

Sustainable Communities Scrutiny Committee

Agenda

Date: Thursday, 15th July, 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. **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.

3. **Public Speaking Time/Open**

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

4. **Minutes of Previous Meeting** (Pages 1 - 6)

To approve the minutes of the meeting held on 3 June 2010

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. **Youth Offending Team**

To receive a presentation of the work of the Youth Offending Team

6. **Safer Cheshire East partnership Response to NI47 - Road Safety**

To receive an update from A Waller (Cheshire Fire and Rescue Service) representative of the Safer Cheshire East Partnership

7. **Air Quality** (Pages 7 - 36)

To note the air quality work within the Borough under the Local Air Quality Management Regime

8. **Sustainable Community Strategy** (Pages 37 - 82)

To comment on any aspects of the final draft Sustainable Community Strategy prior to it being submitted to Cabinet and Council for approval.

Please note that a hard copy of this document will be circulated in due course

9. **Safer Cheshire East Partnership Plan** (Pages 83 - 110)

To comment on the draft Safer Cheshire East Partnership Plan, and make recommendations to the Safer Cheshire East Partnership

10. **Corporate Plan** (Pages 111 - 146)

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

Please note that a hard copy of this document will be circulated in due course

11. **Work Programme** (Pages 147 - 154)

To give consideration to the work programme

CHESHIRE EAST COUNCIL

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

PRESENT

Councillor H Murray (Chairman)
Councillor W Livesley (Vice-Chairman)

Councillors M Davies, P Edwards, D Flude, D Hough, J Wray, L Gilbert and
P Whiteley

Substitutes

Councillors L Gilbert and P Whiteley

Officers

T Kingston – Senior Community Warden
T Potts - Community Safety Manager
Z Neeld – Strategic Partnerships Manager

In Attendance:

Councillor R Bailey

Apologies

Councillors E Alcock, S Furlong, M Hardy, J Jones and S Wilkinson

15 MINUTES OF PREVIOUS MEETING**RESOLVED**

That the minutes of the meeting held on 25 March 2010 be approved as a correct
record and signed by the Chairman

16 DECLARATIONS OF INTEREST/WHIPPING DECLARATIONS

None

17 PUBLIC SPEAKING TIME/OPEN SESSION

There were no members of the public present wishing to speak

18 COMMUNITY WARDEN SERVICE

T Potts the Community Safety Manager was called to the table and informed the
Committee that the Community Warden Service was established to address

public concerns in relation to Crime and Disorder, and tackle issues in relation to anti social behaviour. This was achieved by working in partnership with the local community and its partners, to provide a safer environment in which to live work and visit.

With regard to the review of the service, it was highlighted that from 1 April 2009, Cheshire East Council had inherited 2 existing warden services from Congleton and Crewe. Macclesfield had Environmental Enforcement Officers, whose main focus was based around the Clean Safer Neighbourhood agenda and mainly dealt with fly tipping offences. A review was therefore undertaken to harmonise and integrate the existing services into one service that would be in a better position to deliver the new authorities objectives, in a more focused and cost effective manner.

The review had resulted in 10 Community Wardens and 2 team leaders at a cost of £426,000. However there were still 2 Community Warden positions to be filled.

The main priorities for the service were to:

- Provide a highly visible uniformed presence to reduce the fear of crime and promote public reassurance.
- Address issues relating to anti social behaviour through proactive and reactive enforcement and education.
- Encourage and enforce the safe and proper use of outdoor recreational areas and public open space.
- Adopt a proactive role in encouraging all sections of the community to use public open spaces for supporting activities and environmental appreciation.
- Enforcement of Hackney Carriage and Private Hire license conditions.
- Environmental Enforcement including, removal of abandoned vehicles, vehicles for sale on the highway, collection and detention of stray dogs, issue of fixed penalty notices and fly tipping.

With regard to abandoned vehicles, Members commented that the procedure for abandoned vehicles was not on the web site and that this should be rectified as soon as possible.

Members questioned the Community Warden Deployment and it was highlighted that in the last 6 months, the service had issued 51 litter and dog notices, dealt with 153 abandoned vehicles reported 54 untaxed vehicles, picked up 195 stray dogs, issued 4 vehicle for sale warnings, participated in 6 police operations, provided security at election count centres and delivered 'lets bike' safety campaign in 5 local schools. The Committee felt that good news stories should be publicised in the press.

Members then went onto question what areas of work the Community Warden Service delivered that could not be covered by the Police Community Support Officers. T Potts highlighted this work focused around vehicles on the highway, abandoned vehicles, stray dogs and fly tipping investigation and prosecution.

It was highlighted that that the Fire Service had also started to concentrate on Community Safety and the Police Authority also dealt with some of the same

issues as the Community Safety Wardens. Members expressed concern regarding the overlap of work between Cheshire East Council, the Police and Fire Service.

T Kingston – Senior Community Warden was then called to the table to answer any questions. He highlighted that the Wardens, 4 in the day and 2 in the evening worked shift patterns from 8.00am to 10.00pm, 6 days a week and their work was demand led. It was agreed that further details relating to the working patterns of the Wardens would be circulated to the Committee.

Members questioned the remit of the Fire Authority and T Kingston highlighted that although it could not currently enforce, this was currently being investigated and that the aim was to create a one stop shop for all agencies and services.

The barriers to creating a one stop shop were also questioned and it was highlighted that the barriers were currently operation issues, however this was being addressed and all agencies were realising the benefits of joined up working.

Members then went onto question prosecutions and felt that all those refusing to pay the fines issued should be prosecuted in order to send a zero tolerance message out to the public. T Kingston reported that this was a legal issue that would need to be taken up with the Borough Solicitor.

It was noted that as a result of the review the Warden Service had reduced from 30 to 12. T Kingston informed the Committee that the service had not suffered as a result of the reduction; however it would struggle to operate effectively if the service was to be reduced any further. He also felt that the advantages of the Community Wardens were centered around life skills, their background and understanding the communities needs.

The Committee felt that without accurate benchmarking it was difficult to assess how the service was performing and that Cheshire East needed to compare with other authorities and share ways of working. T Kingston informed the Committee that they looked at best practice, approached outside agencies, based work around the community and tried to look outside the box.

Following detailed consideration of the evidence received the Committee agreed to set up a Task and Finish Group to scrutinise this service further and interview external agencies.

RESOLVED

That a Task and Finish Group comprising of Councillors Livesley, Hough and Edwards be established to fully scrutinise the Community Warden Service.

19 SUSTAINABLE COMMUNITY STRATEGY

Consideration was given to an update on the developments of the Sustainable Community Strategy, to which Members made the following comments:

- That the document was aspirational rather than based on reality and that there were gaps in some areas that needed to be addressed
- With regard to 'unlocking the potential of our towns' Members expressed concern that Congleton had be omitted from the strategy and that the report should refer to service areas rather than market towns.
- With regard to 'our vision for Cheshire East' it was felt that this was an overview of what the Borough had already achieved rather than a vision for the future. Therefore this should be rewritten to include priorities for the future.

It was agreed that, following the consultation process, the Committee would receive a further update, prior to the strategy being submitted to Council for approval.

RESOLVED

That the above comments be taken into consideration and the final Strategy be brought back to the Committee prior to its submission to Council on 22 July 2010

20 WORK PROGRAMME

The Committee consideration to the process to approve the work programme for 2010/2011.

Corporate Scrutiny Committee at its meeting held on 19 April 2010 had approved a paper entitled 'Strengthening the Scrutiny Function' which proposed a more formal approach to the work programme setting process in 2010 to enable the views of Cabinet to be fed into the process. This approach was also considered and endorsed by the Scrutiny Chairs Group. The main aim of the new approach was to share work programmes with colleagues in Cabinet and Corporate Management Team (CMT) at the outset, so that Overview and Scrutiny became an integral part of the Corporate business planning process of the Council. Work programme items would subsequently be linked to relevant Corporate plan targets, and where appropriate, Performance Indicators and LAA targets.

It was intended that emerging work programmes of all five Overview and Scrutiny Committees would be presented to Cabinet informally in June, and then each Committee would formally endorse its work programme before the summer recess.

RESOLVED

That the report be approved

The meeting commenced at 10.30 am and concluded at 12.30 pm

Councillor H Murray (Chairman)

This page is intentionally left blank

CHESHIRE EAST COUNCIL

REPORT TO: Sustainable Communities Scrutiny Committee

15th July 2010

Date of Meeting:

Report of:

Head of Safer and Stronger

Subject/Title:

A review of Air Quality work within Cheshire East

1.0 Report Summary

- 1.1 A report outlining the Air Quality work within the Borough under the Local Air Quality Management Regime.

2.0 Recommendations

- 2.1 To note the report

3.0 Reasons for Recommendations

- 3.1 To update members and allow the Environment and Prosperity Scrutiny Committee to evaluate the performance of services including the Local Air Quality Management Regime undertaken within the Borough.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 All

6.0 Policy Implications including - Climate change - Health

- 6.1 There is an intrinsic link between Local Air Quality Management, climate change and the health agenda. This updating report however has no significant policy implications.

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

- 7.1 None

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

8.1 None

9.0 Legal Implications (Authorised by the Borough Solicitor)

9.1 None

10.0 Risk Management

10.1 No implications

11.0 Background and Options

A Brief Overview of Local Air Quality Management

The Environment Act 1995 requires Local Authorities to review and assess local air quality against national health based objectives for seven key pollutants, as set out in the Air Quality Regulations 2000 (as amended).

The Review and Assessment process is a staged approach, outlined by the Department for the Environment, Food and Rural Affairs. Screening tools and monitoring are used to identify areas where more detailed assessment is required.

If a more detailed assessment determines that a pollutant is exceeding the Government Standard and Objective then a local authority is required to declare an Air Quality Management Area (AQMA) and through an Air Quality Action Plan the Council is required to work towards achieving the Objectives.

The Current Situation

The Review and Assessment process has identified that nitrogen dioxide is the main pollutant of concern in Cheshire East. Nitrogen dioxide emissions are predominantly vehicular based, and exceedances of the objective have been identified in locations where residential properties are in close proximity to busy or congested roads. At present the Borough has twelve Air Quality Management Areas (See Appendix 1) each of which is declared for an exceedance of the Annual Mean objective for nitrogen dioxide.

Duties in an Air Quality Management Area

Local Authorities are charged with a number of duties relative to the declaration of Air Quality Management Areas;

1. Further Assessment of Air Quality within an Air Quality Management Area

There is a statutory requirement to undertake a further assessment of air quality within an Area, within 12 months of designation. The further assessment is used to determine whether the Air Quality Management Area is justified and to analyse in greater detail exactly what is causing the problem.

Work is ongoing within six of the AQMA's; additional monitoring has been sited both within the areas and also in adjacent areas to help to fully define the air quality situation.

2. Action Planning

The local authority is required to draw up an Action Plan setting out how the authority intends to use measures and powers available to work towards improving the air quality within an AQMA. The Action Plan should be submitted within 12-18 months of the designation of an AQMA.

In 2007, an Air Quality Action Plan has been produced for three AQMA's within the former Congleton Borough area, and a further Action Plan has been produced in 2009 for an area within Nantwich. Both Action Plans focus on reducing nitrogen dioxide emissions and detail the initiatives that are planned to address air quality both within the Air Quality Management Area and the Borough as a whole with each AQMA having their own specific action section.

Within the former Congleton Plan, progress has been made with 66 of 69 actions, including 41 that have been completed. One action worthy of note is attached as Appendix 2, which shows a presentation relating to an initiative undertaken within one of the AQMA's.

A revised Action Plan is currently being written in light of changes to the Council following Local Government Reorganisation. The revised plan will incorporate all the legacy authorities' action plans, and develop a strategic approach for the Borough. It is intended to produce a draft action plan by 2011.

The Emerging Situation

The Update and Screening Assessment produced in 2009 identified the potential for 4 further sites within the Borough where levels of nitrogen dioxide were likely to be exceeding the Air Quality Standard and Objective. In addition, the assessment highlighted the potential for an exceedance of the particulate objective in respect of a poultry farm within the Borough. These areas include a poultry plant at Checkley; a

small stretch of railway line at Holmes Chapel; Chester Road, Macclesfield and Altrincham Road, Wilmslow.

As a result of these findings, Detailed Assessments are currently being undertaken and are due to be out for consultation by the autumn.

Air Quality: The Borough Wide Picture

Running in tandem with this work is the production of the Annual Progress Report 2010, which focuses on air quality borough wide. The report has identified Wistaston Road, Crewe as having the potential to exceed the Air Quality Standard Objective for nitrogen dioxide. As a result a Detailed Assessment will be undertaken by April 2011.

A Cheshire East Air Quality Strategy is currently being developed which will be incorporated into the Local Transport Plan. This will ensure that Local Air Quality is considered as an intrinsic part of the transport strategy.

Work is also ongoing with the development of a Low Emission Strategy designed to reduce emissions and accelerate the uptake of low emission technologies through the development control framework. Cheshire East Council has been invited as a partner in the Merseyside Regional Group Initiative, and members will be consulted about this work in due course.

13.0 Access to Information

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

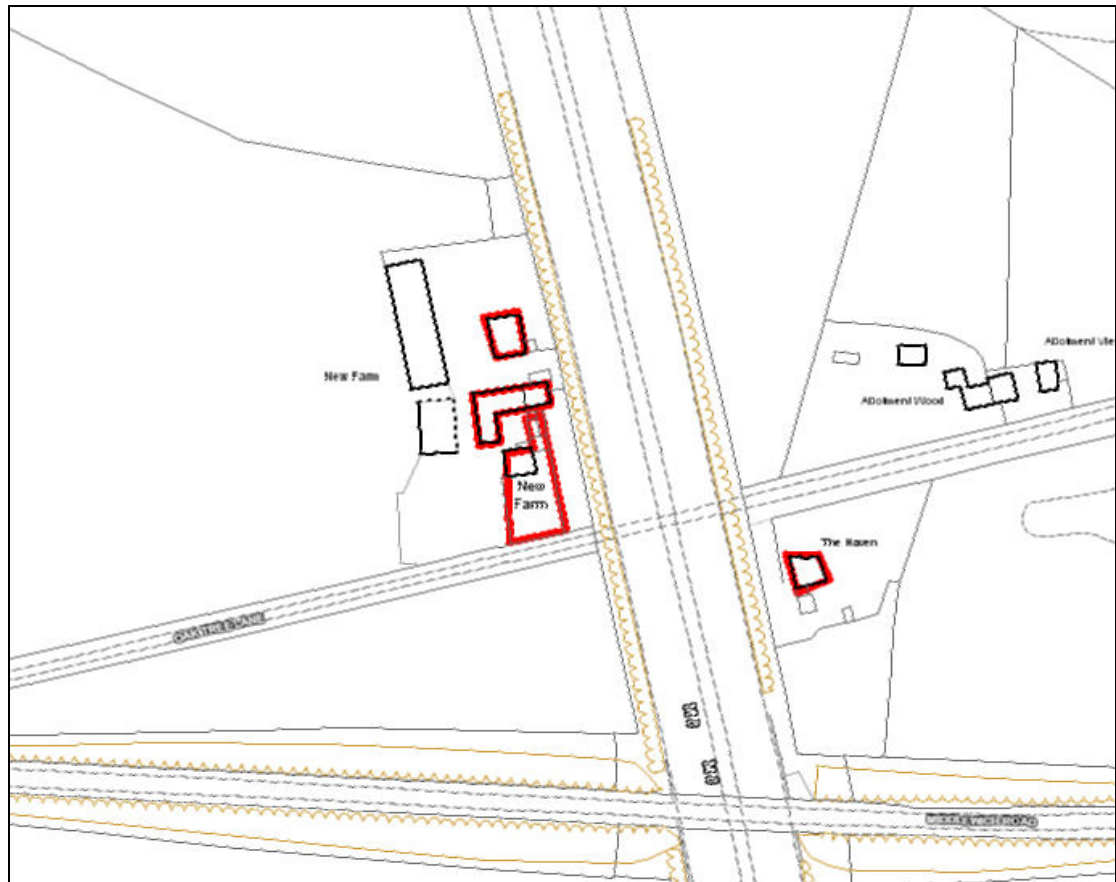
Name: Rebecca Pointon and Phil Mason

Designation: Enforcement Officers

Tel No: 01270 686597/ 01625 504332

Email: rebecca.pointon@cheshireeast.gov.uk; phil.mason2@cheshireeast.gov.uk

Air Quality Management Area- M6, Cranage



Air Quality Management Area- A34 West Road, Congleton



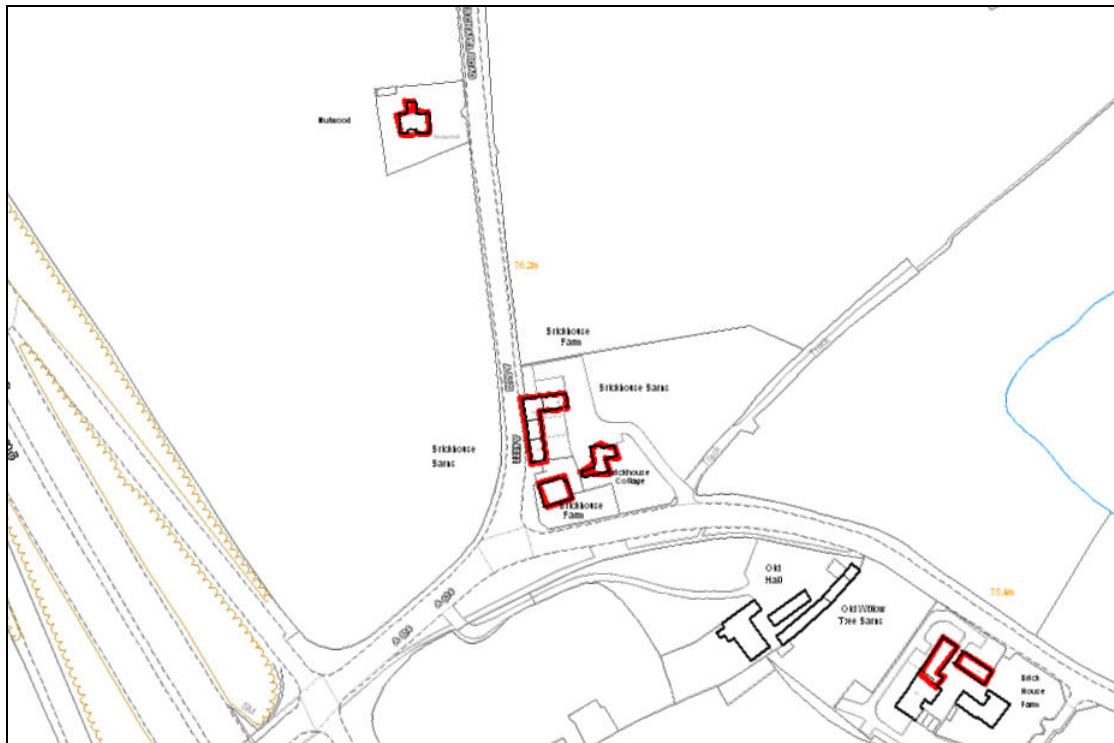
Air Quality Management Area- A34/A54 Rood Hill, Congleton



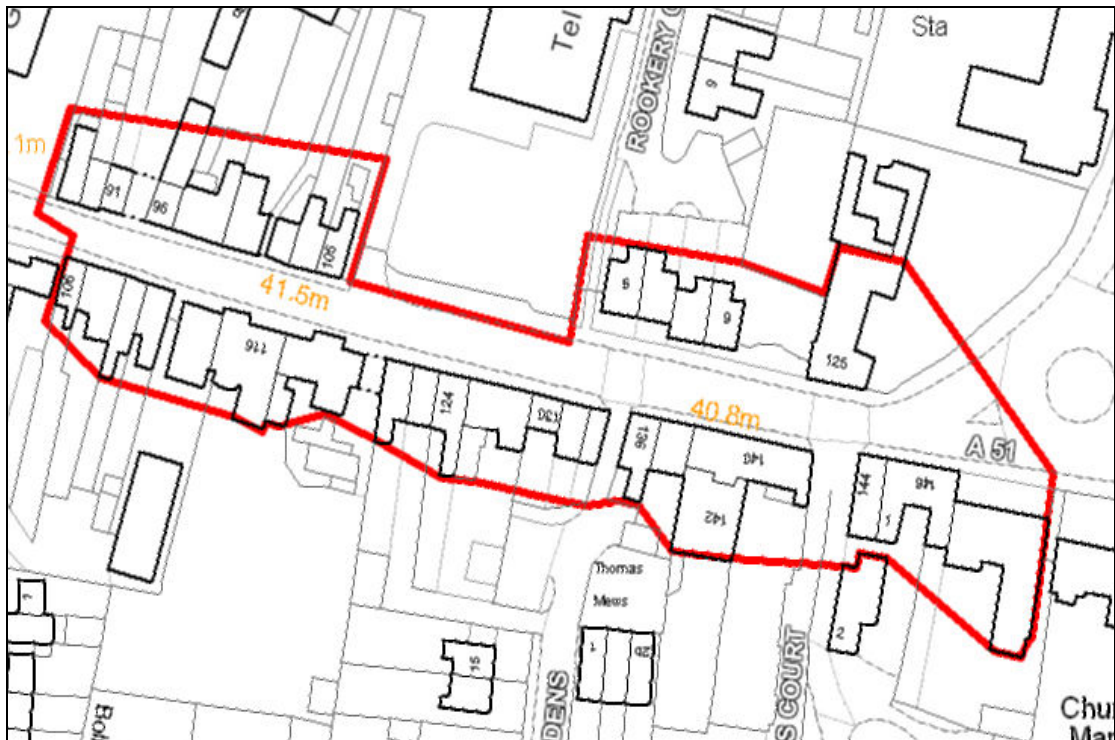
Air Quality Management Area- A34 Lower Heath, Congleton



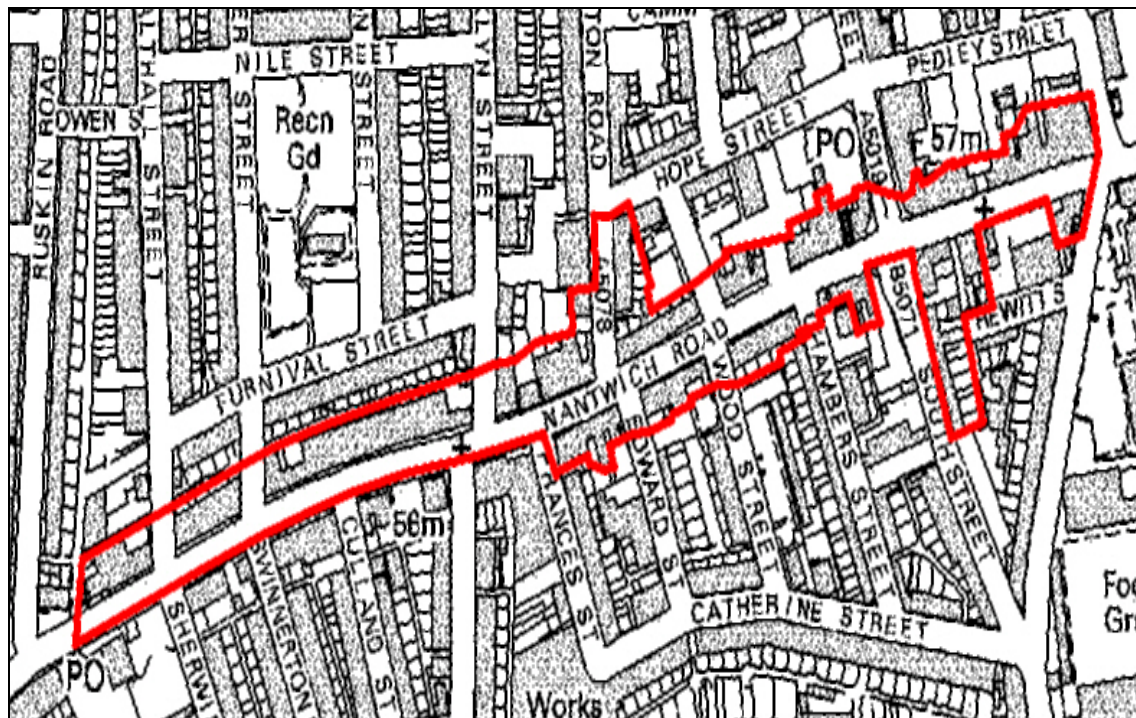
Air Quality Management Area- A534/A5022, Sandbach



Air Quality Management Area- Hospital Street, Nantwich



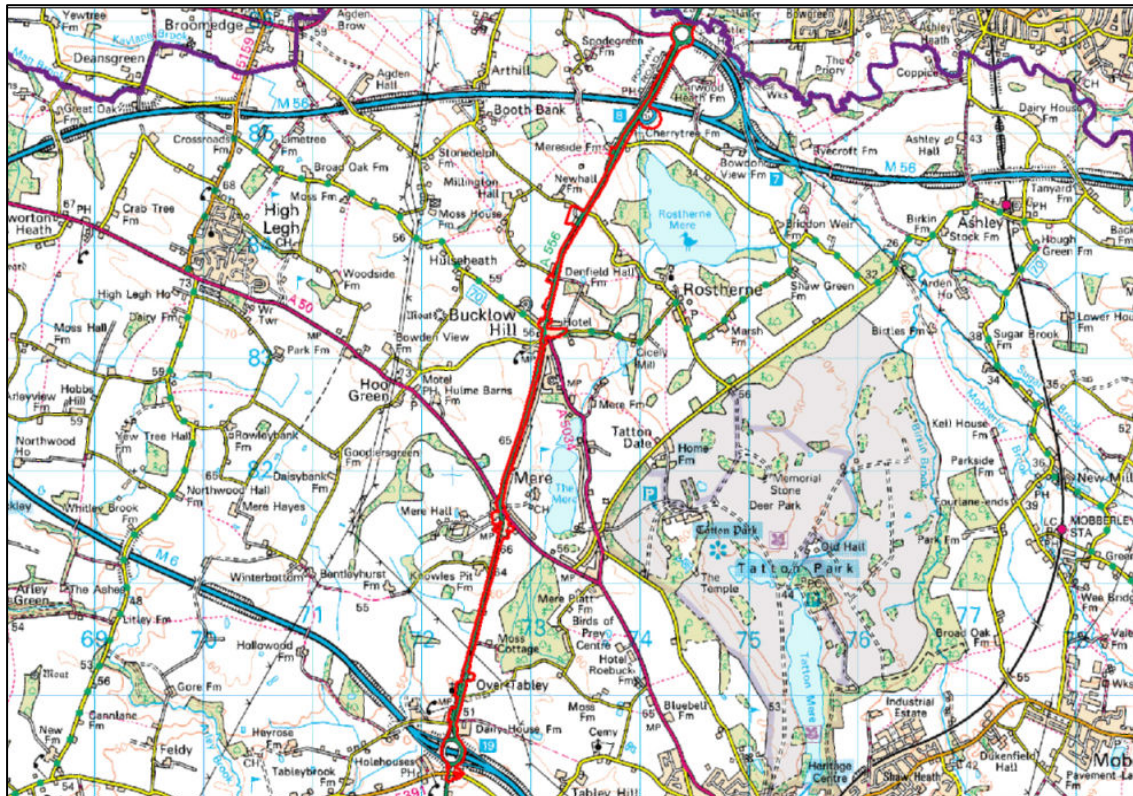
Air Quality Management Area- Nantwich Road, Crewe



Air Quality Management Area- Earle Street, Crewe



Air Quality Management Area- A556, Chester Road, Mere



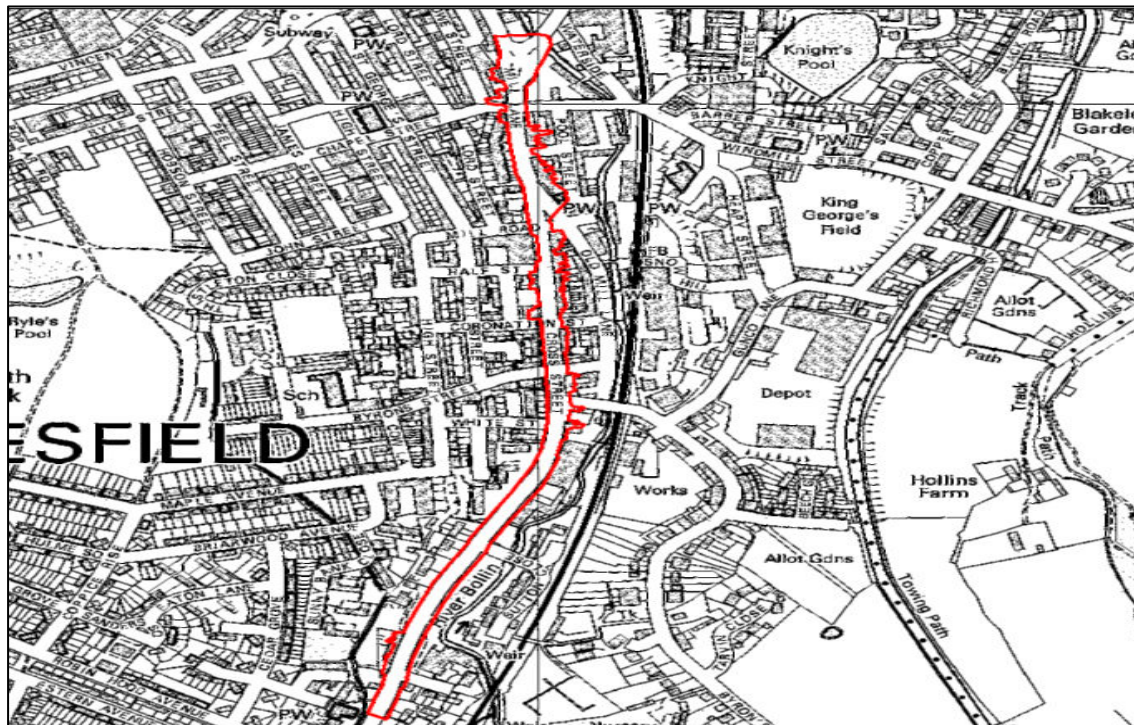
Air Quality Management Area- A6 Market Street, Disley



Air Quality Management Area- Manchester Road, Knutsford



Air Quality Management Area- A523 London Road, Macclesfield

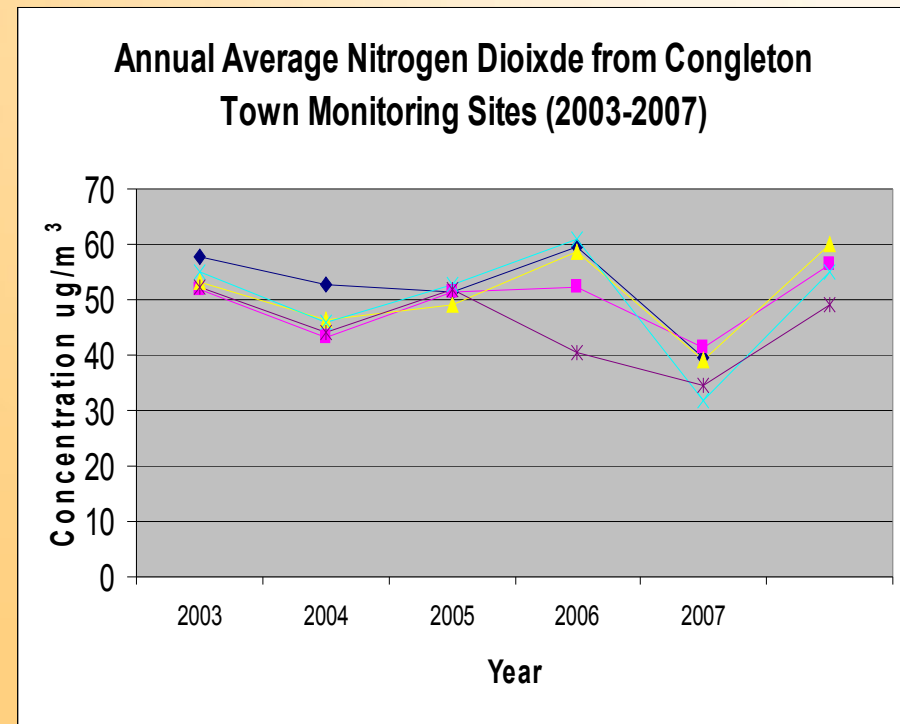


This page is intentionally left blank

Appendix 2
Local Air Quality Management
Cheshire East Council

Air Quality Challenges in Congleton Town

- Congleton Town experiences some of the poorest air quality in Cheshire East
- Levels not reducing as anticipated
- Statutory Duty to declare Air Quality Management Areas
- Action needed



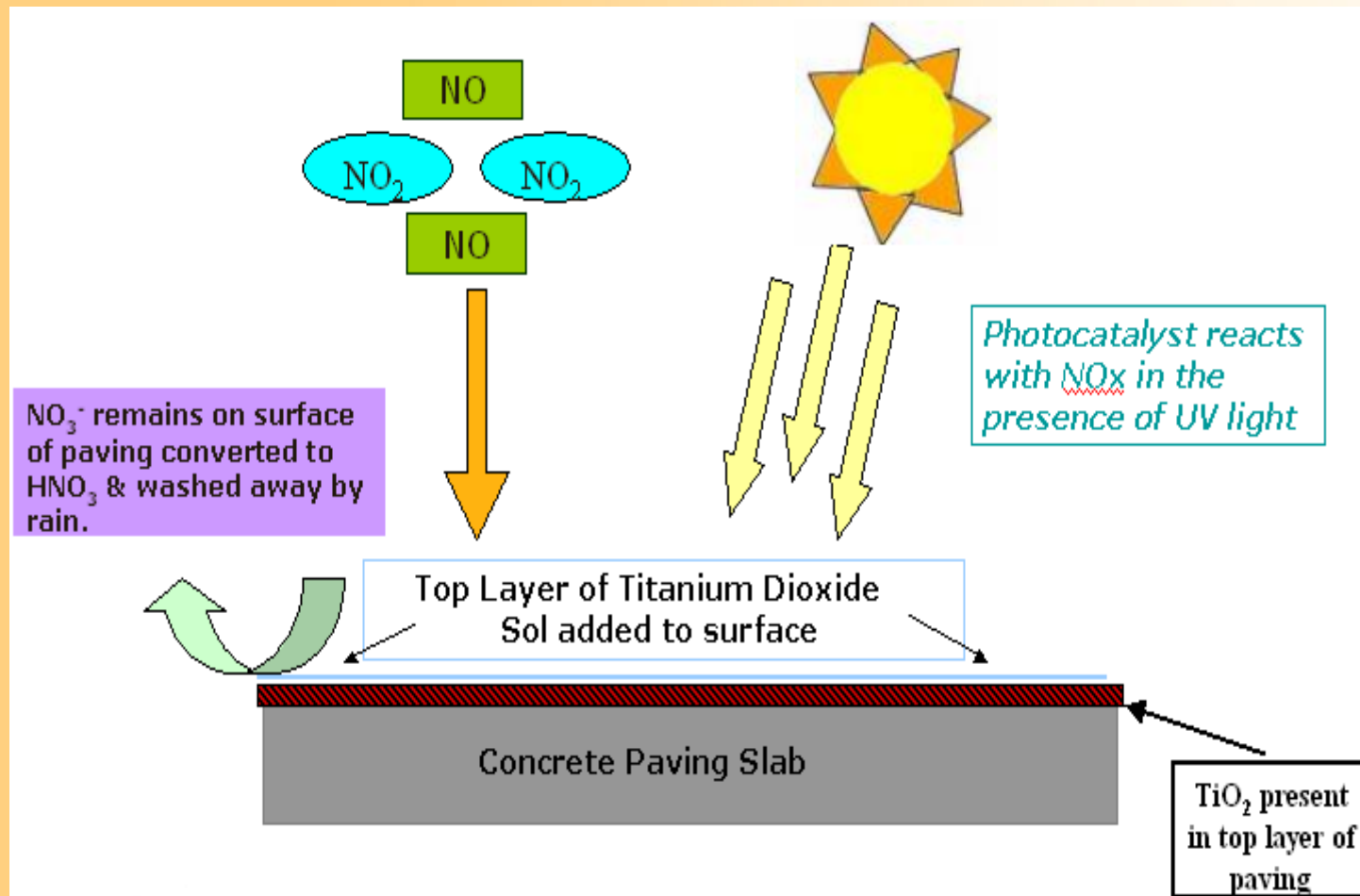
Local Air Quality Management

- **A number of AQMA's declared in 2005 for breaching the annual mean NO₂ Objectives.**
- **Road traffic predominant source of emissions**
- **Nitrogen Dioxide concentrations will fail to meet the 2010 Objective**
- **The Action Plan produced in 2007.**

Air Quality Action Plan

- **Focuses on reducing nitrogen dioxide emissions**
- **Details initiatives to address air quality both within the AQMA's and the Borough as a whole.**
- **Split into three sections**
 - **General measures to improve air quality Borough wide**
 - **Area specific AQMA's**
 - **LTP actions to improve air quality Borough wide**

Mechanisms behind Activa



Titanium Dioxide Solution (Activa)

- Awareness has in recent years been steadily growing that titanium dioxide in the form of photocatalytic products, appears to be a promising technology for the removal of NO₂ from ambient air
- Deemed a suitable mitigation option for Congleton whereby traditional methods or re-routing traffic would not be feasible due to the limiting environments of the AQMA's
- Trials worldwide claimed to be successful

Study Objectives

- **Determine NO₂ concentrations prior to solution implementation**
- **Determine NO₂ levels post intervention**
- **Determine whether differences between data sets is significant**
- **Assess its effectiveness with distance from the treated surface**

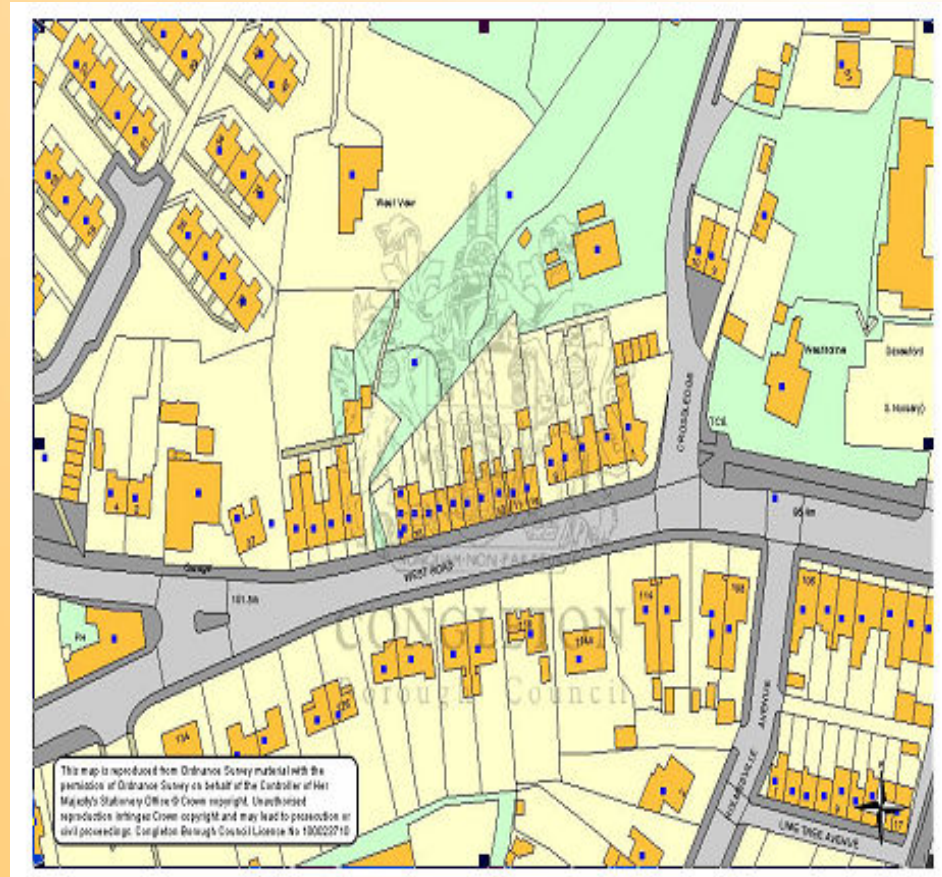
Study Site

- **AQMA within Congleton**
- **18 properties**
- **Predominately terraced opening onto A34**
- **Typical rush hour congestion**



Study Site

- Existing air quality data
- Sufficient light for the solution to work
- Dispersion is frequently poor for the effect of the solution to be observed



Study Site

- Annual Average NO₂ above objective level



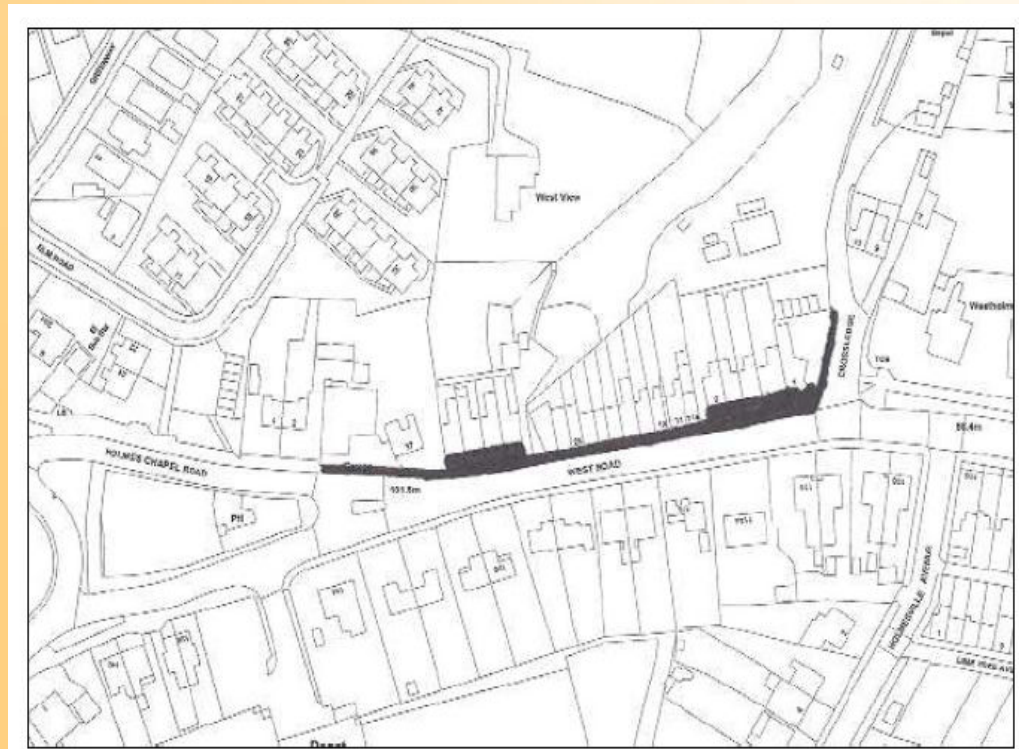
-
- This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. Conlepton Borough Council Licence N01000279

The Study

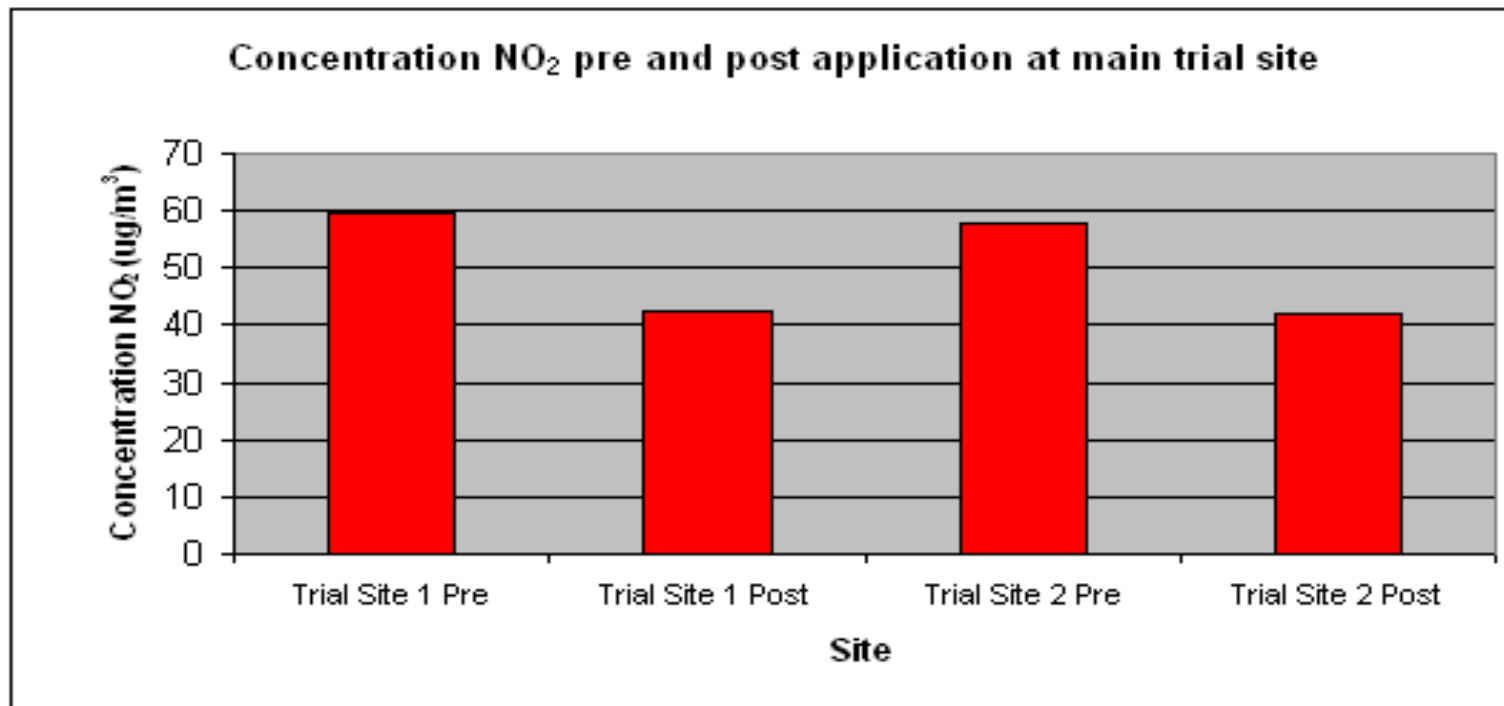
- **NOx monitored for six months at study and background sites prior to intervention**
- **NOx monitored at set distances from the treated surface**
- **Solution applied October 2008**
- **Diffusion tube monitoring**

Area Application

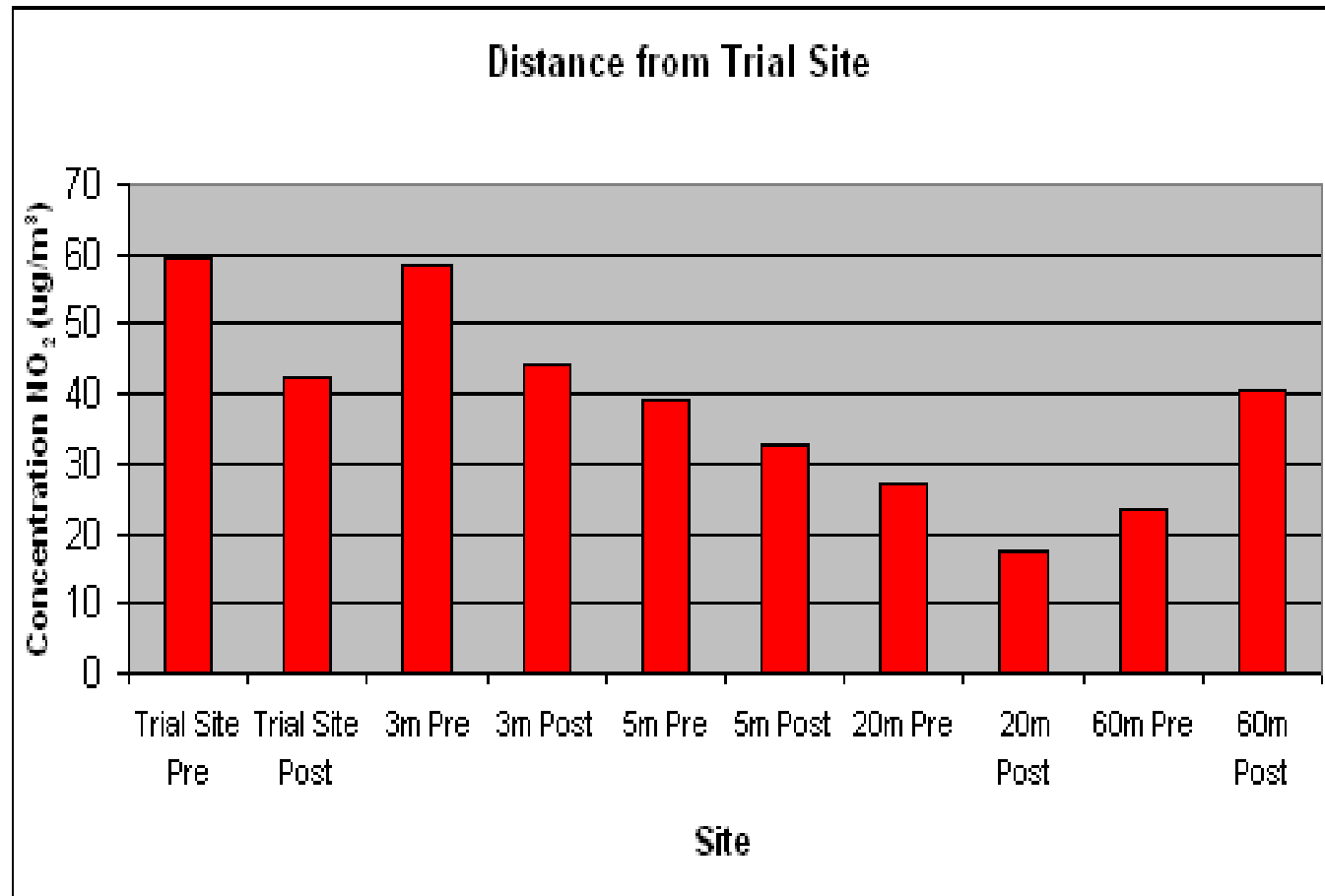
- 200m² paving
- Residential properties
- Garden walls
- Street lamps
- Road signs



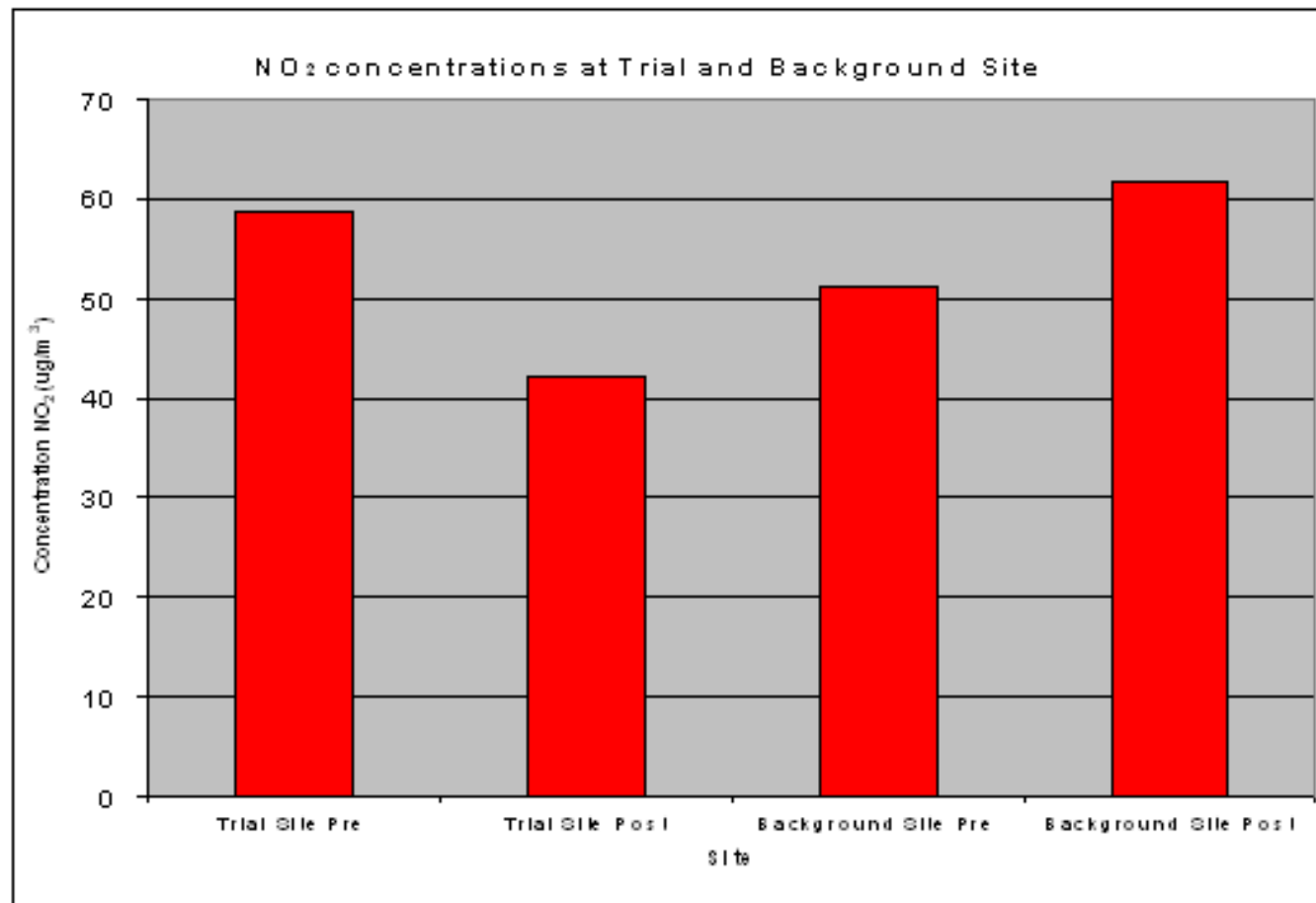
Results of Activa trial to date



Distance from Site



Relationship with Background



Further Study

- **Photocatalytic effectiveness post application currently being investigated to determine effectiveness over 12 months**
- **Detailed examination of meteorological conditions to include wind speed/direction**
- **Investigation of levels during daylight and non-daylight hours**
- **Full 12 months pre and post monitoring using continuous analyser to limit seasonal variation and external factors**

Conclusion to Study

- **A reduction of 28% seen at trial site pre and post monitoring to date**
- **31% increase seen within relevant background site**
- **Decrease in concentrations at 3, 5, 20m**
- **No evidence to suggest solution effective at 60m although several factors within the vicinity of the site may have attributed to the lack of photocatalytic signal**
- **The use of photocatalytic solution can be an effective measure to be used within the role of LAQM**

CHESHIRE EAST COUNCIL

REPORT TO: Sustainable Communities Scrutiny Committee

Date of Meeting: 15th July 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 invite the Committee to make any formal comments for submission to Cabinet and Council.

2.0 Recommendations

- 2.1 To comment on any aspects of the final draft Sustainable Community Strategy.

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 2010/11 and beyond

- 7.1 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 partnerships working together to seek additional funding for specific projects or services as required.

8.0 Legal Implications

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

9.0 Risk Management

- 9.1 None

10.0 Background and Options

- 10.1 Members are 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.
- 10.2 At the meeting of the Committee held on 3rd June, 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. A draft document was also considered by the Committee and the following comments made:
- That the document was aspirational rather than based on reality and that there were gaps in some areas that needed to be addressed
 - With regard to 'unlocking the potential of our towns' Members expressed concern that Congleton had been omitted from the strategy and that the report should refer to service areas rather than market towns.
 - With regard to 'our vision for Cheshire East' it was felt that this was an overview of what the Borough had already achieved rather than a vision for the future. Therefore this should be rewritten to include priorities for the future.
- 10.3 A final draft of the Strategy has now been produced which takes account of many of the comments made during the public consultation process and this is attached.

11.0 Process for Approval

- 11.1 The Strategy will be submitted to Cabinet on 19th July with a recommendation that it be adopted by Council on 22nd July. The Strategy has already been approved by the LSP Executive Board on 28th June Any comments from this Committee will be reported to Cabinet.

12.0 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
2010 to 2025





This information is available in other formats on request

The Equality & Inclusion Team

Email: equalityandinclusion@cheshireeast.gov.uk

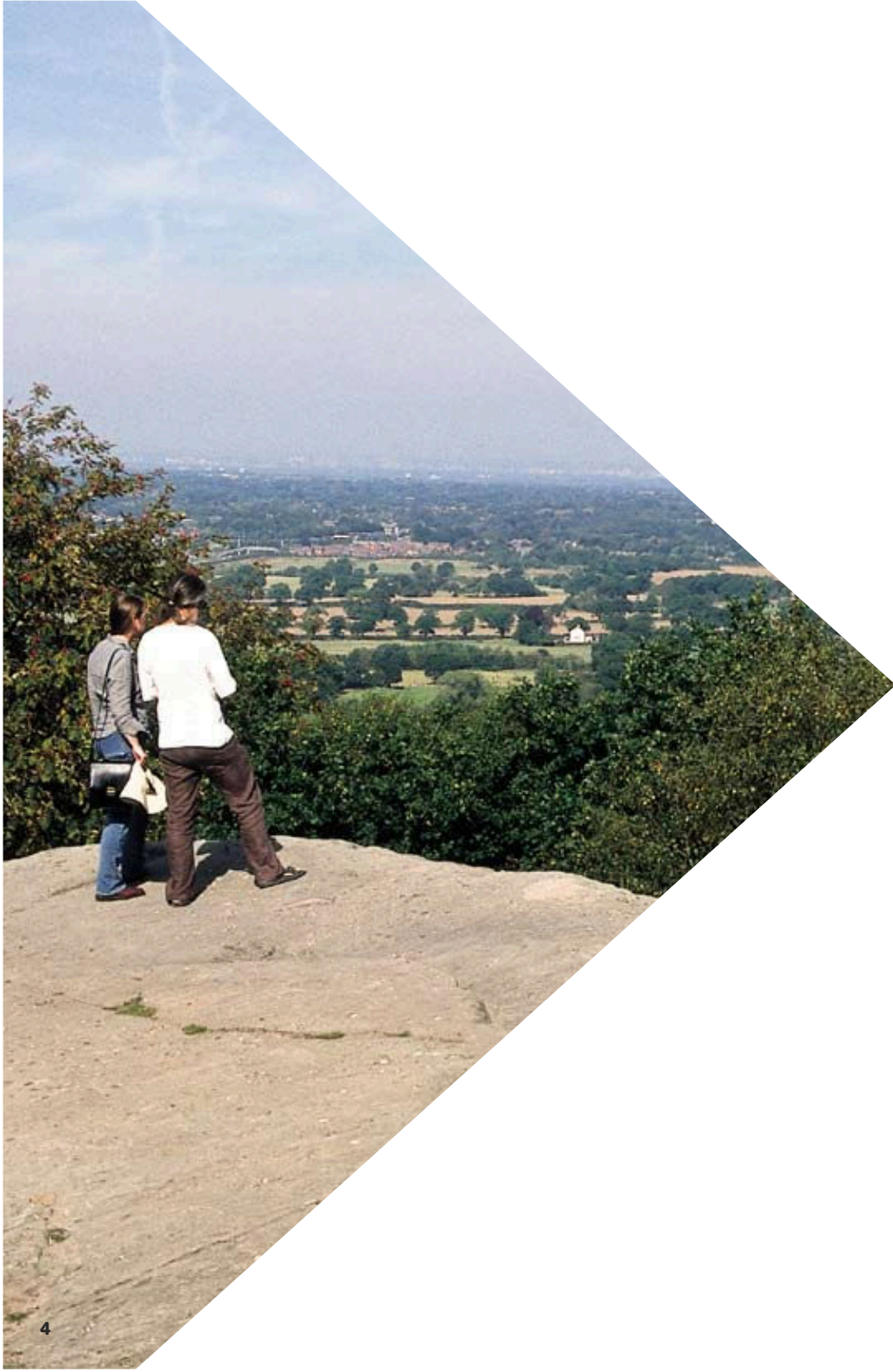
Phone: 01270 685901

Cheshire East Council
Westfields, Middlewich Road
Sandbach, Cheshire CW11 1HZ

Contents



Foreword	4	Ensure a sustainable future	30
The purpose of the Sustainable Community Strategy	5	<ul style="list-style-type: none"> ➤ Provide affordable and appropriate housing ➤ Encourage environmentally sustainable living ➤ Improve transport connections and accessible services ➤ Protect and enhance our heritage and countryside 	
What is Partnerships for Action in Cheshire East?	6		
Implementation and monitoring	7		
Cheshire East in 2010	8	Prepare for an increasingly older population	34
<ul style="list-style-type: none"> ➤ Our People ➤ Our Place 	12	<ul style="list-style-type: none"> ➤ Help people stay fit and active for longer ➤ Improve care and support for those who need it 	
Cheshire East in 2025	16		
Priorities for Action	21	Drive out the causes of poor health	36
Nurture strong communities	22	<ul style="list-style-type: none"> ➤ 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 	
<ul style="list-style-type: none"> ➤ Let local voices take the lead ➤ Support the community to support itself ➤ Deliver services as locally as possible ➤ Ensure communities feel safe 		Glossary	40
Create conditions for business growth	24	Contacts	40
<ul style="list-style-type: none"> ➤ 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 		Acknowledgements	40
Unlock the potential of our towns	26		
<ul style="list-style-type: none"> ➤ Regenerate Crewe ➤ Revitalise Macclesfield ➤ Deliver sustainable growth for our towns 			
Support our children and young people	28		
<ul style="list-style-type: none"> ➤ 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 			



Foreword

Wesley Fitzgerald, Chairman of PACE

'As the Chairman of Partnerships for Action in Cheshire East I am extremely proud to present the first Sustainable Community Strategy for Cheshire East.'

'We have exciting times ahead of us. In developing this strategy partners have clearly demonstrated a strong appetite to be ambitious in what we seek to achieve for Cheshire East over the next 15 years. Local people are rightly proud of Cheshire East. We want to be known as a premier location for businesses to grow, and we want to make significant progress in being a low carbon economy where residents live low carbon lifestyles. We want to have an exceptionally skilled and productive workforce with exciting training and employment opportunities. We want to protect and enhance the beauty and diversity of our unique natural and built environment. We want our towns and villages to be well connected and have excellent, high quality services. Above all we want residents to agree that living anywhere in Cheshire East means a high quality of life from cradle to grave.

'There is no doubt that whilst being ambitious about our future we must also be realistic about the challenges we face – the extremely difficult economic climate, meeting the needs of an ageing

population, and the imperative to adapt and respond to climate change. A genuinely sustainable future for Cheshire East communities means ensuring that we live within the limits of the resources available to us. This is a huge challenge and requires a commitment from residents, businesses and services to work together and to be innovative and creative. The plans set out in this Sustainable Community Strategy provide an excellent starting point.

'Finally, I would like to thank the many organisations and individuals who contributed to the development of this strategy. Its completion marks an important milestone in Cheshire East's life, but the real work lies ahead – I hope you will join me on this ambitious journey.'

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 three 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

➤ Cheshire East in 2025

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 the long-term vision including some of the key actions that we are committed to delivering over the next 15 years.

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.



What is Partnerships for Action in Cheshire East?

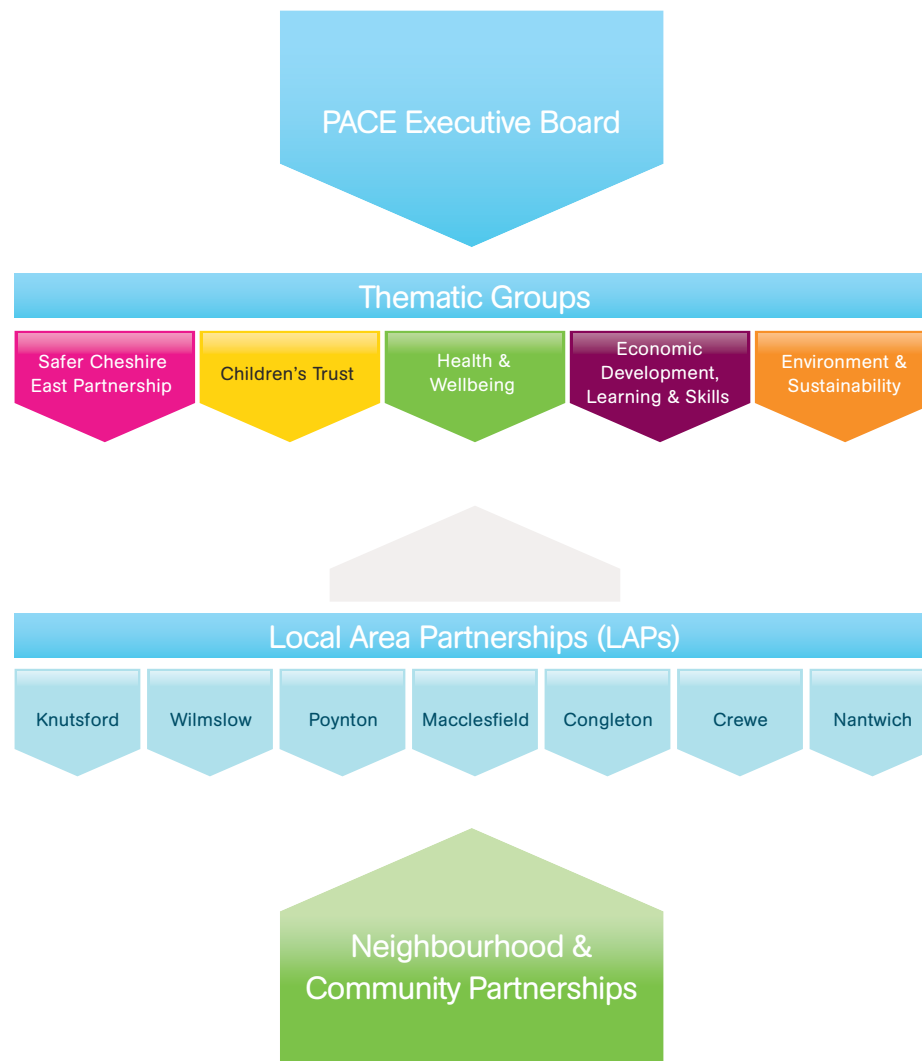
Partnerships for Action in Cheshire East (PACE) is the local strategic partnership responsible for improving outcomes for all people in Cheshire East.

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

PACE 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). The structure of PACE is shown in the diagram (right):

PACE, in consultation with a wide range of people and organisations across Cheshire East, developed this Sustainable Community Strategy. It has built upon the knowledge and ambition of previous partnership working within Cheshire and the districts of Congleton, Crewe & Nantwich and Macclesfield. It has also drawn upon the priorities set out in Cheshire East's Young People's Manifesto.

For more information about PACE visit the website at www.pacecheshireeast.org



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.

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 PACE

The actions set out in this Strategy will be taken forward by the PACE 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. 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. In addition, the 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.



Cheshire East in 2010

This section summarises 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 average.¹ 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.

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.

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.

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 difference 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 was the widest 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

“????????????????????”

Photograph of an active volunteer group or launch of a parish plan.



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, Alsager and Sandbach, neighbourhood action groups from Macclesfield to Crewe, and a strong volunteer force consisting of many 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, during the previous 12 months.¹¹ 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 detail:¹³

- 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 Cheshire 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.

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.

“Alcohol harm is a significant issue for Cheshire East costing the Central and Eastern Cheshire PCT £31.5 million per annum and is expected to increase in the future”

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.

In 9% of all recorded Killed and Seriously injured road accidents in 2008 alcohol was cited as a contributory factor.

Our place

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

We have a diverse mixture of urban and rural areas with approximately 39% of the population living in rural areas and 61% in our towns.¹⁴ 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 greenspace.¹⁶ 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 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.





“we are a very car dominated area and more emphasis is needed to develop other forms of transport especially cycling and public transport.”

Based on current funding levels our roads can be expected to be renewed every 122 years and our footpaths every 277 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, historic towns such as Nantwich, 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 population,¹⁸ it contributes 5.5% of the region's workforce¹⁹ and 6.9% of its economic output.²⁰ It also accounts for 7.4% of its businesses, the highest share of any North West authority area.²¹ 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

Entrepreneurial activity thrives in Cheshire East. 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 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. 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.

Our goal is to make continuous environmental improvements to our local area. We will work jointly with partners, including neighbouring authorities, to avoid sending waste to landfill and to meet European and national diversion targets.

“One consequence of our strong economy is that we have a higher than average impact on the environment.”





Cheshire East in 2025

Cheshire East is already a great place but we want to make it even better. 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 productive 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 fewer people living in poverty
- The gap in health inequalities will be substantially reduced and fewer 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 and countryside 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, villages and rural areas will be well designed and well managed places. They will be clean and the amount of litter, graffiti and derelict buildings will have reduced.
- 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

In 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. Nor 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

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:

Let local voices take the lead

Local people need to be at the heart of decision making for their community. Cheshire East is a big place and contains a large number of towns and villages – the distinctiveness of these communities must be reflected in the way we work together and how we plan and deliver services. All partners will work in ways which genuinely empower local communities and put the citizen and customer at the heart of decision-making. Actions will include:

- Develop our seven Local Area Partnerships that give local people a voice in decisions that affect them
- Support local communities and parish planning groups and work with local councils to ensure that parish 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 in which 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:

- Invest in the potential of the existing community and voluntary sector to deliver activities and facilities for people
- Provide sustainable support to local community organisations that deliver what the local community wants
- Encourage 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
- Support local initiatives that help promote a positive image of the area to residents and visitors
- Improve the quality of place and visitor experience to benefit the visitor economy.

Deliver services as locally as possible

The seven Local Area Partnerships 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 halls, 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.

Ensure communities feel safe

Although Cheshire East is a safe place, there are some crime hotspots and areas where public confidence in community safety needs to be improved. 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 (ASB) 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 and sustain integrated local services which keep adults and children safe from domestic abuse.



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

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 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.

Make the most of our tourism, heritage and natural assets

Cheshire East is endowed with a unique range of heritage including the many stately homes and gardens, the enviable canal network and Crewe's rail industry. 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, historic estates & gardens and the salt industry, 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
- Support the development of websites that promote the tourism assets of Cheshire East's towns and their surrounding areas.

Create a climate attractive to business investment

We want businesses in Cheshire East to say it's that easy to do business here and that we have all the things they need to make their business successful. This means that we need 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, Further Educating and Higher Education institutions in supporting the development of skills in our current and future workforce.



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

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 West Midlands and the North West. 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. 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 bus station and 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.

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 towns, and make the most of the voluntary capacity and expertise of local people
- Create and deliver plans for how each 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.



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

4

Support our children and young people

Our children and young people are our future and we are proud of their many talents and achievements.

We want to make sure that all are helped to fulfil their enormous potential. To do this we need to ensure that there are excellent opportunities for all and where necessary support to get help early – before problems grow. A key priority is to ensure that our children and young people feel and are kept safe.

Giving our children and young people the best support we can afford and ensuring that they have a voice in shaping their own and 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

Our schools and colleges are mostly very good and even outstanding but there is still room for improvement and innovation. A key priority is ensuring that all our children and young people make good progress in their learning

regardless of where they live. Actions will include:

- Continue the pursuit of excellence and improve and encourage innovation in all schools and post-16 education establishments
 - Work with our schools and post-16 education 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 children and young people in schools, post-16 education establishments and other settings
 - Work with employers to identify skills, needs and develop different routes for young people into employment including apprenticeships.
- Improve the level of support available for young people not in education, employment and training (NEET).



Improve support and facilities for children and young people

We want to make sure that all our children and young people have access to a wide range of interesting, challenging and engaging activities outside of school. We also recognise the need for more early support services to children, young people and their parents that will help them improve their own learning, health and well being. Actions will include:

- Redesign preventative and early intervention services to bring together key staff from different agencies to work under single process and leadership
- Focus support and investment where there is the most need and the poorest outcomes for example disabled children and those cared for by the Local Authority
- Support the voluntary and community sector to ensure that they can provide a wider range of things to do and places to go for children and young people
- Identify and focus support and investment where there is the most need and the poorest outcomes for example disabled children and those cared for by the Local Authority
- Redesign preventative and early intervention services to bring together key staff from different agencies to work under a single process and leadership
- Provide services that are focussed on

meeting the needs of the whole family in a joined up way.

Strengthen the voice of children and young people

Children and young people in Cheshire East are best placed to present their needs and concerns. We want to ensure they 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 and cared for children
- Provide a mechanism for feeding back how their involvement/contribution has made a difference
- Ensure that we gather and tell positive stories about the achievements of our children and young people to give a balanced view and raise aspirations.

Improve the health of children and young people

We want to give our children and 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 targeted services which are effective in addressing childhood obesity and reducing alcohol use and misuse by young people
- Promote, encourage and monitor a greater uptake of breastfeeding and childhood immunisations, (particularly for Measles, Mumps and Rubella (MMR)) due to the positive health legacy for both babies and mothers
- Target services on those young people and areas where there is the highest levels of risk taking behaviour that is leading to significant levels of teenage pregnancy and sexually transmitted infections
- Reduce the use of temporary accommodation for families to ensure our children have settled accommodation in which to grow and develop
- Invest in 'child focussed' road safety initiatives – to reduce the number of casualties that are children.



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

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:

Provide 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 are 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
- Develop 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.

Encourage 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 and renewable energy measures to households, public, private and community buildings
- Develop a charter promoting environmentally sustainable behaviour addressing transport, energy and resource use
- 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 materials contained within our household wastes by reusing, recycling or producing refuse derived fuel for energy production as appropriate. The production of energy from refuse derived fuel is expected to be achieved in partnership with Cheshire West and Chester Council via a Private Finance Initiative waste treatment project. This provides an affordable and sustainable solution for our residual household waste with the benefits, risks and costs being shared by the authorities working in partnership to ensure value for money their communities.
- 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
- 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 and accessible services

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, when 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 recognised that access to services depends on more than 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 move towards delivering a more integrated public transport system
- Improve the ‘quality’ of the public transport offered
- 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 internet.

Protect and enhance our heritage and countryside

The people of Cheshire East are rightly proud of the range of heritage and countryside assets that make the area a beautiful and interesting place to live. We want to ensure that they are protected and enhanced for the enjoyment of future generations. 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 town 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.



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

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 agencies information and support to better 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 the 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.



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

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 London 2012 Olympics 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 £1 million 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

- Enhance 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 PACE to support this activity
- Provide support to the PACE 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
- Focus on areas of low life expectancy by concentrating preventive health services in our deprived neighbourhoods

- Improve road safety through the three "Es" of Education, Enforcement and Engineering, including road maintenance
- Improve the quality of our air in key 'hotspots' around Cheshire East
- Invest in 'green infrastructure' to encourage active and healthy lifestyle choices.







Glossary

Anti-social behaviour (ASB)

The term 'anti-social behaviour' covers a wide range of activities that are perceived to blight the quality of community life. Terms such as nuisance, disorder and harassment are also used.

Cheshire East Assembly

The Assembly consists of all the partners and partnership groupings within the Cheshire East. The Assembly meets twice each year and has a focus on major 'state of the borough' issues.

Community & Voluntary Sector

Registered charities, as well as non-charitable, non-profit organisations, associations and self-help groups and community groups which involve some aspect of voluntary activity, although many are also professional organisations with paid staff.

Decent Homes Standard

The Government's definition of the minimum standard that houses owned by social landlords (housing associations and councils) meet. People living in private housing should also be able to access decent homes. A decent home is safe, in good repair, warm and has modern facilities. Non-decent homes do not meet this standard.

GCSE

General Certificate of Secondary Education. This assesses a pupil at the end of their compulsory education (aged 16).

Gross Value Added (GVA)

GVA is a measure in economics of the value of goods and services produced in an area, industry or sector of an economy.

Index of Multiple Deprivation (IMD)

An index which combines a number of economic, social and housing indicators into a single deprivation score for each small (neighbourhood size) area in England, so that each can be ranked according to its relative level of deprivation. The most recent (2007) IMD was produced at Lower Layer Super Output Area (LLSOA) level. There are 32,482 LLSOAs in England, each with a resident population of around 1,500.

Joint Strategic Needs Assessment

A shared analysis statement on the health and social care needs of people living in Cheshire East which the Council and Primary Care Trust have a legal duty to undertake, and use to develop and improve services.

Key Stage

The National Curriculum is a blueprint used by schools to ensure that teaching standards are consistent. The National Curriculum defines a child's progress in four key stages:

➤ Primary school

Key Stage 1 is years 1 and 2 (ages 5-7).
Key Stage 2 is years 3, 4, 5 and 6 (ages 7-11).

➤ Secondary school

Key Stage 3 is years 7, 8 and 9 (ages 11-14).
Key Stage 4 is years 10 and 11 (ages 14-16).

Life Expectancy

The number of years that an individual is expected to live as determined by statistics.

Local Area Agreement (LAA)

The LAA is a set of 3 year improvement targets negotiated between central Government and a local authority area.

Local Area Partnerships (LAPs)

LAPs bring together a wide range of people from the statutory, voluntary and community sectors in Cheshire East. By working together, they focus collective effort on what really matters, delivering improved outcomes for local people and places. Their role is to improve services, ensure people influence decision making and to actively engage and empower communities. There are 7 LAPs in Cheshire East' at the end of the paragraph.

Local Development Framework (LDF)

A folder of planning policy documents that helps to manage how development takes place in the towns and countryside of Cheshire East. The Local Development Framework will play an important role in delivering the vision set out in the Sustainable Community Strategy.

Local Strategic Partnership (LSP)

An LSP is a non-statutory body that brings together the different parts of the public, private, voluntary and community sectors, to work at a local level, improve the quality of life in an area and deliver public services more effectively. The LSP for Cheshire East is called Partnerships for Action in Cheshire East (PACE).

Local Transport Plan (LTP)

A strategy for travel and transport within Cheshire East for the period 2011 to 2026. The LTP considers: car based travel, walking, cycling, freight and public transport, as well as the management and maintenance of local roads, road safety, and accessibility initiatives including public transport.

NEET

A young person who is not in education, employment or training.

Office for National Statistics (ONS)

The ONS produces independent information to improve understanding of the UK's economy and society. The ONS is the UK Government's single largest statistical producer.

Contacts

Primary Care Trust (PCT)

Central and Eastern Cheshire Primary Care Trust is an NHS organisation responsible for ensuring the health care needs of the 450,000 people living in Central and Eastern Cheshire. The PCT's role is to buy health services to meet the needs of the population it serves and to ensure that those people are provided with safe, high quality and accessible health services.

Registered Social Landlords (RSLs)

RSLs are government-funded not-for-profit organisations that provide affordable housing. They work with local authorities to provide homes for people meeting the affordable homes criteria. As well as developing land and building homes, RSLs undertake a landlord function by maintaining properties and collecting rent.

SCOOT (Stamp Crime Out Of Town)

A multi agency business crime reduction partnership between the retailers of Crewe and Nantwich, Cheshire Police, Chamber of Commerce, Magistrates and the Local Authority to combat town centre crime.

Sustainable Community Strategy (SCS)

It is a statutory requirement to produce an SCS to describe the vision and objectives for an area, usually for 10-20 years. Ambition for all is the Sustainable Community Strategy for Cheshire East.

Thematic Partnerships

To underpin and support the Executive Board of the PACE there are 5 thematic groups: Safer Cheshire East Partnership; Children's Trust; Health & Wellbeing; Economic Development, Learning & Skills and Environment and Sustainability. The Thematic Groups will develop and deliver appropriate strategies and actions for the achievement of objectives relevant to their particular thematic area. Specifically, they are responsible for the delivery of the Sustainable Community Strategy outcomes and Local Area Agreement targets within that theme.

Transport Asset Management Plan (TAMP)

The objective of the TAMP is to lay out, in a clear and transparent manner, how Cheshire East manages the highway assets to keep them safe for use and fit for purpose. The types of assets covered in the TAMP include roads, footways, highway structures, street lighting and other assets, such as the green estate (trees and planted and grassed areas).

PACE

Partnerships for Action in Cheshire East
2nd Floor, Westfields
Middlewich Road
Sandbach
CW11 1HZ

T: 01270 685807

E: pace@cheshireeast.org

W: www.pacecheshireeast.org

Acknowledgements

We would like to thank Dave Corbet and Ian Roberts from Greengage Consulting for all their hard work in preparing Cheshire East's first Sustainable Community Strategy.

We would also like to thank Tim Previtt for providing local history information and For providing photographs.

Finally, thank you to all of the individuals and organisations who contributed to the development of this strategy.



Sources of Information

- 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.
- 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).
- 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).
- 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 LLSOA s 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.
- 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.
- 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.
- 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.
- ³⁰ Source: English Indices of Deprivation 2007, DCLG, December 2007.
- ³¹ Cheshire East Joint Strategic Needs Assessment 2009/10.
- ³² “Fair Society, Healthy Lives” – Marmot Review 2010.



CHESHIRE EAST COUNCIL

REPORT TO: Sustainable Communities Scrutiny Committee

Date of Meeting: 15th July 2010
Report of: Abigail Webb
Subject/Title: Safer Cheshire East Partnership Plan

1.0 Report Summary

- 1.1 The purpose of this plan is to provide an overview of the Safer Cheshire East Partnership priorities, and sets out a strategy, detailing how these priorities will be addressed. It also allows the partnership to identify emerging issues and trends, and effectively plan for the future.

2.0 Recommendations

- 2.1 To comment on the draft Safer Cheshire East Partnership Plan, and make recommendations to the Safer Cheshire East Partnership (Appendix A)

3.0 Reasons for Recommendations

- 3.1 Inform members of the priorities of the Safer Cheshire East Partnership and the intended activity over the next 12 months

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 All

6.0 Policy Implications including - Climate change - Health

- 6.1 N/A

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

- 7.1 None

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

8.1

		Revenue	Capital
Funding Source:	Area Based Grant	323,278	52,500
	Second Home Taxation	170,864	
	Total Funding	494,142	52,500

9.0 Legal Implications (Authorised by the Borough Solicitor)

9.1 None, subject to the comments of the scrutiny committee.

10.0 Risk Management

10.1 The recent phase of government cuts has seen a reduction in the amount of area based grant funding the partnership receives, for 2010/11. Previous “Ring fenced” budgets have now been opened up. The partnership is currently assessing the impact of this, and how it may affect delivery of its priorities, and other existing commitments. The area based grant will cease from 2011, and there is some uncertainty around what will replace it.

11.0 Background and Options

11.1 Following a presentation by the community safety manager at the last scrutiny committee, members requested that a report in relation to the Safer Cheshire East Partnership and further information relating to the Safer Cheshire East Partnership Plan be presented at its next meeting, on the 15th July 2010. Safer Partnerships are required by law to produce an annual strategic assessment. This is a survey of crime and disorder levels and trends over the past year (and up to three years). It is used for planning future partnership activity and this forms the basis of the Safer Cheshire East Partnership Plan which sets out how to reduce the levels of crime and disorder and its impact on the community.

12.0 Overview of Year One and Term One Issues

12.1 N/A

13.0 Access to Information

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

Name: Abigail Webb

Designation: Community Safety Development Manager

Tel No: 01244 613352

Email: Abigail.webb@cheshireeast.gov.uk

This page is intentionally left blank

Safer Cheshire East Partnership Plan

2010-11

Introduction

1.1 Background

The Safer Cheshire East Partnership (SCEP) was formed in April 2009 as a result of the Local Government Review in Cheshire. Previous to this date, the area of Cheshire East had 3 safer partnerships called Crime and Disorder Reduction Partnerships (CDRPs) and these were geographically based around the old borough boundaries of Macclesfield, Congleton and Crewe & Nantwich. The organisations with named responsibility to work in partnership to tackle crime and disorder in the area of Cheshire East are Cheshire East Council, Cheshire Constabulary, Cheshire Fire and Rescue Service, Central and Eastern Primary Care Trust, Cheshire Police Authority and Cheshire Probation Service. In addition, key agencies within the partnership are Cheshire Drug and Alcohol Team, Cheshire East Domestic Abuse Partnership, Youth Offending Team and members from the voluntary sector.

A requirement of the Safer Cheshire East Partnership is to conduct an annual strategic assessment. This document provides intelligence and data from partner agencies to help monitor performance, identify emerging problems and to effectively plan for the future.

1.2 Purpose of the plan

The purpose of the partnership plan is to indicate what are the Safer Cheshire East Partnership priorities (identified from the strategic assessment) and to set out a strategy detailing how these issues should be tackled and by who. Where appropriate, links are shown to the National Indicators which form part of the Local Area Agreement.

The Current picture

Cheshire East has a population of 360,000 and is 116,638 hectares in size. The age structure of the Cheshire East is slightly older than that of England & Wales. 5% of Cheshire East's population is aged under 5 and 12% are aged 5 to 14 and 18% are aged 65 or more. There will be around 5% fewer children living in Cheshire East by 2026 than there were in 2006 and the number of people aged 85+ will double between 2006 and 2026.

2.1 What you have said

The residents perceive Cheshire East as a safe place to live. 92% of residents feel safe when outside in their local area during the day, after dark that reduces to 54% compared with North West England of 87% and 47% respectively. 64% of residents (which was the top priority) said that levels of crime are the most important factor in making somewhere a good place to live. Only 25% of residents feel that police and public services are successfully dealing with anti-social behaviour and crime in their area.

Development of Plan

3.1 Vision of Safer Cheshire East Partnership

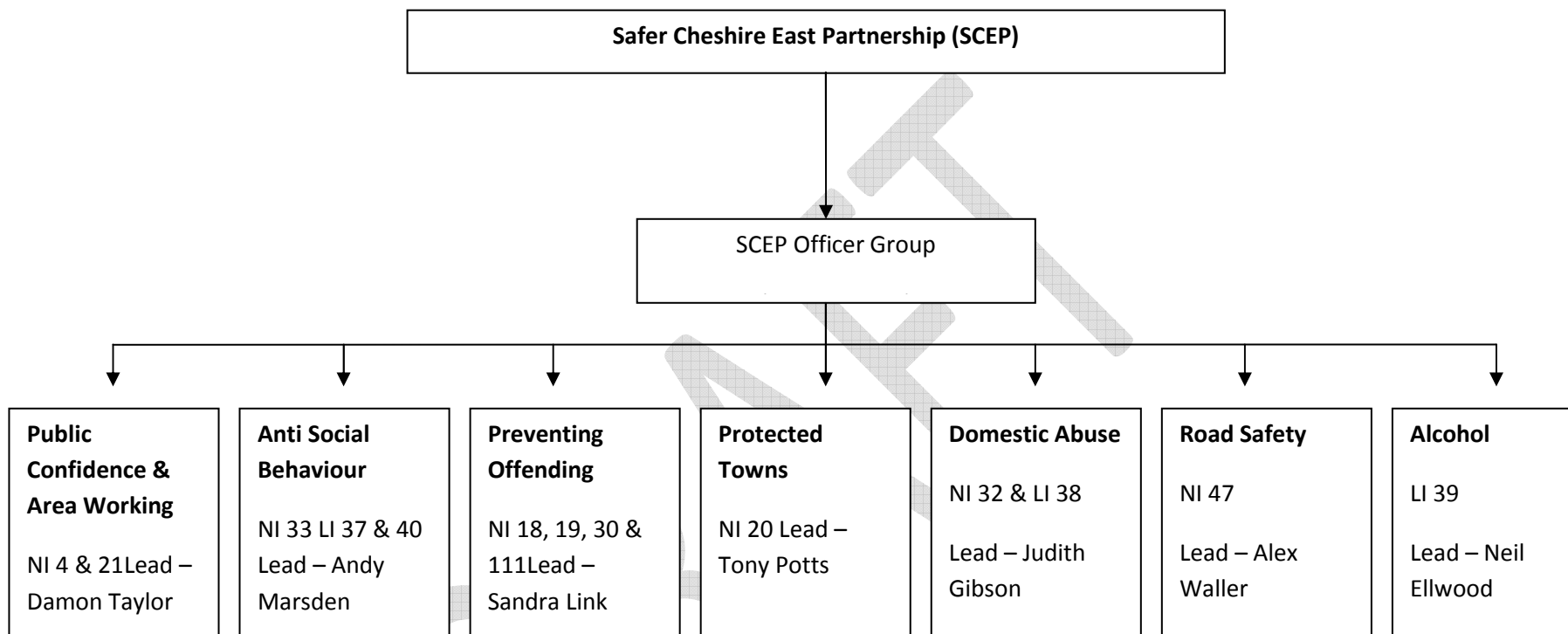
'A Safer and Stronger Community for All'

3.2 Pledge

The Partnership's Pledge is to

- Reduce anti social behaviour and crime and disorder across Cheshire East
- Reduce the fear of crime and engage with our communities
- Reduce the number of offenders committing more crime
- Keep our roads safe
- Reduce violence offences happening within our homes, within our neighbourhoods and within our towns
- Reduce the number of crime being committed by people under the influence of alcohol and drugs

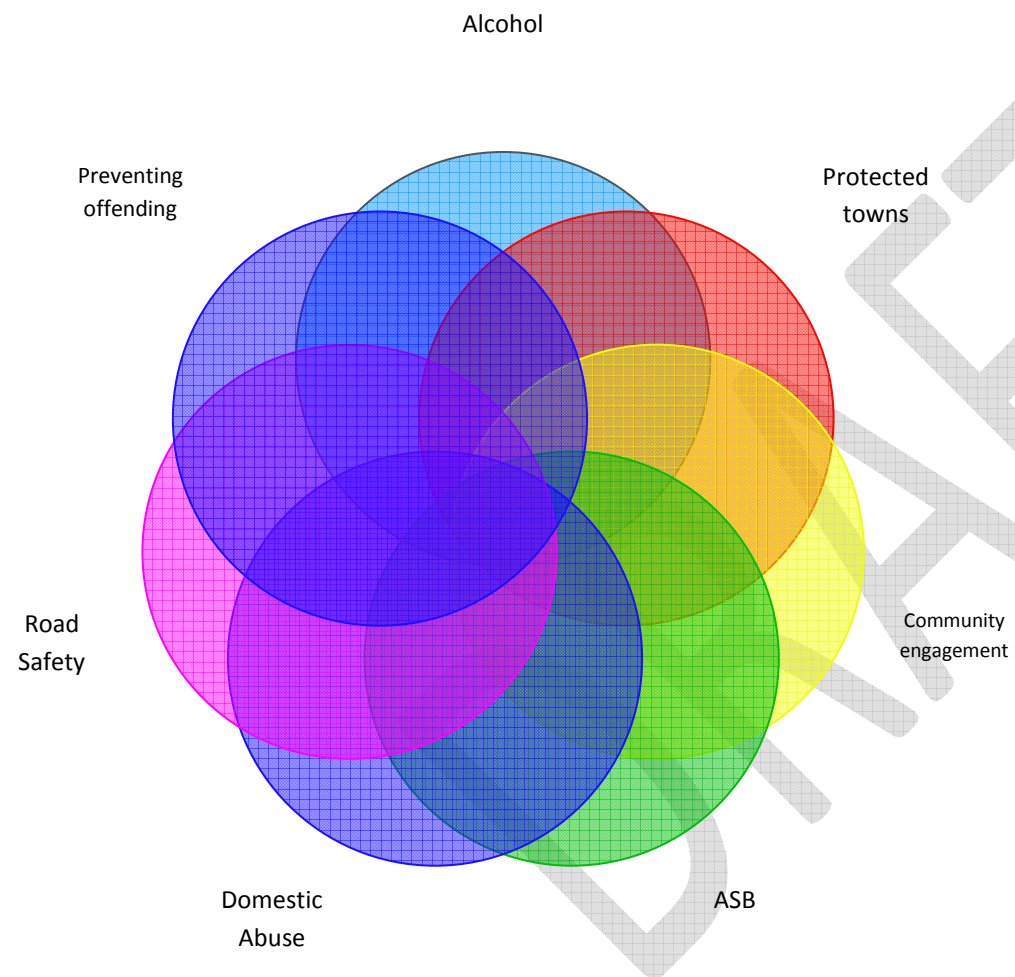
3.3 Safer Cheshire East Partnership Structure



3.4 Cross Connectivity

All of the 7 priorities areas for the Safer Cheshire Partnership have cross connectivity. One of the main contributing factors is the use of alcohol. The Local Strategic Partnership is currently pulling together a project group across the five thematic work stream (Safer Cheshire East Partnership being one of them) to look at how different agencies can work together to reduce alcohol related harm.

The simple structure demonstrates how each subgroup within the Safer Cheshire East Partnership overlaps the work of other areas within the partnership.



Priority Areas of the Safer Cheshire East Partnership

3.5 Links to other plans

The Safer Cheshire East Partnership sits within the structure of the Cheshire East local Strategic partnership and is one of the five thematic partnerships. This partnership plan has been developed and aligned with a number of key strategies including

- Cheshire East Sustainable Community Strategy
- Local Area Agreement
- Cheshire Constabulary Policing Plan
- Cheshire Fire & Rescue Locality Action Plan

Safer Cheshire East Partnership Priorities

4.1 Community Engagement and Area Working

WHAT'S THE ISSUE?

Many agencies are working across Cheshire East to make the borough safe and feel safe. We understand the need to secure greater efficiencies from the way we spend the public's money, and we are therefore seeking ways in which the effort that we are all undertaking can be drawn together to avoid unnecessary duplication. We recognise that if we pool our resources and effort together we can deliver a better service to the public at less cost.

We also recognise how important it is to involve the public of Cheshire East in how the Partnership delivers its community safety service, and wish to build on the development of the Local Area Partnerships, of which there are seven in the area, to ensure that delivery at the local level is very much focused on an accurate analysis of local need and demand. It is clear that a current issue of concern for many people relates to anti-social behaviour, and we recognise the negative impact it can have on people's enjoyment of their local environment if the issue is not tackled effectively early on by all agencies concerned.

WHERE ARE WE NOW?

Currently, there are lots of mechanisms which are employed throughout the area to seek the views of the public on the services we provide to them, and how this may be further improved. The Partnership is measured against a suite of national performance indicators and two in particular, around the percentage of people who feel they can influence decisions in their locality & how the police and council deal with local concerns about Anti-Social Behaviour and crime, are a particular focus of this Group.

The Partnership is going through a process to map all the engagement activity we currently undertake with a view to streamlining it. In the first instance this will be undertaken in a pilot area, based around one of the Local Area Partnerships, but if successful it will be rolled out across the

Borough. We will work closely with local people through the Local Area Partnerships to ensure your views about local delivery are listened to and will look to explore in more detail some of your concerns around anti-social behaviour in your local area. Utilising survey data which is already readily available, we want to identify those areas in the borough which perhaps do not enjoy such high levels of confidence in the police and local council, and where residents feel that their voice is not adequately heard, and work with them to improve their confidence in local agencies and increase their feelings of wellbeing in their own environment.

WHERE DO WE WANT TO BE?

We want people to feel more involved in the work of their local partnership and have a greater understanding of the work we are doing across the partnership to deliver a safer Cheshire East. In return, we hope to be able to develop a better picture of local concerns and demand to ensure that future service delivery can more accurately reflect those issues. This is not purely about satisfying performance in terms of national indicators, but the primary focus will be to ensure that local people can and do feel more involved in the work of the wider partnership.

4.2 Anti Social Behaviour

Where are we now

Over the last 12 months, there has been a significant reduction in the number of anti social behaviour being reported (1,387 fewer incidents in 2009/10 compared with 2008/09). However across Cheshire East, there are areas where anti social behaviour is a problem. There are also specific times of the year, when incidents of anti social behaviour increase such as school holidays and Halloween. Cheshire police and Cheshire East Council Anti Social Behaviour team are continuing to work closely together with other key agencies to reduce anti social behaviour by a further 5% for 2010/11.

What have we achieved

- Achieved our 5% reduction target for 2009/10
- Established an anti social behaviour working group which meets monthly to discuss current issues relating to Cheshire East
- Working with other Anti Social behaviour co-ordinators across Cheshire to ensure best practice is achieved
- Held several successful campaigns across Cheshire East at key times within the year to engage with local communities
- Secured funding from the Safer Cheshire East Partnership to deliver key activities across the year

Where do we want to be

- Full staffing levels within Anti Social Behaviour team
- Develop an anti social behaviour database whereby all incidents are reported and monitored
- Develop an anti social behaviour hotline number for residents to call if they are experiencing anti social behaviour
- social marketing campaigns for parents and carers to challenge youth behaviour and promote “You said we did” publicity
- Utilisation of the Town centre CCTV systems, including mobile units to proactively monitor and provide intelligence, to enable a more structured response to issues to hot spot areas.

4.3 Preventing Offending

Cheshire Probation supervises Offenders In Cheshire East To:-

- Reduce Re-Offending
- Protect The Public
- Reduce The Number Of Future Victims
- Rehabilitate Offenders
- Enable Offenders To Repay Their Debt To The Local Community By Undertaking Community Payback

Probation Staff in Cheshire East will work with partners to reduce re-offending and improve community safety. Specifically:-

- We will target prolific and priority offenders.
- We will provide a range of sentences to the local courts to reduce alcohol related crime and drug related crime.

The Eastern Priority Prolific Offender (PPO) Unit was set up as a partnership approach to tackle offending behaviour of prolific offenders, who cause the greatest harm to the community.

It was recognised that reducing their offending could not be done by any one agency in isolation, hence the coming together of Police, Probation, Nacro and DIP in partnership. Working together, alongside other organisations such as the CDT, local authority and housing, they address the core issues that contribute to offenders continuing their destructive lifestyles.

Nominations for PPO status can come from several sources, but most often via the police or probation, where an offender is considered a particularly high risk to community safety/fear.

Those successful nominations are separated into two strands, either re-settle and rehabilitate for those who are willing to engage with the unit, or catch and convict for those who fail to engage

Those who engage with the unit are offered assistance with finding accommodation, re-training, jobs, lifestyle skills and drug rehabilitation, effectively supporting their resettlement and rehabilitation into the community. Those offenders who fail to engage are still encouraged to do so, the various services always being open to them should they chose to engage.

Success is measured mainly by reduction in offending by the PPO's. A baseline 'score' of convictions and offences is taken before acceptance onto the scheme. Their offending behaviour is subsequently monitored following acceptance. Last year saw a reduction in offences committed by 70%, when set against a Local Indicator measure.

Aim: what do we want to achieve?? Targets set??

The Unit has proven success in reducing re-offending of the most prolific offenders who live in Cheshire East. This equates to hundreds of fewer victims of crime.

The target set under NI 30 for 2010-2011 is a 15% reduction against that indicators baseline.

The target has yet to be set against the Local Indicator for this year (last years target was 40% reduction).

4.4 Protected Towns

What are the Challenges

Although Violent Crime has fallen, surveys show that a quarter of the public perceive that Crime and Disorder has increased. In 2005/6 17% of all violent incidents were committed in or around pubs or clubs. The partnership wishes to create a safe night time

economy that encourages visitors to come to our town centres, and be able to enjoy their night out without becoming a victim of crime.

WHERE ARE WE NOW?

Through the Safer Cheshire East Partnership agencies work together to make our towns a safer place to visit and enjoy. This includes:

- A proactive and positive approach to dealing with offenders
- Introduced “Arc Angel” protected towns scheme in Congleton
- Established “PubWatch” schemes in all our Towns
- Have a comprehensive CCTV network in place
- Engage with Licensees in the promotion of responsible drinking

WHAT HAVE WE ACHIEVED?

- A reduction in alcohol related offences in our town centres
- Created a safer night time economy
- Increased membership of “Pubwatch” and “Business Watch” schemes

WHERE DO WE WANT TO BE?

- Consolidate and integrate our existing 3 CCTV control rooms
- Continue to effectively deploy our community wardens in key areas of concern to promote public reassurance
- Work closer with other agencies, in a more “Joined” up way to carry out positive enforcement, and ensure problematic premises are dealt with effectively.

4.5 Domestic Abuse

WHAT'S THE PROBLEM?

Domestic abuse harms thousands of people in Cheshire East each year. It is a crime and a serious safeguarding issue for children and young people and is unacceptable in all its forms. In 2009/10 police attended 5326 domestic incidents and we know that less than half of all incidents are reported.

WHERE ARE WE NOW?

Through Cheshire East Domestic Abuse Partnership agencies work together to help people be safe and to recover. This includes:

- Multi-Agency Risk Assessment Conferencing (MARAC) for those at highest risk, supported by the Family Safety Unit
- two refuges providing housing and community support
- a range of children's interventions
- a specialist court in Crewe
- police, court and probation responses dealing with offenders
- a voluntary perpetrator programme

WHAT HAVE WE ACHIEVED?

- 304 adults with 403 children were safeguarded through MARAC
- ¾ of these high risk victims did not report a further offence

WHERE DO WE WANT TO BE?

- make sure everyone who needs services can access them regardless of gender, age, ethnicity, sexual orientation
- continue to reduce the number of repeats
- make sure services are delivered locally when people need them

Quotes from survivors of domestic abuse

For the first time in 6 years I actually feel much safer and that procedures have been put in place that would benefit my children and myself if we were in danger again

I have learnt how to look for early signs of abuse in a new relationship and how to be a stronger person

You helped me gain confidence in my own ability to do things. Face fears. become resilient, make decisions

4.6 Road Safety

WHAT'S THE PROBLEM?

During 2009 a total of 266 people were killed or seriously injured on roads within Cheshire East. 28 of these were children.

WHERE ARE WE NOW?

We have established multi-agency delivery groups focusing on Education, Enforcement and Road Safety Engineering.

WHAT HAVE WE ACHIEVED?

- Delivered a wide range of educational and awareness programs including Driver Engagement Days, Motorcycle Rider Engagement Days, Drive Survive Courses, Cheers BAR, Occupational Road User events, School/College events and activities etc
- Provided heavily subsidized training courses to drivers and motorcyclists. (Pass+ and Life Advanced Motorcycle Courses)
- Delivered numerous high profile campaigns such as Christmas drink/drug drive, Winter Driving, Child Restraint Systems, Road Safety Week etc
- Supported delivery of free cycle training to year 6 pupils and also issued free bike lights to young cyclists.
- Implemented road safety engineering activities to reduce the risk in identified accident hotspot areas.
- Carried out enforcement activities including targeted police patrols, community speed watch and deployment of high profile speed indication devices.

WHERE DO WE WANT TO BE?

We will continue to work together to ensure that no more than 235 are killed or seriously injured on our roads this year.

4.7 Alcohol Abuse

Priority: LAA 038 - Alcohol Arrest Referral Scheme (AAR)

The connectivity between offending, violence, anti-social behaviour/disorder and alcohol is hugely significant. Nationally, it is estimated that crime and antisocial behaviour, associated with alcohol, costs in the region of £7.3 billion per year. This figure includes the major costs to the emergency services and the criminal justice system as well as the costs incurred by the victims.

The British Crime Survey 2007/08 identified that in 45% of all violent incidents, victims believed offenders to be under the influence of alcohol.

WHERE ARE WE NOW:

The Alcohol Arrest Referral Scheme in Cheshire East targets adults arrested for alcohol-related offences to given an intervention whilst in custody by a trained worker.

Such sessions are structured to inform arrestees about safe drinking levels and the links between unsafe drinking and offending using NHS recommended auditing tools.

An individual can then attend a second more detailed intervention; should a more serious issue be identified then a referral is made to the clients General Practitioner or specialist services.

Brief interventions of various forms and delivered in a variety of settings are effective in reducing alcohol consumption among increasing risk and high risk drinkers to low risk levels.

(Review of the Effectiveness of Treatment for Alcohol Problems 2006, Raistrick D, et al)

WHAT HAVE WE ACHIEVED:

The scheme aims to reduce re-offending rates among drinkers who enter the custody suite and in particular to refer dependent drinkers into more intensive levels of treatment.

Between September 2009 and March 2010 over two hundred and sixty interventions have been completed, re-offending rates for those individuals is low.

WHERE DO WE WANT TO BE

To continue to increase the number of referrals

To work in partnership with other agencies to prevent alcohol related re-offending

To ensure that those dependent drinkers who are more likely to re-offend are intensively case managed.

APPENDIX 1: List of Partners

Cheshire East Council Community Safety Team

Cheshire Constabulary

Cheshire Police Authority

Cheshire Fire & Rescue Service

Central & Eastern Cheshire Primary Care Trust

National Probation Service – Cheshire

Cheshire East Domestic Abuse Partnership

Cheshire Drug and Alcohol Team

Connexions

Cheshire Youth Offending Team

Wulvern Housing

Cheshire East Congress – Voluntary Service

UK Border Control

Job Centre Plus

Cheshire East Town and Parish Council

DRAFT

APPENDIX 2: Abbreviations

ASB	Anti-Social Behaviour
BCS	British Crime Survey
CAM	Community Action Meeting
CEC	Cheshire East Council
CCTV	Closed Circuit Television
CEDAP	Cheshire East Domestic Abuse Partnership
CSP	Community Safety Partnership
DAT	Drug Action Team

DV	Domestic Violence
KSI	Killed or Seriously Injured
LAA	Local Area Agreement
LI	Local Indicator
NI	National Indicator
NPT	Neighbourhood Policing Team
PCT	Primary Care Trust
POP	Preventing Offending Panel
PPO	Prolific & other Priority Offenders
T & C	Tasking & Coordination
YOS	Youth Offending Service

This page is intentionally left blank

CHESHIRE EAST COUNCIL**REPORT: CABINET**

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

1.0 Report Summary

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

2.0 Decisions Requested

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

3.0 Reasons for Recommendations

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

4.0 Wards Affected

- 4.1 All.

5.0 Local Ward Members

- 5.1 All.

6.0 Policy Implications including

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

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

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

9.0 Legal Implications (Authorised by the Borough Solicitor)

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

10.0 Risk Management

- 10.1 None

11.0 Background and options

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

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

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

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

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

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

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

11.6 The draft Corporate Plan is appended to this report.

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

12.0 Access to Information

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

Name: Paul Bradshaw

Designation: Head of HR & OD

Tel No: 01270 686027

Email: paul.bradshaw@cheshireeast.gov.uk

This page is intentionally left blank

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



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

Welcome to our Corporate Plan for 2010 to 2013

This plan sets how we will achieve our vision of:

“ Working together to improve community life ”

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

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



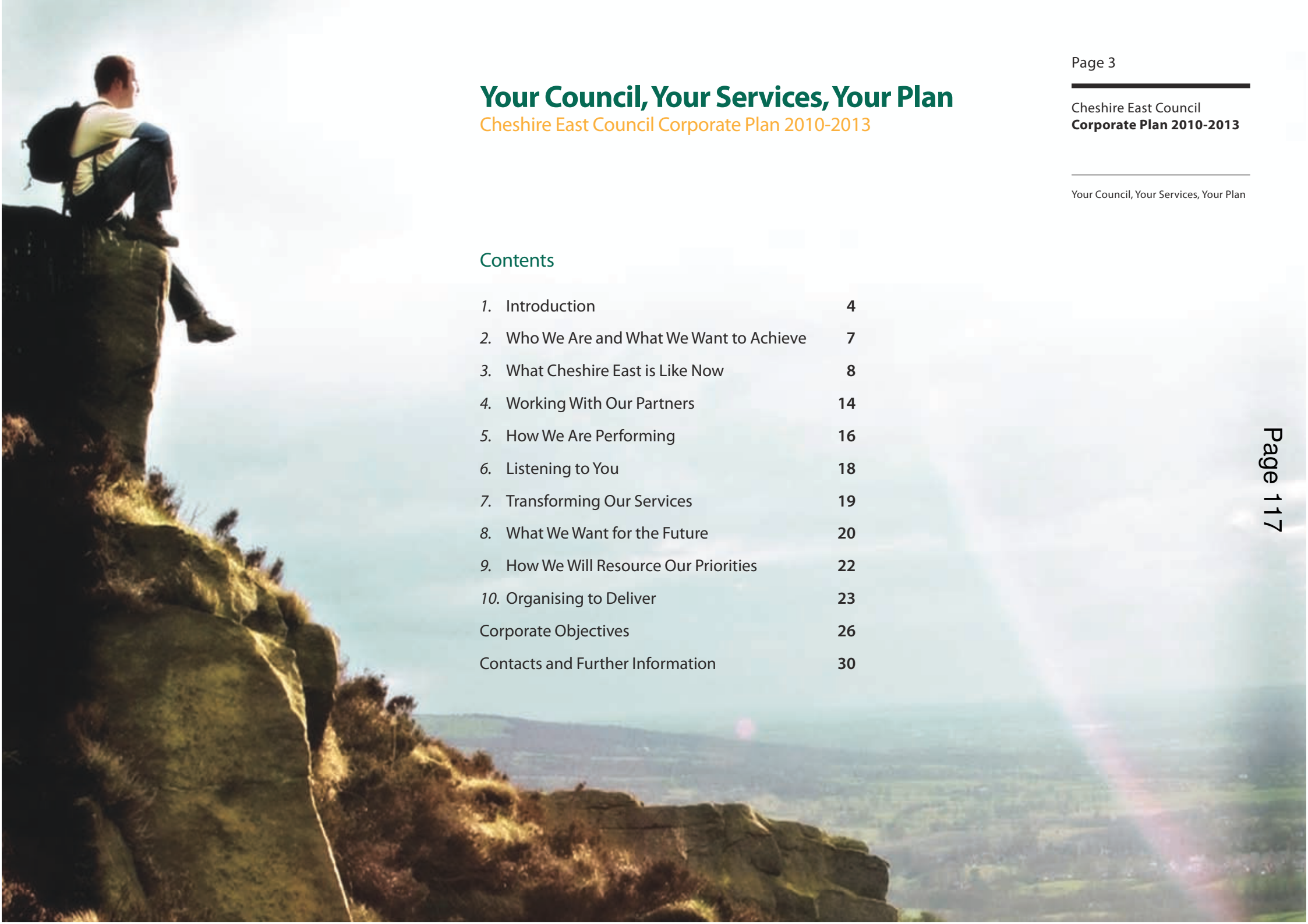
Wesley Fitzgerald
Leader



Erika Wenzel
Chief Executive

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

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



Your Council, Your Services, Your Plan

Cheshire East Council Corporate Plan 2010-2013

Contents

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



1. Introduction

Cheshire East – the place

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

Cheshire East Council has a responsibility to ensure that all its services meet these different needs and that the way services are delivered across the area are

developed and shaped to ensure that all who need them benefit from them. Our plan sets out how we will do this, who will be involved and how we will know if we have improved services for local people.

The Corporate Plan in the community context

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

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

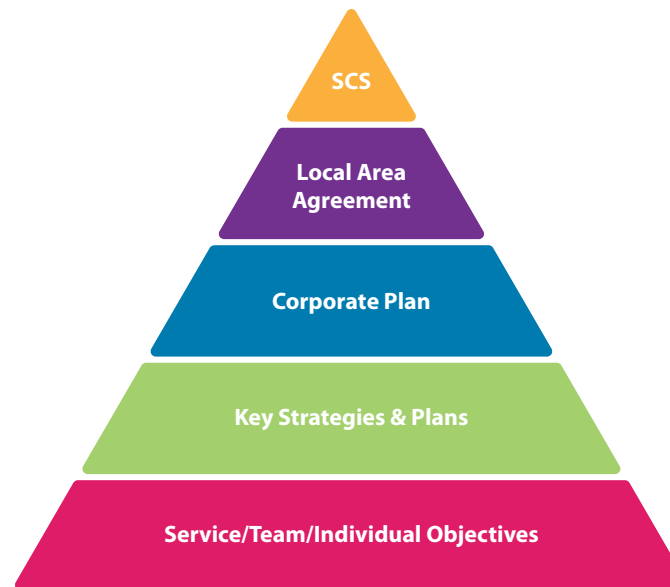
To turn our priorities into reality, we have developed departmental and service plans that provide fuller detail about how the Corporate Plan will be delivered.

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

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

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

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



Key Strategies and Plans

consists of:

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

2. Who We Are and What We Want to Achieve

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

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

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

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

A flourishing business community is essential to sustaining this success. In addition, the Council aims to make our communities safer and stronger, and develop good local involvement in decision-making about local services, providing personal choice where appropriate. In short, we want:

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

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

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

3. What Cheshire East is Like Now

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

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

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

The population of Cheshire East is largely rural, with nearly 40% living in a rural location. There are a number

of people in the area who experience a poorer quality of life in many respects, and they tend to be clustered within certain urban locations, many of which are in Crewe. The differences that exist between certain groups of our society presents a challenge for the Council – one that we aim to address in this Plan. The challenges are described within five themes.



Health and Wellbeing

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

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

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

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

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

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

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



Children and Young People

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

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

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



Economy, Transport and Housing

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

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

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

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

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

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



Environment and Climate Change

The relationship between climate change and carbon emissions (from electricity production, the use of gas and vehicle use) is now quite widely accepted, and the people of Cheshire East are concerned about this issue. Collectively we do not perform well in this area – the average person's domestic emissions of carbon dioxide being 2.8 tonnes per year, higher than both the North West and the UK.

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

In addition to working with residents and businesses to reduce carbon emissions, we have also signed up to the 10:10 challenge – we have committed to 'pulling out all the stops' to reduce by 10% the carbon

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

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

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

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

Safer Communities

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

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

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



4. Working With Our Partners

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

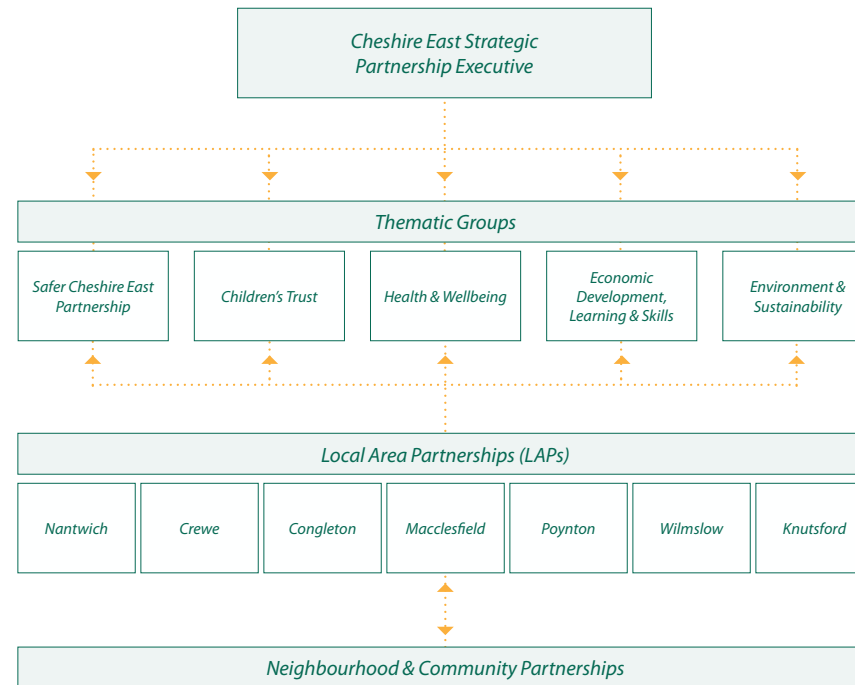
Working in partnership enables more effective use of public money through a shared understanding of the needs and issues in Cheshire East and co-ordinated provision of services. This joint approach has never been more important than in the current economic climate where public funds are reducing but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

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

Partners on the Local Strategic Partnership (LSP) Executive Board include Cheshire Constabulary, Cheshire Fire and Rescue Service,

Central and Eastern Cheshire Primary Care Trust, the South Cheshire Chamber, the Cheshire East Housing Delivery Partnership, MMU Cheshire (Manchester Metropolitan University) and the Cheshire East voluntary sector. LSP delivery is organised through five thematic partnerships:

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



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

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

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

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

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

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

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

“

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.

”



5. How We Are Performing

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

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

Given the newness of the Council and also how the Government inspects and rates councils, we have not yet had an independent view of our performance. Following the recent announcement from Government to end the Comprehensive Area Assessment (CAA), we are waiting to hear what form this takes.. As a council, we are committed to improving and have gathered our own evidence so that we can look at our performance since April 2009 and make any necessary changes for improvement. From this we know what is going well and what we need to improve. Some key examples are shown in the next section.

What's going well?

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

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



increased accountability for perpetrators and voluntary change programmes. Again, many partner organisations are involved.

- Transformation of Building Control Services – electronically-based systems now allow the customer to view drawings and submit applications online, as well as providing big efficiencies in departmental working.
- Supporting businesses and local people through the recession – we have supported town centres through dressing empty shop windows with vibrant displays; increased the take-up of benefits available from Government by £1.2m; and supported businesses through clinics and seminars on local procurement.

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

Some key areas we need to improve on

- We need to improve our planning service to make it more efficient and customer-friendly. We are radically changing how we do business in this key area to ensure value for money and simplify our systems.
- We are working hard to harmonise the way in which we collect and manage household waste across Cheshire East to move away from three approaches inherited from

the previous Councils into a simplified, cost-effective service.

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



6. Listening to You

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

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

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

Rural Housing Needs surveys

Cheshire East and previously Cheshire County Council, conducted a number of Rural Housing Needs Surveys over the past two years. These surveys have highlighted the need for affordable housing in almost all of the locations included. The

information gathered during this consultation also identified sites around Cheshire East that were suitable for development.

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

Budget consultation

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

Most people were prepared to pay an increase of 1% to 2% in their Council Tax rate, in order to fund services. Taking account of the views of the

people of Cheshire East, the increase for 2010/11 was set at 1.7%.

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





7. Transforming Our Services

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

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

The current programme includes a major redesign of services for children, adults, health and well-being and transport, and a huge

amount has been achieved so far. For example, in Adult Services we have achieved significant savings by eliminating duplicated efforts, and providing integrated services with health partners. We have already invested and made improvements in safeguarding, preventative and re-ablement services – keeping people safe, independent and well for as long as possible.

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

8. What We Want for the Future

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

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

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

“

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

”

Corporate objective one:

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

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

Corporate objective two:

To grow and develop a sustainable Cheshire East

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





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

As part of this, we will ensure that the overall increase in Council Tax does not exceed inflation and is below inflation where possible each year, subject to changes in central government policy.

Corporate objective four:
To enhance the Cheshire East environment

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

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

We will focus on core services that best meet the needs and aspirations of local people and communities. We

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

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

9. How We Will Resource Our Priorities Revenue Budget 2010-2013

Cheshire East Council spends over £700m a year on delivering services to local people. Approximately one quarter of this is funded through Council Tax, with the majority of funding coming from Central Government Grants. Since Local Government Reorganisation the Council has driven down the cost of Supporting Services putting greater emphasis on frontline spending. Recent published data showed that spending on Central Services at Cheshire East was in fact half that of the unitary authority average.

The Council operates a rolling three year Business Planning Process, which enables the Council to develop longer term plans which anticipate and respond to changes in funding levels and new demands. Figure 1 (right), shows where the Council allocates resources from all sources.

Current estimates predict that gross expenditure (excluding schools) will rise by only 2.5% (£12.7m) over the medium term up to 2013. Due to the level of savings being achieved this is actually less than estimated inflation

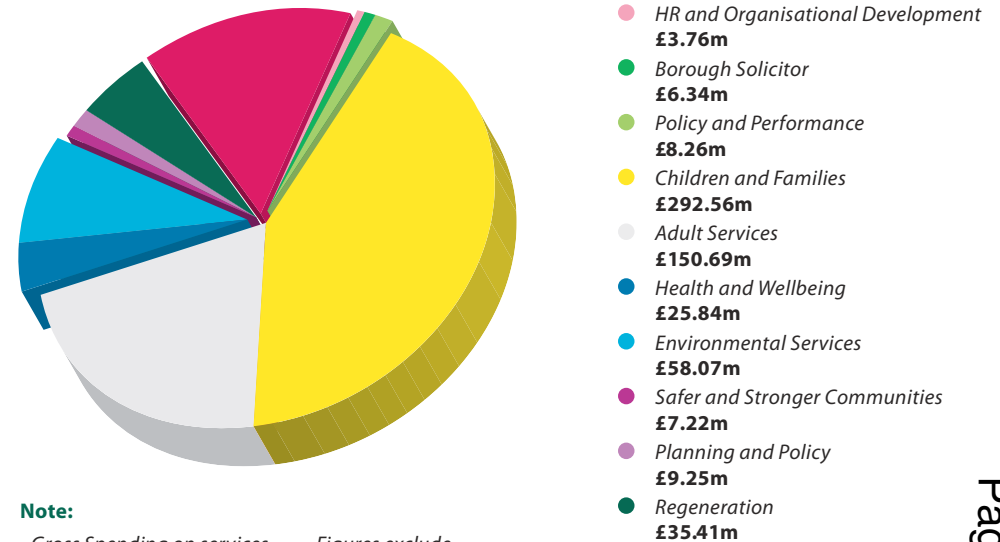
for the same period. During the period, funding levels from government are also expected to decrease. This makes it increasingly important that the Council allocates its own resources to priority spending areas.

Although spending will increase overall the most positive impact will be realised in caring for children, caring for adults, on the road network and in housing. This will be funded through high levels of efficiency, particularly in Support Services, which allows the Council to divert resources towards key service priorities. Figure 2 (right) demonstrates the changes in local funding that the Council will make by 2012/2013. This reflects the impact of policy options to recognise and protect priority areas.

In social care provision there is a successful transformation programme underway to reduce costs and make the service sustainable. This explains the reduction in discretionary spending in that service.

Figure 1

The highest use of resources occurs in Education and Social Care

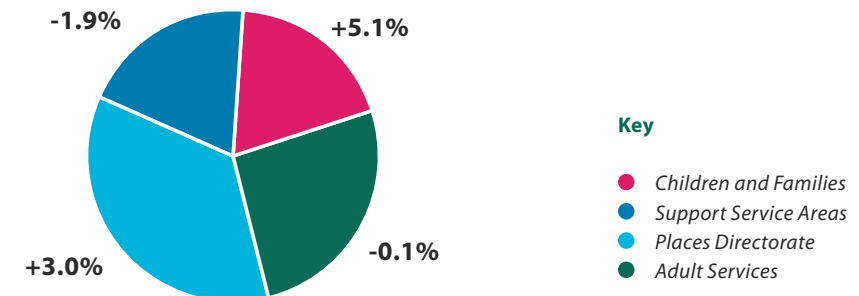


Note:

- Gross Spending on services is £702.43m.
- Children and Families includes schools expenditure.
- Borough Treasurer includes spending on benefits
- Figures exclude Contingencies and Capital Financing
- Source: Cheshire East Finance

Figure 2

Gross Spending (excluding Education) increases in Learning & Social Care and decreases in Support Services



Key

- Children and Families
- Support Service Areas
- Places Directorate
- Adult Services

Source: Cheshire East Financial Scenario

10. Organising to Deliver

Council Leadership and Cabinet

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

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

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

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

Overview and Scrutiny Committees

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

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

Elected members

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

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

budget. A range of committees look at issues including planning, licensing and school organisation.

Through these various council meetings, we make sure that the concerns and suggestions that councillors bring from their communities are properly considered and acted upon. These are public meetings and details are published on our website and anyone is welcome to attend. We also make sure that our councillors are properly supported in their work with their communities, providing tools and expertise to make a real difference to their area.

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

Managing the Council

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



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

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

Managing our performance and risks

In order to deliver the improvements that we detail in this plan, we have robust performance monitoring and management arrangements in place. These involve the regular review of the Council's key priorities and projects, along with the setting of clear targets and actions for staff. This gives the strong evidence to demonstrate our

improvements and to highlight areas that require attention.

In managing our risks, through using an effective risk management framework, we aim to add value by improving decision-making, planning and prioritisation. This contributes to a more efficient use of resources and optimises our performance and delivery.

Good management of our performance will involve setting clear objectives, developing robust service plans, reporting progress to Corporate Management Team and Cabinet and reviewing and updating our plans according to developments.

Working for Cheshire East

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

Our staff survey, carried out in September 2009, told us that our staff are generally satisfied with their jobs, that they feel they achieve something worthwhile at work and that teamwork and working with

others is critical to success. A third of employees would speak highly of the Council if asked, whilst most other staff preferred to remain "neutral" in opinion at this stage in the Council's development.

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





Our values – ASPIRE

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



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

Equality and inclusion

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

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

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

Cheshire East Council

Corporate Plan 2010-2013

Appendix 1

Page 25

Cheshire East Council
Corporate Plan 2010-2013

Your Council, Your Services, Your Plan

Page 139

Corporate Objective One

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

What do we want to achieve?

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

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

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

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

What will we do to achieve our ambition?

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

How will we know if we have been successful?

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

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

“
*There is easier access
to a wider range of
services which suit
my own needs and
circumstances*
”

Corporate Objective Two

To grow and develop a sustainable Cheshire East

What do we want to achieve?

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

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

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

We want to celebrate the distinctiveness of all our towns and villages by supporting cultural projects and

revitalising town centres. We will increase the number of visitors to Cheshire East through marketing our towns and major attractions such as Tatton Park.

What will we do to achieve our ambition?

- Deliver a new Local Development Framework and Local Transport Plan, Local Economic Assessment and Housing Strategy which provide for future growth and prosperity of Cheshire East
- Work with employers through our Business Engagement Framework to ensure the Council is listening to their needs and remodel our Regulatory Services to balance protection with support
- Working with local partners, we will celebrate and support the distinctiveness of all our market towns and develop joint action plans to support their future prosperity
- Working with local partners, promote major regeneration in our larger towns of Macclesfield and Crewe through delivery of the respective business plans
- Maximise developer contributions

to improve infrastructure, culture, leisure and green spaces

How will we know if we have been successful?

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

- The levels of young people who are positively engaged in education, employment and training is high and they report positively on the opportunities and experience

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

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

Corporate Objective Three

To improve life opportunities and health for everybody in Cheshire East

What do we want to achieve?

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

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

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

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

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

What will we do to achieve our ambition?

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

How will we know if we have been successful?

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

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

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

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

Corporate Objective Four

To enhance the Cheshire East environment

What do we want to achieve?

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

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

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

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

What will we do to achieve our ambition?

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

How will we know if we have been successful?

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

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

“

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

”

Corporate Objective Five

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

What do we want to achieve?

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

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

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

What will we do to achieve our ambition?

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

How will we know if we have been successful?

- Our local people and communities will say that the Council provides excellent services and uses its resources well in doing so
- Council Tax rises will be at or below inflation
- The people of Cheshire East will provide positive feedback about the Council and its performance
- We will deliver value for money services within budget each year
- Employee satisfaction and engagement levels will increase each time we hold an employee survey
- We will have increased the number and scope of council services delivered with or by our partners / local communities each year.

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

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

”

Contacts and Further Information

This Plan provides a summary of our vision, our corporate objectives and our immediate priorities. If you would like further information about our services, please visit our website at www.cheshireeast.gov.uk or contact us on **01270 686016** or alternatively visit us at the address below.

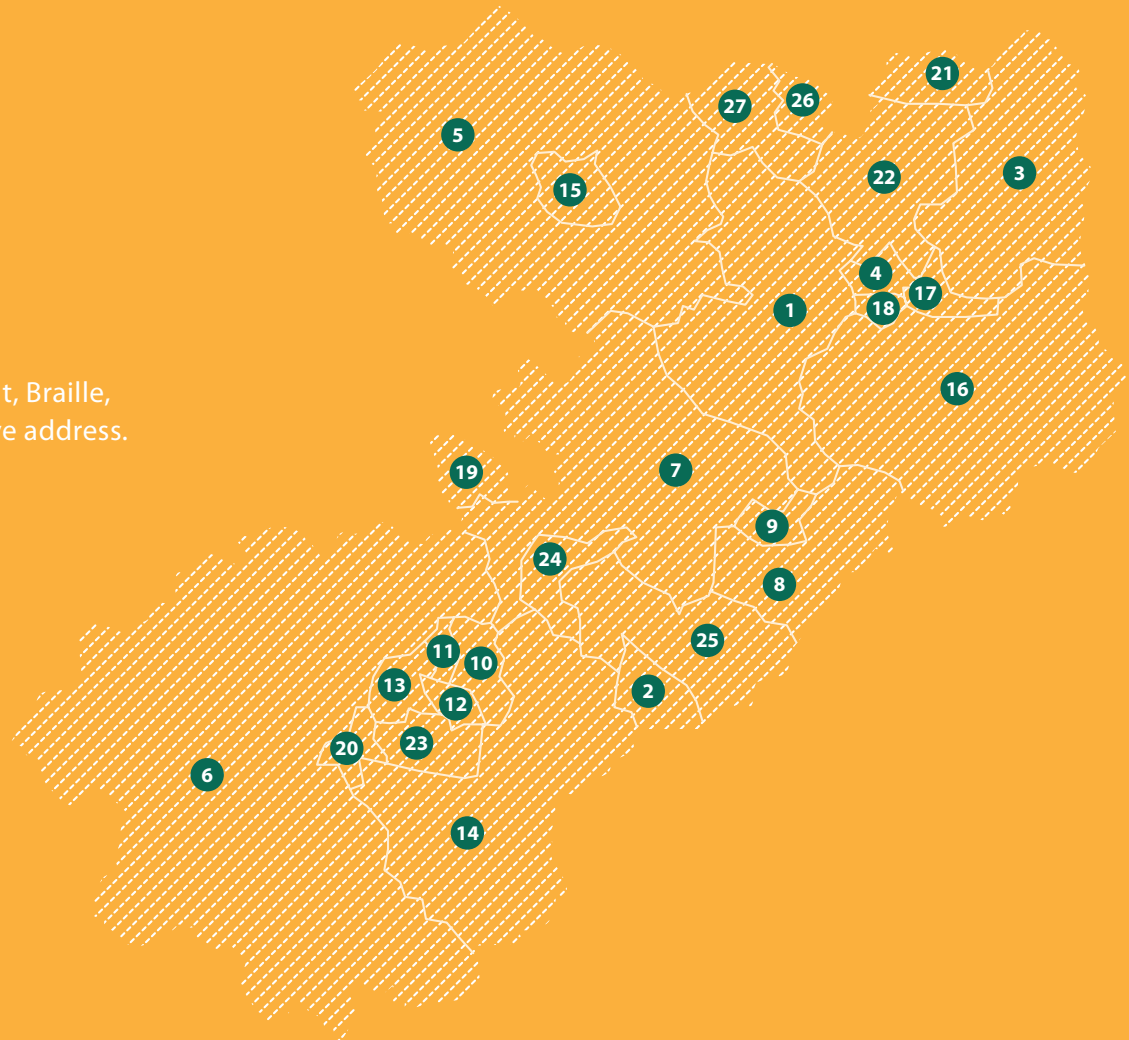
If you would like additional copies of this Plan, or if you have any queries, please contact;

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

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

Unitary Wards in Cheshire East

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





CHESHIRE EAST COUNCIL

REPORT TO: SUSTAINABLE COMMUNITIES SCRUTINY COMMITTEE

Date of Meeting:	15 July 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
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 Strategy	To give consideration to the strategy prior to it being submitted to cabinet then Council for approval	Committee	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	On track	15 July 2010

Sustainable Communities Scrutiny Committee Work Programme – May 2010

				personal choice		
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
Local Development Framework	To give consideration to the LDF prior to it being considered by Council on 14 October 2010	in accordance with the Constitution	Brown	Cheshire East people and communities empowered through local services and personal choice	On track	2 September 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
SLA for the Police Community Support Officers	To review the SLA prior to it being approved by the Portfolio Holder	Committee	Bailey	Cheshire East people and communities empowered through local services and personal choice	On track	2 September 2010
Flood and Water Management	It is the Committees responsibility to prepare an annual summary of the	Environment and Prosperity		Enhancing our Cheshire East Environment	On track	2 September 2010

Sustainable Communities Scrutiny Committee Work Programme – May 2010

(Pitt Report)	actions taken to manage flood risk. This report will be reviewed by the Government Office and Environment Agency.	Scrutiny Committee				
---------------	---	--------------------	--	--	--	--

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
- Process and Policy for Anti Social Neighbours in private and let accommodation.
- Budget

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.

Sustainable Communities Scrutiny Committee Work Programme – May 2010

Dates of Future Council Meetings

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