

Sustainable Communities Scrutiny Committee

Agenda

Date: Thursday, 3rd 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)
3. **Declarations of Interest/Whipping Declarations**

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

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

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. It would be helpful if any person wishing to speak would give prior notice to the Scrutiny Officer listed below.

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: Katie Smith
Tel: 01270 686465
E-Mail: katie.smith@cheshireeast.gov.uk

5. **Community Warden Service**

Further to the meeting held on 17 September 2009, the Committee is to scrutinise the Community Warden Service.

6. **Sustainable Community Strategy** (Pages 7 - 46)

To review the draft Sustainable Community Strategy prior to it being considered by Council on 22 July 2010

7. **Work Programme** (Pages 47 - 54)

To give consideration to the work programme

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Sustainable Communities Scrutiny Committee**
held on Thursday, 25th March, 2010 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor H Murray (Chairman)
Councillor S Wilkinson (Vice-Chairman)

Councillors J Hammond, E Alcock, A Barratt, D Flude, D Hough, J Jones,
A Thwaite and R Walker

Substitute:

Councillor B Livesley

In attendance:

Councillor B Silvester (Portfolio Holder for Safer and Stronger Communities)
E Lam – Expert Advisor (Police Authority)
A Waller – Cheshire Fire and Rescue

Apologies

Councillors E Gilliland

6 DECLARATIONS OF INTEREST/WHIPPING DECLARATIONS

None

7 MINUTES OF PREVIOUS MEETING

RESOLVED

That the minutes of the meeting held on 11 February 2010 be approved as a
correct record and signed by the Chairman

8 PUBLIC SPEAKING TIME/OPEN SESSION

None

9 CCTV/UTC PROJECT UPDATE

Consideration was given to an update on the CCTV and UTC Project.
The Committee made the following observations regarding the review:

With regard to creating a single modern CCTV control facility, Members stressed
the importance of having a back up system in case the facility failed.

The Committee noted that the Police Authority was happy with the proposals and that Cheshire East Council had worked with the Police Authority in setting up a secure server.

Members expressed concern that there would only be 9 operators to staff the control centre. It was agreed that further operators may be required and that national guidance on the number of screens per operator should be sought.

It was noted that the proposals would result in a saving for Cheshire East Council and the Police Authority.

It was noted that a refurbishment programme, changing the pan and tilt cameras to dome cameras was still to be investigated for the 2011/2012 budget and that the life expectancy of a camera was around 5 years.

The Committee welcomed the fact that the out of hour's service was to be improved and that the control centre would be manned 24 hours a day, 7 days a week.

RESOLVED

1. That the report be received
2. That an update on the project be emailed to the Committee asap
3. That the Portfolio Holder for Safer and Stronger Communities be informed of the following observations:

- That best practice guidance should be sought on the number of screens one operator could effectively manage.
- The Committee welcomed that fact that the control room would be manned 24 hours a day, 7 days a week.
- The Committee welcomed the improved out of hours service.
- The Committee welcomed the approval of the Police Authority.
- There was a high degree of risk involved with the staffing levels proposed and therefore the levels should be increased.
- The Committee welcomed the refurbishment programme for the cameras which was scheduled to take place in 2011.
- The Committee expressed concerns regarding the back up plan for if the system failed.
- The Committee acknowledged that the control room would be in Macclesfield

(Councillor E Alcock arrived at the meeting during consideration of the above item)

10 Q3 PERFORMANCE

The Committee received an overview of the 2009/10 Q3 performance for indicators falling within its remit and for the LAA, which summarised performance against all National Indictors and key performance measures.

The report detailed the 19 national indicators for the Committees area of responsibility, 58% were green, 11% were amber and 32% red.

The report also detailed 35 national indicators and 10 non designated indicators in the LAA, a number of indicators had two parts and data had been collected for 41 measures. Overall 46% were green, 12% were amber and 10% were red.

With regard to the LAA refresh, it was noted that due to the economic downturn, the Government had agreed to adjust NI154 – Net additional homes provided and NI155 - Number of affordable houses delivered.

With regard to NI018, the Committee felt that it did not fully understand this target and therefore the Probation Service should be requested to attend a future meeting of the Committee to explain the target in detail.

It was noted that due to the different data reporting systems used by all partners, some of the indicators were lagging and that there was a proposal for a common data base to be used by all partners.

It was agreed that the prime cause of underperforming indicators needed to be investigated and that some underperforming indicators had a knock on effect on other indicators. Councillor D Flude and J Grant agreed to meet to put together a breakdown of those indicators affected and discuss a resolution to this problem.

RESOLVED

1. That the report be noted.
 2. That Councillor D Flude and J Grant meet to discuss the cause and effect of underperforming indicators.
- That a representative of the Probation Service be requested to attend a future meeting of the Committee to discuss NI018

11 SAFER CHESHIRE EAST PARTNERSHIP RESPONSE TO NI47 - ROAD SAFETY

A Waller from the Cheshire Fire and Rescue Service attended the meeting to discuss NI47 – Number of people killed or seriously injured in road traffic accidents, as this indicator was currently underperforming.

It was reported that the indicator was only underperforming due to a badly performing year in 2008, which had a knock on effect on subsequent years. Therefore even though the statistics had since improved, the target could not be achieved.

Member then went on to discuss the split between the number of people seriously injured and those killed. It was agreed that a breakdown of these figures and how the accidents happened would be emailed to the Committee.

A Waller informed the Committee that there were two Road Safety Units in Cheshire East, which were working on improving road safety through education, engineering and enforcement. There was also a strategic plan outlining how this issue would be tackled and by whom.

It was reported that although communication between the partners had improved through the LAP's, it was still not good enough and that the partners needed to be brought together to enable the public to be better informed and targeted correctly.

It was agreed that A Waller and the relevant Portfolio Holders would attend the Sustainable Communities Scrutiny Committee scheduled to be held on 15 July 2010 to discuss what should be happening, what is not happening and how the Committee can help address any issues.

RESOLVED

1. That A Waller and the relevant Portfolio Holders attend the meeting scheduled to be held on 15 July 2010 to discuss the issues outlined above.
2. That details of the breakdown of those seriously injured and killed, including the cause of the accident be circulated to the Committee.

12 CHESHIRE EAST SUSTAINABLE COMMUNITY STRATEGY

Consideration was given to the progress made on the development of the Sustainable Community Strategy.

With regard to the 'Golden Thread' Members expressed concern that certain groups of the community could be omitted from the consultation exercise due to not being represented by a Town/Parish Council.

RESOLVED

That the approach to developing a Sustainable Community Strategy be noted.

13 DRAFT PROTOCOL BETWEEN THE SUSTAINABLE COMMUNITIES SCRUTINY COMMITTEE AND THE SAFER CHESHIRE EAST PARTNERSHIP

Consideration was given to the draft protocol between the Sustainable Communities Scrutiny Committee and the Safer Cheshire East Partnership. It was noted that this protocol had been approved by the Partnership on 3 March 2010.

RESOLVED

That the protocol be approved.

14 WORK PROGRAMME

Consideration was given to the work programme. The Committee made the following amendments:

- Update on Community wardens and PCSO's be considered at the meeting scheduled to be held on 3 June 2010.

- An executive summary of the outsourcing of discretionary Leisure and Cultural Services be considered at the meeting scheduled to be held on 3 June 2010 (Portfolio Holder to attend).
- The CDRP Plan be considered at the meeting scheduled to be held on 15 July 2010.
- A Waller and relevant Portfolio Holders to attend the meeting on 15 July 2010 to discuss NI47
- A representative of the Probation Service to attend a future meeting of the Committee to discuss NI018.

RESOLVED

That the work programme be approved subject to the amendments highlighted above.

The meeting commenced at 10.30 am and concluded at 1.15 pm

Councillor H Murray (Chairman)

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CHESHIRE EAST COUNCIL

REPORT TO: Sustainable Communities Scrutiny Committee

Date of Meeting: 3rd June 2010
Report of: Head of Policy & Performance
Subject/Title: Cheshire East Sustainable Community Strategy

1.0 Report Summary

- 1.1 To update Members on the development of the Sustainable Community Strategy and seek comments on the final draft of the document.

2.0 Recommendations

- 2.1 To comment on any aspects of the final draft Sustainable Community Strategy.
- 2.2 To note the approval process for the Strategy and indicate whether the Committee wishes to receive a further draft prior to its submission to Council on 22nd July.

3.0 Reasons for Recommendations

- 3.1 To enable the Sustainable Community Strategy to be adopted by the Council and the Cheshire East Partnership.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 All

6.0 Policy Implications

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

7.0 Financial Implications for Transition Costs

- 7.1 None

8.0 Financial Implications 2010/11 and beyond

- 8.1 There are likely to be financial implications from delivering the Strategy as the priorities are translated into actions. This will be addressed through service

providers budget setting and also through the partnerships working together to seek additional funding for specific projects or services as required.

9.0 Legal Implications

9.1 None.

10.0 Risk Management

10.1 None

11.0 Background and Options

11.1 Members will be aware that, over recent months, the Cheshire East Local Strategic Partnership (LSP) has been preparing a Sustainable Community Strategy for Cheshire East. This will set out the vision for Cheshire East to 2025 and the partnership's priority actions for the next 2-3 years.

11.2 At the meeting of the Committee held on 25th March, Members received details of the process that had been adopted for preparation of the document and the consultation arrangements that had been put in place to inform its preparation. In summary this has involved:

- A Local Strategic Partnership Assembly at Tatton Park, attended by over 160 representatives from service providers, town and parish councils, elected Members, community and voluntary groups, where broad priorities were set
- Public engagement and consultation via the internet and local libraries on a discussion document called "Shaping the Future of our Communities"
- 5 local events held across Cheshire East to identify what people consider important aspects of Cheshire East in 2010 and priority actions for the future
- A Town and Parish Councils Conference in March 2010 which focused on the vision and priorities in the Sustainable Community Strategy
- A second LSP Assembly held at Crewe Alexandra Football Club in March 2010, where 140 delegates discussed the proposed vision and priorities for the Strategy
- Discussion of the LSP Executive to the vision and 7 priorities contained in for the Strategy
- A final stage of public consultation on the draft final document (this closes on June 11th 2010)

12.0 "Ambition for All" – Cheshire East's Sustainable Community Strategy for 2010-2025

12.1 A final draft of the Strategy has now been produced and is subject to further consultation until 11th June. A copy is attached at **Appendix 1** to this report and the views of the Committee are requested as part of this formal consultation.

- 12.2 The proposed vision for Cheshire East is contained within the document and is as follows:

“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.”

- 12.3 To respond to this vision, the Strategy proposes that action is focussed on 7 key priority areas. The structure and wording of these priorities was a focus of the LSP Assembly in March. The proposed priorities are set out below:

1. Nurture strong communities

- Give people a strong local voice
- Support the community to support itself
- Deliver services as locally as possible
- Ensure communities feel safe

2. Create conditions for business growth

- Harness emerging growth opportunities
- Provide a leading broadband infrastructure
- Make the most of our tourism, heritage and natural assets
- Create a climate attractive to business investment

3. Unlock the potential of our towns

- Regenerate Crewe
- Revitalise Macclesfield
- Deliver sustainable growth for our towns

4. Support our children and young people

- Ensure good transitions and skills for the future
- Improve support and facilities for children and young people
- Strengthen the voice of children and young people
- Improve the health of children and young people

5. Ensure a sustainable future

- Provide affordable and appropriate housing
- Encourage environmentally sustainable living
- Improve transport connections and accessible services
- Protect and enhance our heritage and countryside

6. Prepare for an increasingly older population

- Help people stay fit and active for longer
- Improve care and support for those who need it

7. Drive out the causes of poor health

- Target actions to reduce heart disease and cancer
- Tackle the impact of alcohol misuse on individuals and society
- Focus local actions on the wider determinants of health

13.0 Process for Approval

- 13.1 The draft Strategy will be submitted to Cabinet on 14th June with a recommendation that the Leader be authorised to agree the changes needed as a result of the consultation exercise. The Strategy will then be submitted to the LSP Executive Board on 28th June for partner approval and then to Council on 22nd July for formal adoption as part of the Council's policy framework. There will be opportunity to report on this final version to the meeting of this Committee scheduled for 15th July if Members so wish.

12.0 Overview of Year One and Term One Issues

- 12.1 None

13.0 Access to Information

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

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

Ambition for all

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

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

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Introduction to this document

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

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

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

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

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

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

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

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

The purpose of the Sustainable Community Strategy

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

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

The document has four components:

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

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

(Diagram of strategy hierarchy to be inserted)

How this strategy was developed

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

The consultation has included meetings with:

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

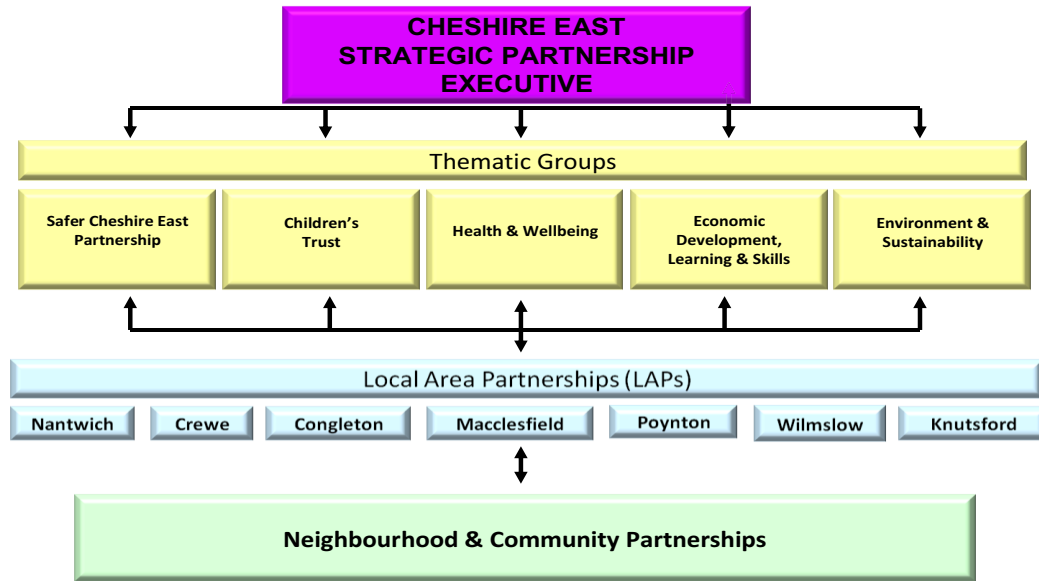
In addition, an open invitation was sent to partners and to the public to submit proposals, comments and ideas for the future of Cheshire East through a discussion document published in January.

The Cheshire East Local Strategic Partnership

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

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

Partnership Working in Cheshire East



Cheshire East in 2010

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

Our people

Most people in Cheshire East enjoy a good quality of life

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

We have high achieving children and young people

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

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

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

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

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

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

⁵ Source: Connexions Cheshire & Warrington.

There are inequalities in health, educational attainment and household incomes

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

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

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

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

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

We have active and engaged communities

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

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

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

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

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

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

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

We have an increasing older population

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

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

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

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

Alcohol consumption causes significant harm

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

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

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

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

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

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

Our place

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

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

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

Cheshire East has good connections

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

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

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

¹⁶ ONS, Land Use statistics, 2005.

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

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

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

We have a wealth of heritage and history

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

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

We have a strong economy

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

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

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

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

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

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

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

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

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

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

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

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

²³ STEAM 2008

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

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

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

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

We have a high impact on the environment

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

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

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

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

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

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

Our vision for Cheshire East

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

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

In practice this means:

All our people fulfil their potential

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

People live independent, active and healthy lives

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

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

People are involved in local decisions

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

We have a strong, sustainable economy

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

Cheshire East is well connected and accessible

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

All our towns are thriving

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

Rural communities are thriving

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

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

Cheshire East is clean, safe and more beautiful than ever

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

We will protect and enhance the environment

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

Priorities for action

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

The seven priorities for action are:

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

1. Nurture strong communities

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

Our priorities are:

Give a strong local voice to people

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

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

Support the community to support itself

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

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

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

Deliver services as locally as possible

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

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

Improve community safety

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

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

2. Create conditions for business growth

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

Our priorities are:

Harness emerging growth opportunities

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

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

Provide a leading broadband infrastructure

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

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

Make the most of our tourism, heritage and natural assets

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

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

Create a climate attractive to business

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

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

3. Unlock the potential of our towns

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

Our priorities are:

Regenerate Crewe

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

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

Revitalise Macclesfield

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

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

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

Deliver sustainable growth for our towns

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

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

4. Support our children and young people

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

Our priorities are:

Ensure good transitions and skills for the future

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

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

Improve support and facilities for children and young people

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

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

Give children and young people a voice

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

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

Improve the health and wellbeing of children and young people

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

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

³¹ Cheshire East Joint Strategic Needs Assessment 2009/10

5. Ensure a sustainable future

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

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

Our priorities are:

Affordable and appropriate housing

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

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

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

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

Environmentally sustainable living

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

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

Improve transport connections

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

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

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

Actions will include:

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

Protect and enhance our heritage and countryside

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

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

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

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6. Prepare for an increasingly older population

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

Our priorities are:

Help people stay fit and active for longer

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

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

Improve care and support for those who need it

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

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

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

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7. Drive out the causes of poor health

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

Our priorities are:

Target actions to reduce heart disease and cancer

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

Actions will include:

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

Tackle the impact of alcohol misuse on individuals and society

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

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

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

Focus local actions on the wider determinants of health

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

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

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

Implementation and monitoring arrangements

Bringing the vision to life.

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

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

Action planning through the LSP

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

Alignment of other major strategies and plans.

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

Transforming service delivery

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

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

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

Evaluation of progress

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

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CHESHIRE EAST COUNCIL

REPORT TO: SUSTAINABLE COMMUNITIES SCRUTINY COMMITTEE

Date of Meeting: 3 June 2010
Report of: Borough Solicitor
Subject/Title: Work Programme update

1.0 Report Summary

- 1.1 To review items in the 2009/2010 Work Programme, to consider new items listed in the schedule attached, together with any other items suggested by Committee Members.

2.0 Recommendations

- 2.1 That the Committee recommend a draft work programme for 2010/2011 to be subject to consultation with Cabinet.

3.0 Reasons for Recommendations

- 3.1 It is good practice to agree and review the Work Programme to enable effective management of the Committee's business.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 Not applicable.

6.0 Policy Implications including

- 6.1 Not known at this stage.

7.0 Financial Implications for Transition Costs

- 7.1 None identified at the moment.

8.0 Financial Implications 2010/11 and beyond

- 8.1 Not known at this stage.

9.0 Legal Implications

9.1 None.

10.0 Risk Management

10.1 There are no identifiable risks.

11.0 Background and Options

11.1 Corporate Scrutiny Committee at its meeting held on 19 April 2010 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 was also considered and endorsed by the Scrutiny Chairs Group. The main aim of the new approach is to share work programmes with colleagues in Cabinet and Corporate Management Team (CMT) at the outset, so that Overview and Scrutiny becomes an integral part of the Corporate business planning process of the Council. Work programme items will subsequently be linked to relevant Corporate plan targets, and where appropriate, Performance Indicators and LAA targets.

11.2 It is intended that all emerging work programmes will be presented to Cabinet informally in June, and then each Committee will formally endorse its work programme before the summer recess.

11.3 This does not however preclude the committee from adding to or subtracting from the work programme during the year, nor does it affect the committee's powers to deal with call-ins, or items referred to it by Cabinet etc. However, care should be taken to ensure that there is sufficient leeway to allow for additional activities throughout the year.

11.4 The schedule attached, presents the work programme in a new format. This document will be updated when the final programme is formally approved at the next meeting, so that all the appropriate targets will be included within the schedule.

11.5.1 In reviewing the work programme, Members must pay close attention to the emerging Corporate Plan and Sustainable Communities Strategy. Both of these documents are currently in consultation stage and are expected to be adopted by Council in July.

11.6 The emerging Corporate Plan has 5 emerging strategic objectives which are:

- Cheshire East people empowered through local services and personal choice
- The growth and development of a sustainable Cheshire East
- Closing the gap for everyone in Cheshire East
- Enhancing our Cheshire East environment
- Being an excellent Council and working with others to deliver in Cheshire East

11.6 The draft Sustainable Communities Strategy 'Ambition for All' has 7 Priorities for action:

- **Nurture strong communities**

Give people a strong local voice
Support the community to support itself
Deliver services as locally as possible
Ensure communities feel safe

- **Create conditions for business growth**

Harness emerging growth opportunities
Provide a leading broadband infrastructure
Make the most of our tourism, heritage and natural assets
Create a climate attractive to business investment

- **Unlock the potential of our towns**

Regenerate Crewe
Revitalise Macclesfield
Deliver sustainable growth for our towns

- **Support our children and young people**

Ensure good transitions and skills for the future
Improve support and facilities for children and young people
Strengthen the voice of children and young people
Improve the health of children and young people

- **Ensure a sustainable future**

Provide affordable and appropriate housing
Encourage environmentally sustainable living
Improve transport connections and accessible services
Protect and enhance our heritage and countryside

- **Prepare for an increasingly older population**

Help people stay fit and active for longer
Improve care and support for those who need it

- **Drive out the causes of poor health**

Target actions to reduce heart disease and cancer
Tackle the impact of alcohol misuse on individuals and society
Focus local actions on the wider determinants of health

11.7 Members must also have regard to the general criteria which should be applied to all potential items when considering whether any Scrutiny activity is appropriate. Matters should be assessed against the following criteria:

- Does the issue fall within a corporate priority
- Is the issue of key interest to the public
- Does the matter relate to a poor or declining performing service for which there is no obvious explanation
- Is there a pattern of budgetary overspends
- Is it a matter raised by external audit management letters and or audit reports?
- Is there a high level of dissatisfaction with the service

11.8 If during the assessment process any of the following emerge, then the topic should be rejected:

- The topic is already being addressed elsewhere
- The matter is subjudice
- Scrutiny cannot add value or is unlikely to be able to conclude an investigation within the specified timescale

12.0 Access to Information

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

Name: Katie Smith
Designation: Senior Scrutiny Officer
Tel No: 01270 686465
Email: Katie.smith@cheshireeast.gov.uk

Sustainable Communities Scrutiny Committee Work Programme – May 2010

Issue	Description/Comments	Suggested by	Portfolio Holder	Corporate Priority	Current Position	Date
Community Wardens	To Scrutinise the Community Warden Service	Committee	Bailey	Cheshire East people and communities empowered through local services and personal choice	On track	3 June 2010
Sustainable Communities Strategy	To give consideration to the strategy prior to it being submitted to Cabinet and Council for approval.	Committee	Brown	Cheshire East people and communities empowered through local services and personal choice	On track	3 June 2010
Youth Offending Team	To receive a briefing to gain an understanding of the service	Committee	Bailey	Cheshire East people and communities empowered through local services and personal choice	On track	15 July 2010
Corporate Plan	To give consideration to the Corporate Plan prior to it being submitted to Council for approval on 22 July 2010	Corporate Scrutiny	Brown	Cheshire East people and communities empowered through local services and personal choice	On track	15 July 2010
Annual Progress Report on Air Quality	Following on from the Environment and Prosperity Scrutiny Committees previous work regarding climate change the Committee will monitor the progress report.	Environment and Prosperity Scrutiny Committee	Bailey	Enhancing our Cheshire East Environment	On track	15 July 2010

Sustainable Communities Scrutiny Committee Work Programme – May 2010

Local Development Framework	To give consideration to the LDF prior to it being considered by Council on 22 July 2010	(in accordance with the Constitution)	Brown	Cheshire East people and communities empowered through local services and personal choice	On track	15 July 2010
CDRP Plan	To make recommendations on the plan to the SCEP	Committee	Bailey	Cheshire East people and communities empowered through local services and personal choice	On track	15 July 2010
Response to NI47	To assist in proving this performance indicator	Committee	Bailey/ Menlove	The growth and development of a sustainable Cheshire east. Cheshire East people and communities empowered through local services and personal choice.	On track	15 July 2010
Environmental Enforcement	To receive a briefing on environmental enforcement.	Environment and Prosperity Scrutiny Committee	Bailey	Enhancing our Cheshire East Environment	On track	2 September 2010
Flood and Water Management (Pitt Report)	It is the Committees responsibility to prepare an annual summary of the actions taken to manage flood risk. This report will be	Environment and Prosperity Scrutiny Committee		Enhancing our Cheshire East Environment	On track	2 September 2010

Sustainable Communities Scrutiny Committee Work Programme – May 2010

	reviewed by the Government Office and Environment Agency.					
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Possible Items to Monitor or consider at future Meetings

- SLA and Deployment of the Borough funded PCSO's
- Motorbikes
- Probation Service – Response to NI018
- Grants to Voluntary Organisations - To review the role, and funding for voluntary organisations – item passed from corporate scrutiny
- Local Area Partnerships - review
- Performance Management – how could the authority improve in this area
- Local Development Framework - Presentation given to September meeting of Corporate Scrutiny. Details of Action plan now required
- Process and Policy for Anti Social Neighbours in private and let accommodation.

Dates of Future Meetings

15 July 2010, 2 September 2010, 5 October 2010, 4 November 2010, 2 December 2010, 18 January 2011, 3 February 2011, 3 March 2011, 7 April 2011

Dates of Future Cabinet Meetings

14 June 2010, 19 July 2010, 16 Aug 2010, 20 Sept 2010, 18 Oct 2010, 15 Nov 2010, 6 Dec 2010, 20 Dec 2010, 17 Jan 2011, 14 Feb 2011, 14 March 2011, 11 April 2011.

Dates of Future Council Meetings

Sustainable Communities Scrutiny Committee Work Programme – May 2010

22 July 2010, 14 October 2010, 16 December 2010, 24 February 2011, 21 April 2011, 18 May 2011