Figure relates to OC2 pupils for 12 months or longer		Julie Lewis : Cared for Children Manager
Number of Elected Home Educated pupils - Primary	July 2009 Number known 42	n/a	Sept No. known 36	Dec No. known 36	March 2010 No. known 39	→			n/a		Mike Harris: Developing Provision : Excellence & Equity Team (John Fowler)
Number of Elected Home Educated pupils - Secondary	July 2009 Number known 85	n/a	Sept No. known 79	Dec No. known 76	March 2010 No. known 81	→			An Independent Review on EHE was published nationally. Compulsory registration of EHE children is currently being discussed by the Government		Mike Harris: Developing Provision : Excellence & Equity Team (John Fowler)
FAMILY SUPPORT & PARENTING											
NI 53a - Prevalence of breast-feeding 6-8 weeks from birth	36.70%	37.50%	42.90%	39.7	39.40%	↓			Data collected annually	Q3	PCT data
NI 53b - % of infants whose breastfeeding status is recorded	97.80%	86.00%	100%	93.40%	95.10%	↓			Data collected annually	Q1	PCT data
NI 54 - Services for disabled children	New indicator for 2009/10	National Average 61			Rating of 60				Currently rated 60 - national average 61	No audit judgement	Barbara Logan: Startegy manager Aiming High (P&D Team)
NI 70 - Hospital admissions caused by unintentional and deliberate injuries to children and young people	116.9	124.1	72.8	97.5	not available to date				Data collected annually	Q1	PCT data
NI 88 - Percentage of schools providing access to extended services	62%	100% 100%	90%	90%	99	→			There are currently only 2 schools outstanding in terms of access	Q2	Dave Richards Universal & Targeted Services Manager

Key Performance or Outcome Description	2008-9 outturn	2009-10 Target (actual or indicative)	Quarter 2	Quarter 3	Quarter 4	Trends: last 3 quarters	Quarter 3 Position in relation to Target (RAG)	Quarter 4 Position in relation to Target (RAG)	Commentary & Agreed ELT Actions: Quarter 4	CAA RAG Rating - February 2010 and AUDIT commission Quartile	Team plan responsible for NI
NI 116 - Proportion of children in poverty											
NI 118 - Take up of formal childcare by low income working families											
Numbers of children privately fostered	5	No East Target	n/a	n/a	not available to date	↓			Current number is 5 compared to 15 previously - downward trend		Paul Jackson Safeguarding Manager
HEALTH & WELL BEING											
NI 56 - Obesity in Primary School Age Children in Year 6	17.9% (2007)	17% with 87% coverage	n/a	17.9 with 89.4% coverage	not available to date	n/a			Data not available until September	Q2	Janet Smith : Strategy Manager C&YP Health & Well being (P&S Team)
NI 58 - Emotional and behavioural health of looked after children	15.2	n/a	Annual Only	n/a	14	n/a			Performance based upon pupil performance in Strength & Difficulty Questionnaire (SDQ). Poor rate of return from carers this year		Phil Mellon : Virtual Headteacher C4C
NI 112 - Under 18 Conception rate	-8.10%	-29%	Annual Only	n/a	Fall of 9.1%	↑			The figure shown for Q4 is based upon the 2008 ONS data and does not reflect within year change. Target not met	Q3	Janet Smith : Strategy Manager C&YP Health & Well being (P&S Team)
NI 87 - Secondary School persistent absence rate	5.40%	TBC 4.9%	5.80%	5.80%	5.80%	n/a			Q4 value taken from the DCSF Achievement & Attainment tables	Q3	Karen Porter: Behaviour, Attendance & Exclusions (Excellence & Equity Team Plan)
NI 114 - Rate of permanent exclusions from school	0.07% 38 pupils	n/a	n/a	5 pupils	19 year to date	↑			All permanent = Secondary schools. The overall figure of 19 compared to 38 in the previous year suggests a predicted reduction.		Karen Porter: Behaviour, Attendance & Exclusions (Excellence & Equity Team Plan)
Fixed Term exclusions - up to 10 sessions (5 days) Secondary					1243 in academic year to date				Congleton area lowest (236) Macc highest (534). Highest schools : Macc HS - 152, SWS 128, Ebank 71, All Hallows 66, Wilmslow 64		Karen Porter: Behaviour, Attendance & Exclusions (Excellence & Equity Team Plan)
NI 50 - Emotional health of children	n/a	National figure 56%	n/a	n/a	61%	n/a			The % relates to children who enjoy good relationships with their family and friends based upon 4 questions from the Tell Us survey.	Q3	Karen Porter: Behaviour, Attendance & Exclusions (Excellence & Equity Team Plan)
NI 51 - Effectiveness of child and adolescent mental health (CAMHS) services	100.00%	100.00%	100.00%	100.00%	100.00%	→			Data collected annually		PCT data
NI 52a - Take up of school lunches - Primary	40%	45% 50%	43.80%	45.30%	44.80%	↑			Return data up to March 19th	Q2	Sharon Aldread : Head of catering (U&TS Team)

Key Performance or Outcome Description	2008-9 outturn	2009-10 Target (actual or indicative)	Quarter 2	Quarter 3	Quarter 4	Trends: last 3 quarters	Quarter 3 Position in relation to Target (RAG)	Quarter 4 Position in relation to Target (RAG)	Commentary & Agreed ELT Actions: Quarter 4	CAA RAG Rating - February 2010 and AUDIT commission Quartile	Team plan responsible for NI
NI 52b - Take up of school lunches - Secondary	40%	42% 42%	35%	36.6	38.71%	↑			Return data up to March 19th	Q2	Sharon Aldread : Head of catering (U&TS Team)
NI 55 - Obesity in primary school age children in Reception	9%	9%			not available to date				Data expected in September		PCT data
NI 57 - Children and young people's participation in sporting opportunities									Data collected annually		Mike Harris: Developing Provision : Excellence & Equity Team
NI 69 - Children who have experienced bullying		n/a	national figure : 29%	n/a	31%	n/a			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)	Q1	Karen Porter: Behaviour, Attendance & Exclusions (Excellence & Equity Team Plan)
NI 113a - Percentage of 15-24 year olds accepting a test for Chlamydia	15%	25%	17%	18%	24.63%	↑			Chlamydia Screening recovery plan in place since sept resulting in 49.99 increase in numbers screened.	Q1	PCT data
NI 113b - Chlamydia in Under 25 year olds - Positive diagnosis	N/A	n/a	8%	7.12%	5.93%	↑				No data available	PCT data
NI 115 - Substance misuse by Young people	n/a	national figure 10%	n/a	n/a	9%	n/a			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)	Q2	Janet Smith : Strategy Manager C&YP Health & Well being (P&S Team)
Healthy Schools					38%						Janet Smith : Strategy Manager C&YP Health & Well being (P&S Team)
Termination rates per 1000 women under 18	5.00	N/a	Q1 =4 Q2 = 3		not available to date	↓			Under 18 termination rates are based on 2008 ONS data and show high rates in Macclesfield and Congleton		
GOOD TRANSITIONS & SKILLS FOR THE FUTURE											
NI 117 - 16 to 18 year olds who are NEET	5.2% (2007)	4.4% 4.1%	7.80%	5.80%	5.60%	↑			performance compared to stat. neighbours and NW is good.	Q2	Peter Cavanagh ; 14-25 Manager (QA Team)
NI 163 - Proportion of working age qualifield to Level 2	74%	81.3% 85%		73.00%	73%	n/a			Based upon Nov 2009 using 2008 APS data	Q1	Peter Cavanagh ; 14-25 Manager (QA Team)

Key Performance or Outcome Description	2008-9 outturn	2009-10 Target (actual or indicative)	Quarter 2	Quarter 3	Quarter 4	Trends: last 3 quarters	Quarter 3 Position in relation to Target (RAG)	Quarter 4 Position in relation to Target (RAG)	Commentary & Agreed ELT Actions: Quarter 4	CAA RAG Rating - February 2010 and AUDIT commission Quartile	Team plan responsible for NI
N1 164 - Proportion of working age qualified to Level 3	53%	59.4% 65%		53.10%	73%	n/a			Based upon Nov 2009 using 2008 APS data	Q1	Peter Cavanagh ; 14-25 Manager (QA Team)
NI 45 - Engagement in education training and employment by young people who offend. (The proportion of young people supervised by YOTs who are actively engaged in suitable full-time education, training or employment.)	66.3%	90%	52%		available date April						Penny Sharland Youth Offending Service (Dave Cornwall)
NI 79 - Achievement of Level 2 qualification by the age of 19	76.3%	n/a	83%	83%	83	n/a			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 shcools will have to provide or match data	Q1	Peter Cavanagh ; 14-25 Manager (QA Team)
NI 80 - Achievement of a Level 3 qualification	51.8%		58%	58%	58	n/a			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 shcools will have to provide or match data	Q1	Peter Cavanagh ; 14-25 Manager (QA Team)
NI 81 - Inequality gap in the achievement of a Level 3 qualification by the age of 19		29%	32%	32%	32	n/a			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 shcools will have to provide or match data		Peter Cavanagh ; 14-25 Manager (QA Team)
NI 82 - Inequality gap in the achievement of a Level 2 qualification by the age of 19		29%	34%	34%	34	n/a			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 shcools will have to provide or match data		Peter Cavanagh ; 14-25 Manager (QA Team)
NI 85a - Post 16 participation in Physics		n/a	n/a	n/a	144	n/a			Q4 data taken from DCSF statistical first release (SFR02/2010) published on 13/01/11	Q2	Peter Cavanagh ; 14-25 Manager (QA Team)
NI 85b - Post 16 participation in Chemistry		n/a	n/a	n/a	208	n/a			Q4 data taken from DCSF statistical first release (SFR02/2010) published on 13/01/10	Q2	Peter Cavanagh ; 14-25 Manager (QA Team)
NI 85c - Post 16 participation in Maths		n/a	n/a	n/a	394	n/a			Q4 data taken from DCSF statistical first release (SFR02/2010) published on 13/01/12	Q1	Peter Cavanagh ; 14-25 Manager (QA Team)
NI 90 - Take up of 14-19 learning diplomas	127		331	331	331	→			Cheshire rate 15/1000 National 10/1000	No audit judgement	Peter Cavanagh ; 14-25 Manager (QA Team)
NI 91 - Participation of 17 year olds in eduction or training	96.40%		94.60%	93.30%	90%	↓				Q1	Connexions Mike Harris:
NI 110 - Young people's participation in positive activities		n/a	National figure: 66%	n/a	62%	n/a			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)	Q4	Developing Provision : Excellence & Equity Team
NI 147 - Care Leavers in suitable accommodation	95.20%	n/a	89%	92%	95%	↑			cohort size 19 18 in suitable accommodation	Q1	Julie Lewis : Cared for Children Manager

Key Performance or Outcome Description	2008-9 outturn	2009-10 Target (actual or indicative)	Quarter 2	Quarter 3	Quarter 4	Trends: last 3 quarters	Quarter 3 Position in relation to Target (RAG)	Quarter 4 Position in relation to Target (RAG)	Commentary & Agreed ELT Actions: Quarter 4	CAA RAG Rating - February 2010 and AUDIT commission Quartile	Team plan responsible for NI
NI 148 - Care Leavers in Education, Employment, Training	52.38%	n/a	62%	67%	62%	→			cohort size 19 12 in EET	Q3	Connexions
NI 161 - Number of Level 1 qualifications in Literacy									Annual data return, data from the Learning and Skills Council's (from April 2010 Skills Funding Agency's) Individualised Learner Record (ILR)		Peter Cavanagh ; 14-25 Manager (QA Team)
NI 162 - Number of entry level qualifications in numeracy									Annual data return, data from the Learning and Skills Council's (from April 2010 Skills Funding Agency's) Individualised Learner Record (ILR)		Peter Cavanagh ; 14-25 Manager (QA Team)
population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher	36.60%								Department for Business, Innovation and Skills (DIUS) from the ONS Annual Population Survey (LFS/Integrated Household Survey)		
September Guarantee - Yr 11			99.10%		n/a	↑					Connexions
September Guarantee - Yr 12			94.70%		n/a	↑					Connexions
KEY LOCALISED PERFORMANCE INDICATORS											
Crewe											
NI 117 - 16 to 18 year olds who are NEET				6.5% (460)					Figure includes nantwich		
Number of C4C in Crewe per 10,000 population			70.4								
Apprenticeship starts - 16-18	237	192	-19%			↓					
Permanent exclusions				3	6 in year				highest figure is SWStanier =4		
Congleton											
NI 117 - 16 to 18 year olds who are NEET				9.4% (116)							
Number of C4C in Congleton per 10,000 population											
Apprenticeship starts - 16-18	215	141	-34%								
Permanent exclusions				1	5 in year				highest within the year is Sandbach HS with 3		
Macclesfield											
NI 117 - 16 to 18 year olds who are NEET				3.9% (223)					data includes rural macc		
Number of C4C in Macc per 10,000 population											
Apprenticeship strats 16-18	242	165	-32%			-10%					
Permanent Exclusions		15 in year		1	8 in year				highest number excluded within the year is falibroome with 3		

Key Performance or Outcome Description	2008-9 outturn	2009-10 Target (actual or indicative)	Quarter 2	Quarter 3	Quarter 4	Trends: last 3 quarters	Quarter 3 Position in relation to Target (RAG)	Quarter 4 Position in relation to Target (RAG)	Commentary & Agreed ELT Actions: Quarter 4	CAA RAG Rating - February 2010 and AUDIT commission Quartile	Team plan responsible for NI

This page is intentionally left blank

CHESHIRE EAST COUNCIL

REPORT TO: Scrutiny Committee

Date of Meeting: 29th June 2010
Report of: Mark Bayley : Quality Assurance Manager
Subject/Title: **Children & Families Performance Reporting process : Q4/Outturn and setting 2010-11 Targets**

1.0 Report Summary

- 1.1 The purpose of this report is to provide an update on progress in the reporting of performance across Children & Family Services. Reports have previously been presented to Children & Family Scrutiny relating to the establishment of a Performance Score Card which is primarily focused upon the 82 National Indicators which are expected to be reported upon by Children & Family Services. The format and structure of this scorecard has been previously supported by Scrutiny committee and is aligned to the wider Corporate reporting processes across the Council.
- 1.2 Significant work has been undertaken within Children & Families Extended Leadership Team to both evaluate performance following the Quarter 4 period and to establish performance targets for 2010-11. The establishment of the exception reports for High Risk indicators has continued and is now being integrated into Service planning procedures. This paper outlines the further actions taken since Quarter 3 reporting to refine our reporting process and establish realistic yet challenging targets for 2010-11.
- 1.3 This report is presented to Scrutiny at a time of considerable change at a national level in terms of education policy and the role and function of national agencies. Recent announcements have already influenced performance reporting with the demise of the Comprehensive Area Assessment process. It is therefore important that, regardless of national arrangements, that our reporting processes are fit for purpose for our local needs and directly reflect our priorities within Cheshire East.

2.0 Recommendations

- 2.1 The performance report as shown within Appendix A outlines the latest position of performance reporting at Quarter 4. In addition Appendix B shows the proposed Service Team Planning structure which addresses specific service performance indicators. This paper proposes that the Committee endorses the planning process as outlined in Appendix B in order to address potential areas of underperformance.

3.0 Reasons for Recommendations

- 3.1 The reason for presenting this report is to inform the Committee of the ongoing work which is being undertaken to establish an accurate performance data profile across Children & Families. This report outlines the action planning process which will monitor performance of all indicators. This process makes the essential link between the statistical analysis of performance and the actual day to day work of service team to improve outcomes for all young people particularly those who are seen as most vulnerable.

Wards Affected

- 4.1 All localities will be affected by the performance report and analysis. The overall performance report card has begun to provide more localised performance data across key localities and it is the intention to further refine this process over the coming year.

5.0 Local Ward Members

- 5.1 None identified

6.0 Policy Implications including - Climate change - Health

- 6.1 Within the Children & Families Business Plan, the priorities are principally structured around the National Indicators especially those which are part of the Local Area Agreement (LAA). This report therefore is crucial in reporting progress against national indicators which are identified as high risk.
- 6.2 The monitoring of progress against national indicators is a developing process which is being promoted through the Performance Peers programme at a Corporate level.
- 6.2 This detailed analysis of performance data for 2009-10 will form the basis of detailed service planning across Children & Family service teams as shown within Appendix B.

7.0 Financial Implications for Transition Costs (Authorised by the Borough Treasurer)

- 7.1 None

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

- 8.1 This performance reporting mechanism will help to identify priority actions across Children & Family services for the new financial year quarterly reporting process. The progress made against the identified high risk indicators may result in variations in the allocation of funding in order that appropriate resources are targeted at key areas of potential underperformance.

9.0 Legal Implications (Authorised by the Borough Solicitor)

- 9.1 None

10.0 Risk Management .

- 10.1 The very nature performance reporting means that there is clear recognition of potential underperformance and that detailed interrogation of data is required to tackle targeted national indicators. The overall purpose of this process is therefore to minimise the risks and maximise the impact of the interventions to improve outcomes for young people.
- 10.2 As intimated earlier within the summary, there are clear risks in relation to how our reporting process will fit with any revised Government policies for performance reporting. Clearly, any modification will take as further clarity is received at a national level.

11.0 Background and Options

- 11.1 There is positive progress to report since the presentation of the report card at the end of Quarter 3. These include :
- a. 16 National Indicators (20%) now have data added for Quarter 4 which was not available earlier in the year.
 - b. There has been a reduction in the number of High Risk Indicators from 13 to 11 with an increased rigour in the interrogation of data for other NIs. This has resulted in clear actions being taken to address areas of concern within other High Risk Indicators which as yet have not necessarily resulted in a measurable improvement over a sustained period.
 - c. The report card now includes named service teams/managers who will have direct accountability for identified National Indicators.
 - d. The report card now includes a comparison of our performance against the Audit Commission ratings which enables us to compare Cheshire East performance against the national picture.
- 11.2 There is still further work needed to address specific performance issues. These include:
- a. Extracting data for specific National indicators from different external sources. There are decisions which need to be made regarding the additional time needed to collate and report on identified NIs which may be considered as being of limited value to the Service. Time and resources should be focused upon the higher priority Indicators which are considered significant to the core work across all service teams.
 - b. The accuracy and reporting of data from PARIS / ICS systems. The newly appointed performance manager is significantly addressing this issue to ensure that C&F are reporting accurate and valid data at all times.
 - c. Whilst significant progress has been made to establish this reporting framework, there are still issues to address in fitting a corporate reporting framework to a significant number of Indicators which are school specific and work to an academic year. This is therefore proving difficult to report final outturn for many Indicators as they rely upon summer examination results.
- 11.3 One of this issues which was raised by Cabinet at the beginning of the year was the apparent lack of performance targets for 2009-10 within Children &

Family Services. At present, all service areas are establishing targets for 2010-11 which are both realistic yet challenging. Some targets which will be reported will be statutory targets (i.e. identified school targets e.g. NI75) whilst others will be internal targets based upon service projections. One of the key questions which needs to be asked relates to whether specific NIs require a specific target to be set as some are clearly less relevant. An example of this would be NI 90: Take Up of 14-19 Diplomas.

- 11.4 Appendix B shows relevant sections of the proposed Service Planning document which are currently being collated by Service Managers. This structure outlines the specific responsibility of each NI within the service structure as well as the identified activities which are planned to improve performance. The proposal will be that all Service Managers will undertake a review of progress at the end of Quarter 2, 3 and 4 with each service team to provide the detailed analysis of ongoing performance.
- 11.5 There will continue to be an exception reporting process in the short term to address the specific issues of the identified High Risk Indicators.

12.0 Overview of Year One and Term One Issues

12.1 The following milestones are to be expected:

- 2009-10 Outturn will be collated as identified performance data is made available and interrogated.
- Establishment of 2010-11 Targets, as appropriate, will be generated
- A full review of the C&F Performance Report card and modification based upon national as well as local requirements.
- Ongoing liaison with wider Corporate performance processes to ensure full alignment with other service areas.

13.0 Access to Information

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

Name: Mark Bayley
Designation: Quality Assurance Manager
Tel No: 01244 972411
Email: Mark.bayley@cheshireeast.co.uk

APPENDIX B

CHILDREN & FAMILIES SERVICE & TEAM PLANNING : 2010-11

Delivering Cheshire East C&F Service Priorities :

Prevention and Early Intervention

- Our families needs are addressed early and children are kept safe

Raising standards and narrowing the gap in learning outcomes

- Our children make good progress in their learning regardless of where they live

Family support and parenting

- Our families are supported to improve their own and their child's learning, health and well being

Health and well being

- Our children are happy, confident and healthy

Good Transitions and Skills for the Future

- Our young people make a successful transition into adulthood and the world of work

Children & Families Team Plan 2010-11

TEAM :	Team Manager	Service Manager
Monitoring & Interventions Team	Lesley Oldfield	Mark Bayley

Team Accountability : Key Performance Targets

Measure	2009-10 Target	outturn	2010-11 Target	C& F Risk Rating
----------------	-----------------------	----------------	-----------------------	-----------------------------

NI 73 : Achievement at Level 4 in Eng & Maths	84%	Awaiting results	85%	Green
NI 75 : Achievement of 5+ A-C incl E&M	66%	Awaiting results	69%	Green
NI 76 : Reduction in schools below 55% AT Level 4	4	Awaiting Results	0	Green
NI 76 : Reduction in schools below 30% A*-C	0	Awaiting Results	0	Green
NI 93 : Progression 2 levels in English KS2	92%	Awaiting results	92%	Green
NI 94 : Progression 2 levels in Maths KS2	90%	Awaiting results	91%	Green
NI 84 : Achievement of 2 or more A-C : Science	61.5%	Awaiting results	To be set	Amber
NI 89 Primary schools requiring Special Measures	0	1	0	Green
Secondary schools req. Special Measures	0	0	0	Green

Resource Implications (including funding /budget allocations)

Funding streams :

School Improvement Partner Grant : £154,349 : Will require additional Grants to cover projected costs – 2008-9 = £224,000

Schools Causing Concern : Grants available : £108,490 (SF 3.6) and SF 1.1 Headroom (funding yet to be finalised)

Support of identified commissioned staff for monitoring of vulnerable schools : Primary & Secondary Inspectors

Admin support for M&T Team : appointment to be finalised.

Agreed Team Objective 1

Initiative/Project	Agreed Team Actions/Activities	Responsibility.	Milestones – specific reference to September & December 2010 & March 2011 quarter periods.	RAG rating
To manage and support the	1. Allocate SIPs appropriately to all	LJO with	September 2010	

<p>Primary, Secondary and Special School Improvement Partner programme in order to raise overall standards in all schools.</p> <p>Directly links to all identified NIs</p>	<p>Primary, Secondary and Special schools</p> <ol style="list-style-type: none"> Set up contracts for all SIPs and inform schools of their allocation Review 2009/10 SIP Programme for all phases and put in place a revised programme for 2010-11 bringing some key aspects of the phases into line Plan for the availability of appropriate data to support SIPs in their autumn term data analysis and target setting visit Review Records of Visit for all phases and design the format for 2010-11 visits for all phases (taking account of the introduction of the use of NEXUS) Review all policies and procedures for the management of the SIP programme for all phases Review current SIP handbooks and produce a common SIP handbook for all phases Review QA processes for SIPs and ensure consistent and robust management of SIPs Plan a CPD programme for all SIPs for 2010-11 	<p>JB</p> <p>LJO with Sharon Davies</p> <p>LJO with JB</p> <p>LJO with JB and AF</p> <p>LJO with JB</p> <p>LJO with JB</p> <p>LJO with JB</p> <p>LJO with JB</p> <p>LJO with JB</p>	<ol style="list-style-type: none"> All schools have an appropriate SIP in place All SIPs have a contract and all schools have been informed of their allocation SIP programme in place for all phases for the 2010-11 year of visits Appropriate data provided to SIPs enabling them to effectively carry out their autumn term visit Record of Visit format in place for all visits for 2010-11 Updated policies and procedures in place and communicated clearly to all SIPs SIP handbook for all phases in place QA process re-established for all phases and clearly communicated to all SIPs SIP CPD programme in place for 2010-11 SIP monitoring visits identify performance tracking data which enables LA to evaluate progress to performance targets 	
			December 2010.	
			March 2011	

Monitoring Arrangements : Progress of team plans will be reviewed at the end of each Quarter with Service Managers. Any High Risk Indicators will be reported to ELT each quarter :

Agreed actions with Service Manager :

Equality Impact Assessment

Workforce Development Plan

What key people management issue needs to be addressed	How will we do it?	Who will do it / what resources are required?	When will it be done by?	How will we know we have been successful?
1. Developing the organisation				
2. Developing leadership capacity				
3. Developing workforce skills & capacity				
4. Resourcing				
5. Pay and rewards				

Signed: Team Manager : _____

This page is intentionally left blank

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 Coppenthorpe 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.



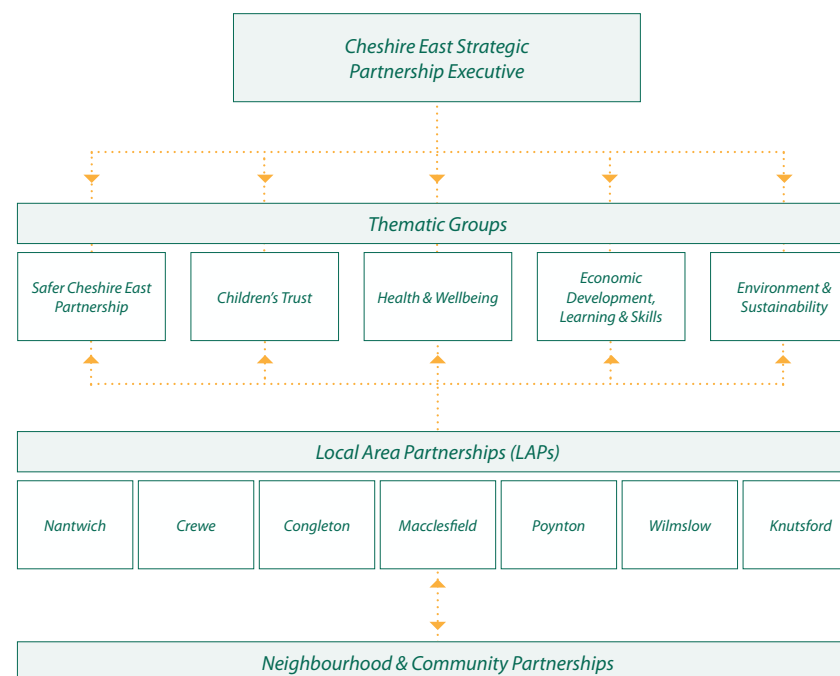
4. Working With Our Partners

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

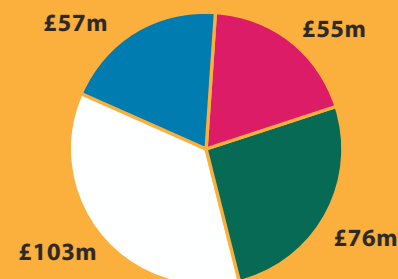
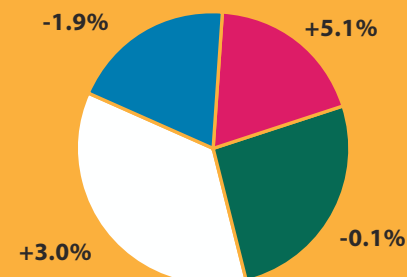


Figure 2
% Changes to local funding by 2012/13



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

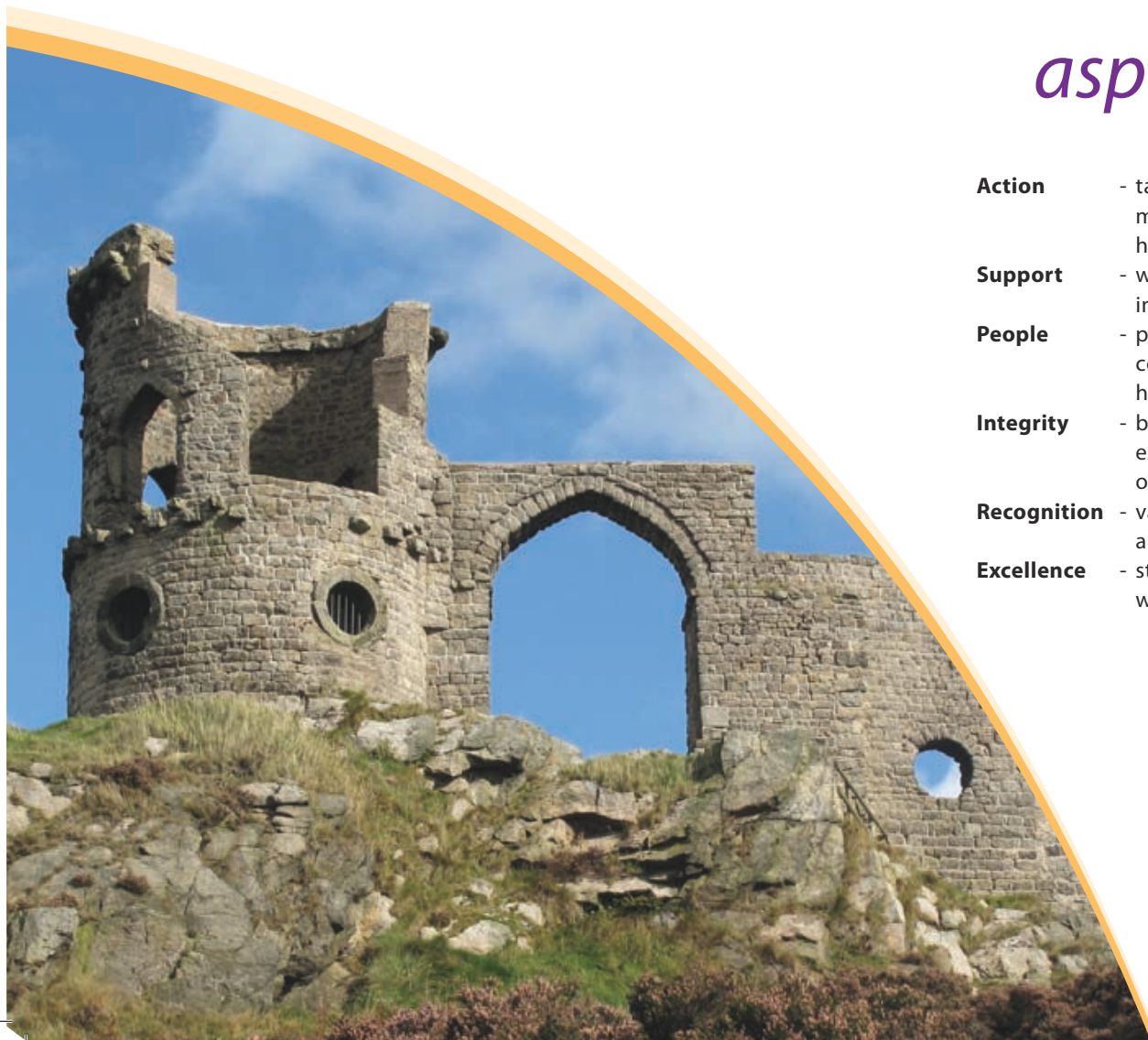
We want Cheshire East Council to be well respected in our community, with councillors viewed as community leaders, and members of staff, many who live in the local area, feeling proud of the Council and acting as its ambassadors.

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.

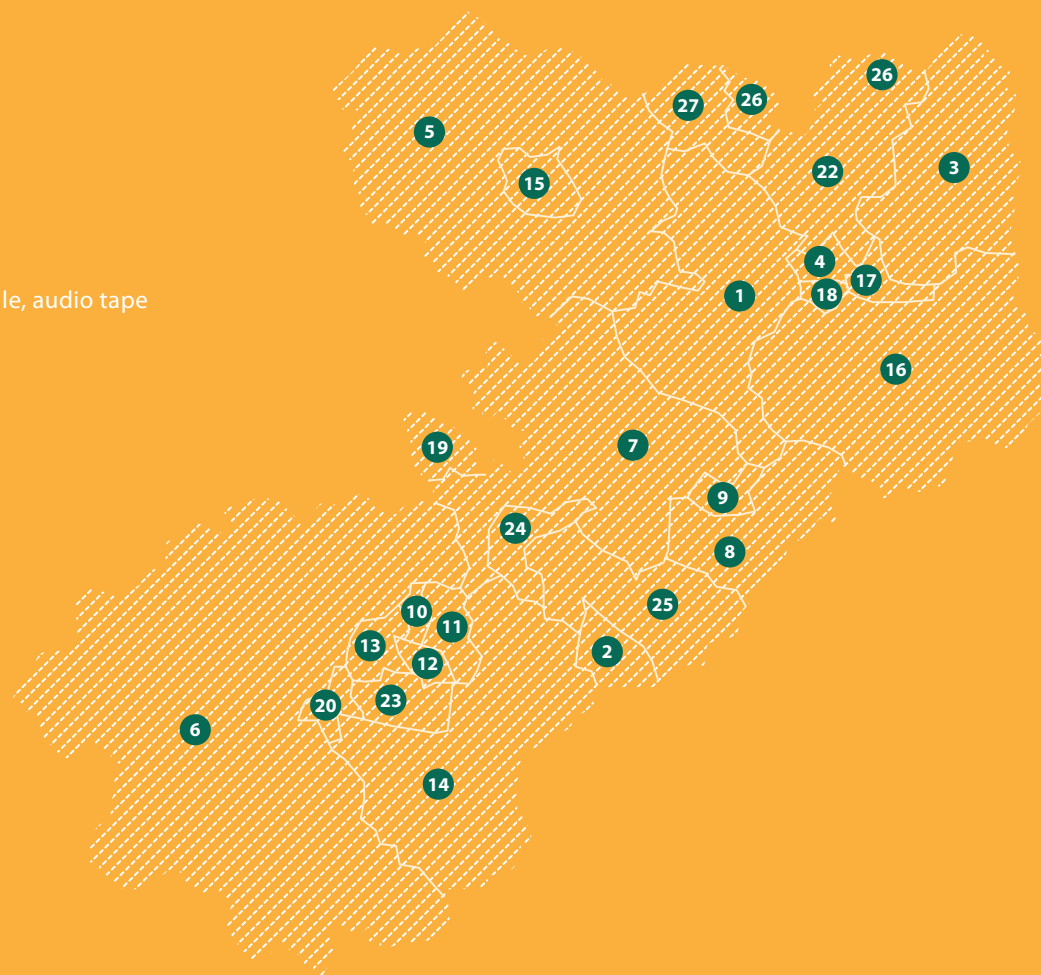
If you would like additional copies of this Plan, or if you have any queries, please contact;

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: CHILDREN AND FAMILIES SCRUTINY COMMITTEE

Date of Meeting:	29 June 2010
Report of:	Borough Solicitor
Subject/Title:	Forward Plan

1.0 Report Summary

- 1.1 To consider the current Forward Plan in relation to the remit of this Committee.

2.0 Recommendations

- 2.1 That the Committee note the Forward Plan, identify any new items and determine whether any further examination of new issues is appropriate.

3.0 Reasons for Recommendations

- 3.1 The Forward Plan can be a useful tool for Scrutiny to assist with identifying future items for consideration.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 Not applicable.

6.0 Policy Implications including - Climate change - Health

- 6.1 Not known at this stage.

7.0 Financial Implications 2010/11

Not known at this stage.

8.0 Legal Implications (

- 9.1 None.

9.0 Risk Management

- 91 There are no identifiable risks.

10.0 Background and Options

- 10.1 Relevant extracts from the Forward Plan that relate to the area of Children and Family services are attached for the Committee to note, consider any new items and decide whether any further examination of new issues is appropriate.

11.0 Overview of Year One and Term One Issues

- 11.1 It is good practice for Scrutiny to regularly consider the Forward Plan in so far as it relates to the Committee's remit.

12.0 Access to Information

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

Name: Mark Medderman
Designation: Senior Scrutiny Officer
Tel No: 01270 686459
Email: mark.nedderman@cheshireeast.gov.uk

Forward Plan **Error! Unknown document property name.** to **Error! Unknown document property name.**

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	
CE09/10-37 Review of Children's Homes Provision	To decide how children's homes placements will be provided to ensure good outcomes for cared for children in Cheshire East.	Cabinet	19 Jul 2010	

This page is intentionally left blank