

# Section 1

## Our community

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

**What will be the key measures of success?**

## Theme

### *Children and Young People*

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

## Our community priorities are...

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

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

## How will we contribute to these priorities?

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

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

## Key measures of success

We aim to:

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

## Theme

### *Adult Health and Well-being*

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

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

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

## Our community priorities are...

*...Addressing the key issues surrounding our ageing population*

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

## How will we contribute to these priorities?

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

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

## Key measures of success

We aim to:

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

## Theme

### *Stronger Communities*

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

## Our community priority is...

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

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

## How will we contribute to this priority?

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

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

## Key measures of success

We aim to:

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

## Theme

### *Safer Communities*

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

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

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

## Our community priorities are...

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

*...Reduce re-offending*

*...Improving road safety*

*...Reducing the risk of industrial and commercial emergencies*

## How will we contribute to these priorities?

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

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

## Key measures of success

We aim to:

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



## Theme

### *Tackling Exclusion and Promoting Equality*

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

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

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

## Our community priority is...

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

## How will we contribute to these priorities?

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

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

## Key measures of success

We aim to:

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

## Theme

### *Local Economy*

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

Lifelong learning

Regeneration...

Tourism and the visitor economy

Inward investment

Planning, roads and transport

### Our community priorities are...

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

*...Reducing worklessness and improving skills*

*...Maintaining an efficient transport network*

*...Improving business and enterprise*

### How will we contribute to these priorities?

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

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

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

## Key measures of success

We aim to:

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

## Theme

### *Environmental Sustainability*

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

CO2 per capita

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

Increase in recycling (Government targets)

Climate change

Streetscene and public realm

## Our community priorities are...

*...Achieving sustainable management of waste resources*

*...Responding to the challenge of climate change*

*...Improving environmental cleanliness*

## How will we contribute to these priorities?

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

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

## Key measures of success

We aim to:

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

## Supporting these themes:

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

## We will...

*...Put customers first*

*...Provide value for money*

*...Enhance partnership working*

*...Develop our workforce*

*...Be locally responsive*

## How will we achieve these?

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

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

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

## **Key measures of success**

We aim to:

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